

# Annual Budget

FY 2016-2017



“Making Orange County a safe, healthy, and fulfilling place to live, work, and play, today and for generations to come, by providing outstanding, cost-effective regional public services.”



## On The Cover

The cover photograph, taken by County employee Trish Daniels, an Eligibility Technician for the Social Services Agency, shows a view of Yorba Linda from a hiking trail off Stage Coach Road in Anaheim Hills. Her photo was featured in the “Parting Shot” column of the April 2015 County Connection employee newsletter, which spotlights the beauty of Orange County as seen through the lenses of County Employees.



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## BOARD OF SUPERVISORS



Lisa Bartlett - Chairwoman  
Supervisor, 5th District



Michelle Steel - Vice Chair  
Supervisor, 2nd District



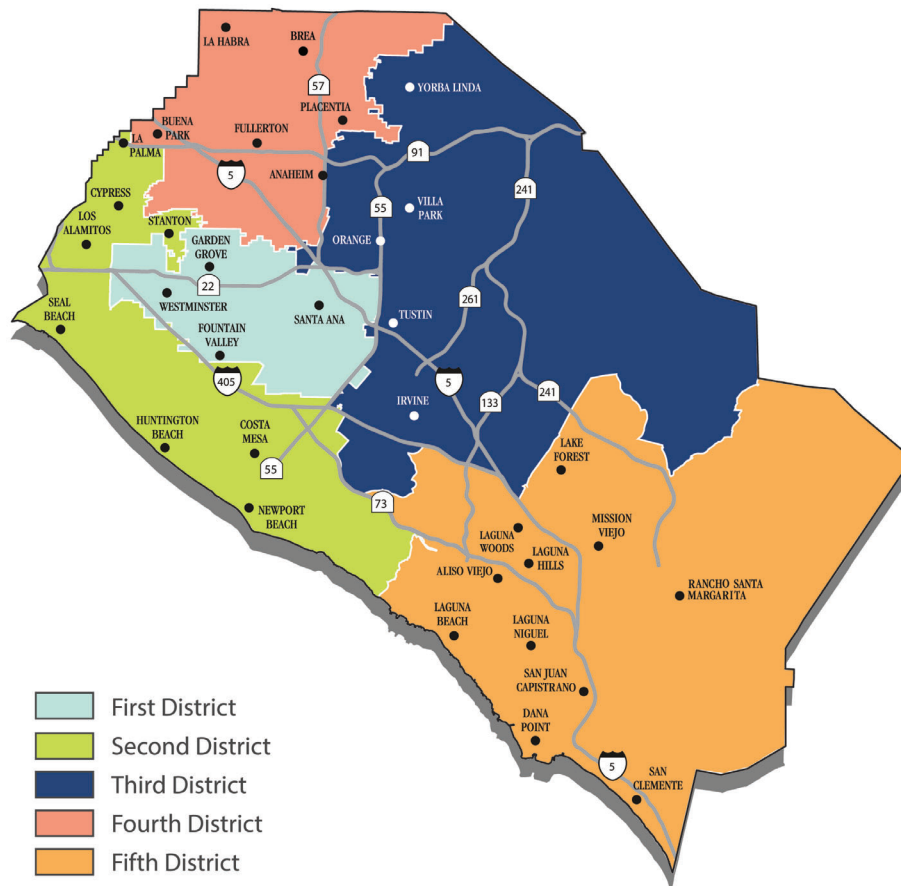
Andrew Do  
Supervisor, 1st District



Todd Spitzer  
Supervisor, 3rd District

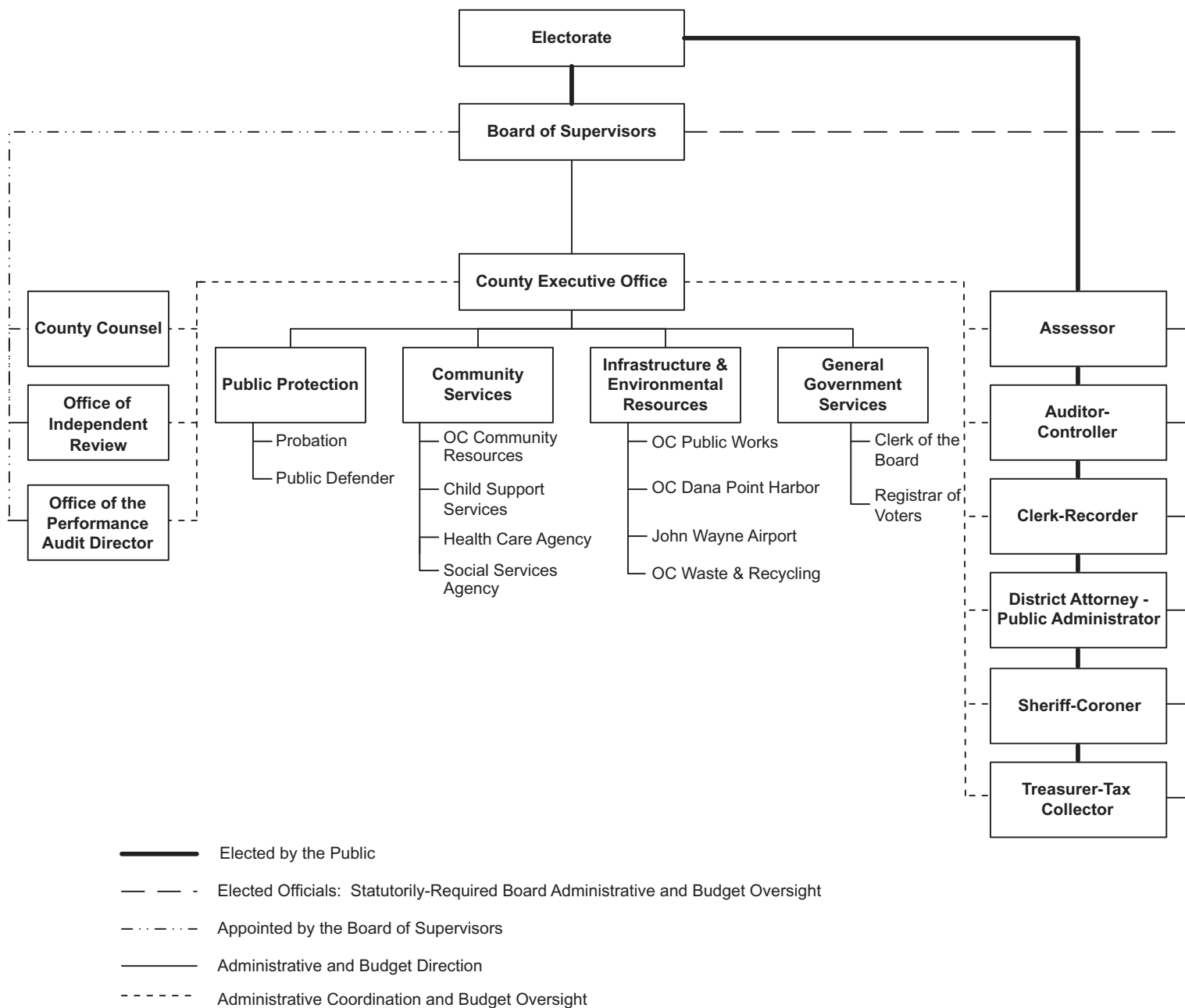


Shawn Nelson  
Supervisor, 4th District



# ORGANIZATIONAL CHART

## COUNTY OF ORANGE ORGANIZATIONAL CHART (Budgetary Purposes)







# County of Orange

County Executive Office

July 1, 2016

To: Chairwoman Lisa A. Bartlett, Supervisor, Fifth District  
Members, Board of Supervisors

From: Frank Kim, County Executive Officer

Subject: Fiscal Year 2016-17 Annual Budget



On behalf of the County of Orange Executive Office, I am pleased to present the FY 2016-17 Annual Budget. The budget reflects the County's disciplined approach to fiscal management and is consistent with the Board's Strategic Plan goals to stabilize the budget, prepare for contingencies and fund agency infrastructure.

Looking toward FY 2016-17, the County is well-positioned to focus on providing the needed resources to strengthen our infrastructure and continue delivering high quality public services that fulfill the County's mission to make Orange County "a safe, healthy, and fulfilling place to live, work, and play." In FY 2015-16, the County fully paid off the General Fund debt from the 1994 bankruptcy; and the issuer credit rating by Standard and Poor's was upgraded from AA to AA+. Due largely to the County's continued disciplined financial and cash management through the Board's leadership, we will be paying off the bankruptcy bonds in FY 2017-18, as well as building upon efficiencies the County put into place during the recent recessionary years.

The FY 2016-17 Annual Budget of \$6.1 billion is structurally balanced without use of reserves for continuing operating costs or ongoing approved augmentations. The FY 2016-17 Annual Budget includes funding for the following key initiatives:

- **Homeless Initiatives:** The County has acquired property for a multi-service center in the City of Anaheim that will serve the homeless on a year-round basis. This is one of many initiatives the County is implementing to assist our homeless residents, which includes providing mental and physical health services and increased coordination of services across County departments.
- **OC Animal Care:** The County is moving forward with the construction of a new animal care center to be built on 10 acres of land at the former Tustin Marine base. The new facility will include a state-of-the-art design with outdoor areas, kennels and a training center.
- **800 MHz Communications System:** The 800 MHz Countywide Coordinated Communications System (CCCS) is an interoperable two-way radio communications system serving the County public safety and public works agencies as well as 34 cities in the County. Efforts are underway for a full system upgrade, new infrastructure, and refresh of 800 MHz radios for County agencies and partners.



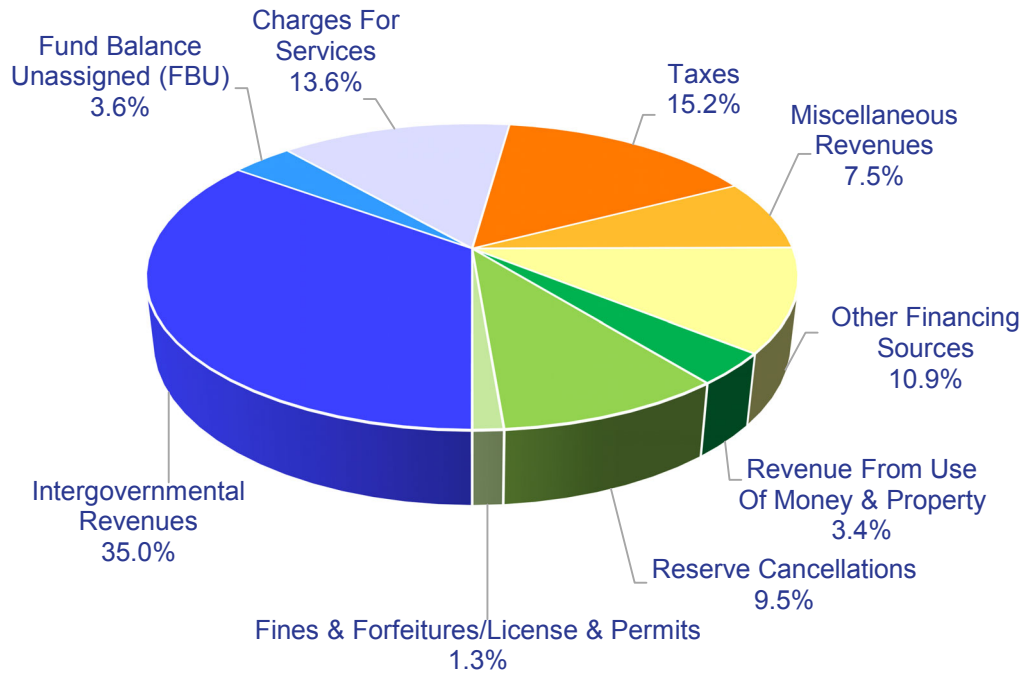
- **Civic Center Master Plan:** The Civic Center Master Plan initiative will address the County's long-term occupancy in the Orange County Civic Center, improve delivery of services to the community, improve space usage and departmental adjacencies, address the aging portfolio of County facilities, and better manage long-term occupancy and maintenance costs.
- **Central Utility Facility:** The Central Utility Facility (CUF), supporting the heating and cooling systems of the Civic Center buildings since 1968, will undergo a major upgrade in FY 2016-17 to replace antiquated equipment and underground piping with the goal of ensuring continued and uninterrupted provision of utilities to critical facilities including the Central Jail and Superior Court. Completion of this project is a crucial component supporting the new Civic Center Master Plan and is expected to result in more energy efficient, reliable and environmentally responsible systems.
- **Connection to Services for Older Adults and Veterans:** The County is addressing the demands of an increasing older adult population by dedicating resources to increase outreach, improve assessments, and engage and connect caregivers and those who would benefit from services. The Veterans Services Offices are helping the 130,000 Orange County veterans and their families receive the benefits earned through their service to our nation and have dedicated resources ensuring the veterans' needs are met through reduced wait times, increased outreach, and greater assistance with claims and other services.

It is the continued coordinated efforts of the Board of Supervisors and the County employees that make it possible to exercise fiscal stewardship and continue enriching the lives of Orange County residents and the more than 40 million people who visit annually.

# FY 2016-17 ANNUAL BUDGET AT A GLANCE

## Total County Revenues by Source

FY 2016-17 Total = \$6.1 Billion

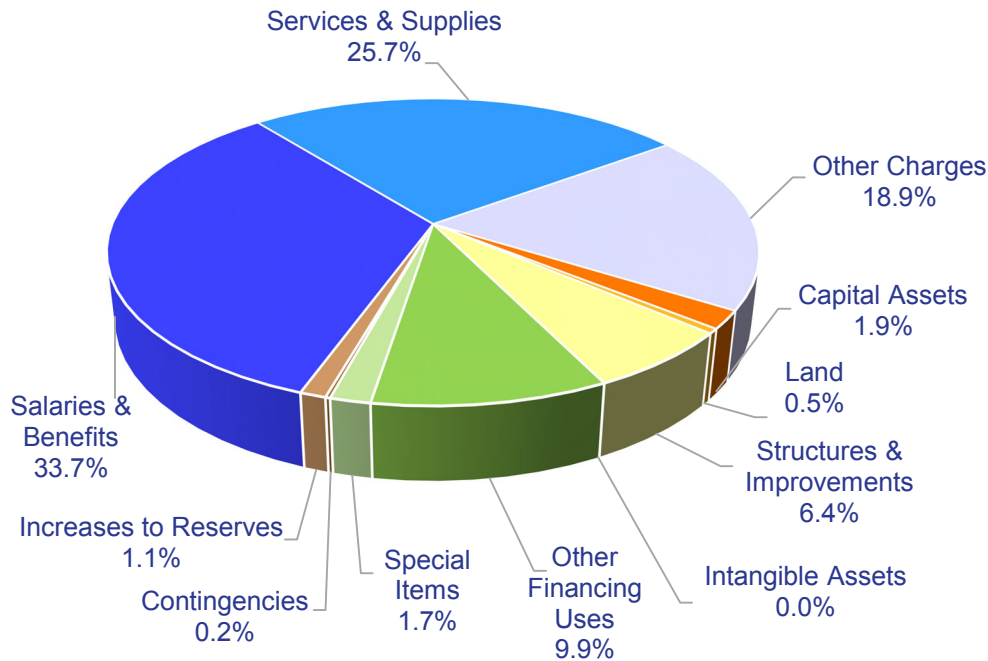


## County Revenue Source (in Million Dollars)

Code	Source Name	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016 Budget	
		Actual		Modified Budget		Final Budget		Amount	Percent
A	Intergovernmental Revenues	\$ 2,068.7		\$ 2,110.2		\$ 2,127.5		\$ 17.3	0.8%
B	Fund Balance Unassigned (FBU)	245.6		355.2		216.8		(138.4)	-39.0%
C	Charges For Services	743.8		785.5		826.9		41.4	5.3%
D	Taxes	858.5		882.1		924.4		42.3	4.8%
E	Miscellaneous Revenues	401.8		470.2		455.3		(14.9)	-3.2%
F	Other Financing Sources	391.2		843.9		660.4		(183.5)	-21.7%
G	Revenue From Use Of Money & Property	183.7		205.7		205.1		(0.6)	-0.3%
H	Reserve Cancellations	199.5		547.1		576.0		28.9	5.3%
I	Fines & Forfeitures/License & Permits	125.7		89.0		78.1		(10.9)	-12.2%
	Total	\$ 5,218.5		\$ 6,288.9		\$ 6,070.5		\$ (218.4)	-3.5%

# Total County Appropriations by Use

**FY 2016-17 Total = \$6.1 Billion**



## County Appropriations (in Million Dollars)

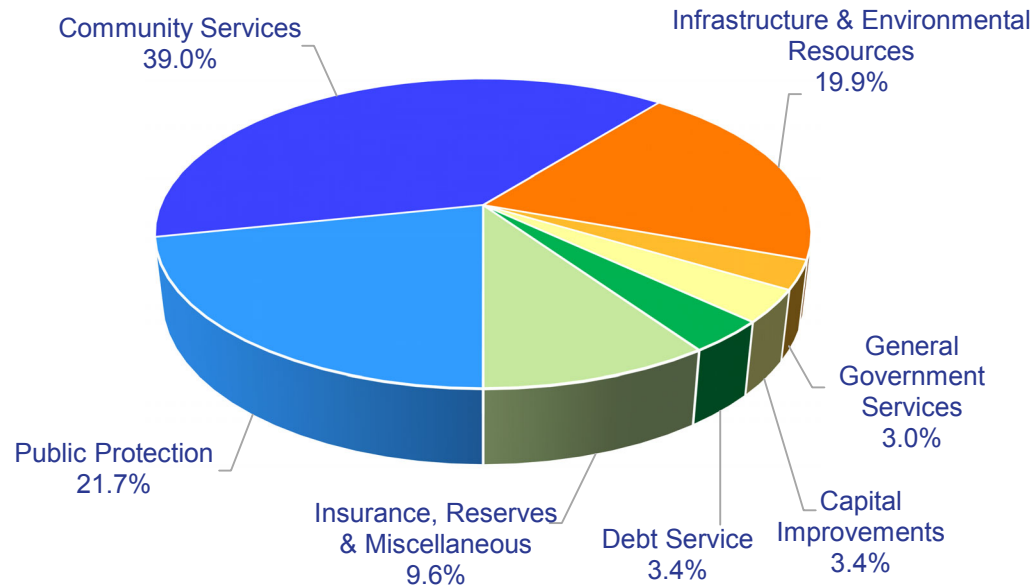
Code	Use	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016 Budget	
		Actual		Modified Budget		Final Budget		Amount	Percent
A	Salaries & Benefits	\$ 1,877.1		\$ 2,021.6		\$ 2,109.3		\$ 87.7	4.3%
B	Services & Supplies	1,168.4		1,701.5		1,604.1		(97.4)	-5.7%
C	Other Charges	1,031.0		1,280.0		1,179.9		(100.1)	-7.8%
D	Capital Assets	66.4		158.6		115.5		(43.1)	-27.2%
E	Land	3.3		27.6		31.6		4.0	14.5%
F	Structures & Improvements	78.3		318.4		396.9		78.5	24.7%
G	Intangible Assets-Amortizable	0.0		2.9		2.6		(0.3)	-10.3%
H	Other Financing Uses	358.4		600.9		615.6		14.7	2.4%
I	Special Items	0.0		83.1		104.6		21.5	25.9%
J	Contingencies	0.0		0.0		9.8		9.8	0.0%
K	Increases to Reserves	431.6		237.3		71.2		(166.1)	-70.0%
L	Intrafund Transfers*	(122.3)		(152.4)		(170.6)		(18.2)	11.9%
	<b>Total</b>	<b>\$ 4,892.2</b>		<b>\$ 6,279.5</b>		<b>\$ 6,070.5</b>		<b>\$ (209.0)</b>	<b>-3.3%</b>

\* NOTE: Intrafund transfers represent expenses recovered from one fund budget to another fund budget within the County General Fund and are not included in the pie chart for total County Appropriations by Use.



## Total County Appropriations by Program

**FY 2016-17 Total = \$6.1 Billion**

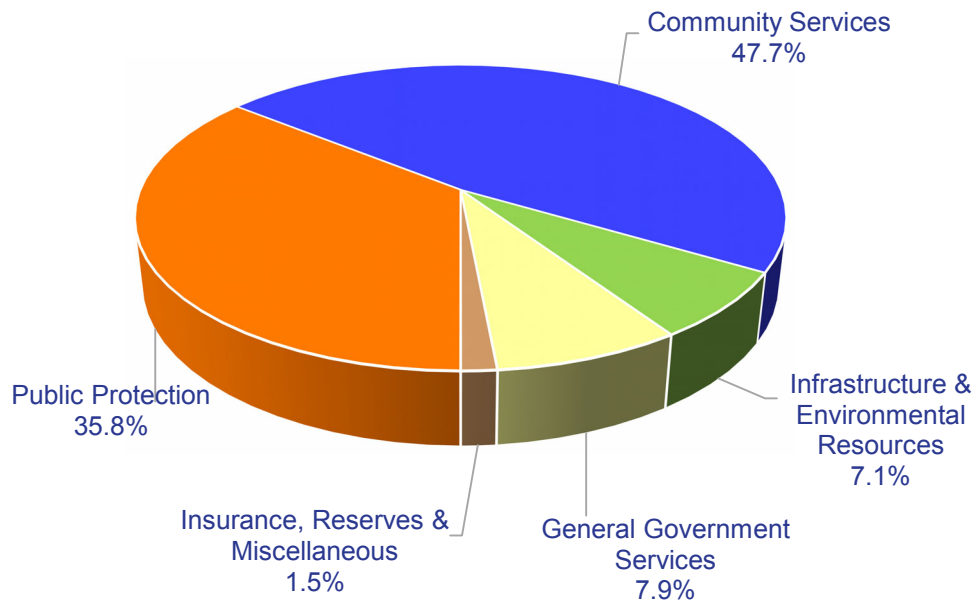


### County Program Appropriations (in Million Dollars)

Program	Program Name	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016 Budget	
		Actual		Modified Budget		Final Budget		Amount	Percent
I	Public Protection	\$ 1,121.6		\$ 1,281.4		\$ 1,310.3		\$ 28.9	2.3%
II	Community Services	2,046.5		2,309.6		2,369.0		59.4	2.6%
III	Infrastructure & Environmental Resources	737.5		1,200.5		1,207.7		7.2	0.6%
IV	General Government Services	162.0		198.8		184.1		(14.7)	-7.4%
V	Capital Improvements	85.2		276.9		208.4		(68.5)	-24.7%
VI	Debt Service	191.6		302.2		207.6		(94.6)	-31.3%
VII	Insurance, Reserves & Miscellaneous	547.8		710.1		583.4		(126.7)	-17.8%
Total		\$ 4,892.2		\$ 6,279.5		\$ 6,070.5		\$ (209.0)	-3.3%

## Authorized Positions by Program

**FY 2016-17 Total Positions = 18,290**



### Authorized Program Positions

Program	Program Name <sup>a</sup>	FY 2014-2015	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016 Budget	
		Actual	Modified Budget	Final Budget	Amount	Percent
I	Public Protection	6,593	6,523	6,545	22	0.34%
II	Community Services	8,583	8,653	8,725	72	0.83%
III	Infrastructure & Environmental Resources	1,303	1,299	1,299	0	0.00%
IV	General Government Services	1,422	1,434	1,442	8	0.56%
VII	Insurance, Reserves & Miscellaneous	234	281	279	(2)	-0.71%
	Total	18,135	18,190	18,290	100	0.55%

a. NOTE: Programs V and VI do not have any authorized positions.

# ORANGE COUNTY PROFILE AND ECONOMIC INDICATORS

## Key Facts

Founded	August 1, 1889
Size	799 square miles
Coastline	42 miles
Highest Elevation	5,689 feet (Santiago Peak)
Incorporated Cities	34

Population	
2012	3,089,343
2013	3,120,180
2014	3,144,961
2015	3,169,776

Source: U.S. Census Bureau

Orange County is the third most populous county in California and the sixth most populous in the United States.

## Form of Government

The County functions under a Charter adopted in 2002, including subsequent amendments. A five-member Board of Supervisors governs the County. Each elected member serves a four-year term, and the Board annually elects a Chair and Vice Chair. The supervisors represent districts that are each approximately equal in population.

## County Mission

*Making Orange County a safe, healthy, and fulfilling place to live, work, and play, today and for generations to come, by providing outstanding, cost-effective regional public services.*

The County is committed to providing Orange County residents with the highest quality programs and services. Supporting the County's mission is a set of vision statements for business and cultural values:

Table A

VISION STATEMENT FOR BUSINESS VALUES	VISION STATEMENT FOR CULTURAL VALUES
<p>We strive to be a high quality model governmental agency that delivers services to the community in ways that demonstrate:</p> <ul style="list-style-type: none"> <li>■ Excellence - Provide responsive and timely services</li> <li>■ Leadership - Leverage available resources as we partner with regional businesses and other governmental agencies</li> <li>■ Stewardship - Seek cost-effective and efficient methods</li> <li>■ Innovation - Use leading-edge, innovative technology</li> </ul>	<p>We commit to creating a positive, service-oriented culture which:</p> <ul style="list-style-type: none"> <li>■ Attracts and retains the best and the brightest</li> <li>■ Fosters a spirit of collaboration and partnership internally and externally</li> <li>■ Supports creativity, innovation, and responsiveness</li> <li>■ Demonstrates a “can-do” attitude in accomplishing timely results</li> <li>■ Creates a fun, fulfilling and rewarding working environment</li> <li>■ Models the following core values in everything we do:               <ul style="list-style-type: none"> <li>● Respect</li> <li>● Integrity</li> <li>● Caring</li> <li>● Trust</li> <li>● Excellence</li> </ul> </li> </ul>

## Economic Indicators

Key factors that influence the local Orange County economy include the unemployment rate, job growth, inflation, incomes, housing market, and taxable sales. External and internal indicators provide information about the state of the Orange County economy. The County routinely monitors: (a) how well the local economy performs relative to surrounding counties, the State and the Nation (External Indicators); and (b) how well the local economy performs relative to its own historical trends (Internal Indicators). In terms of the external indicators, Orange County's economy

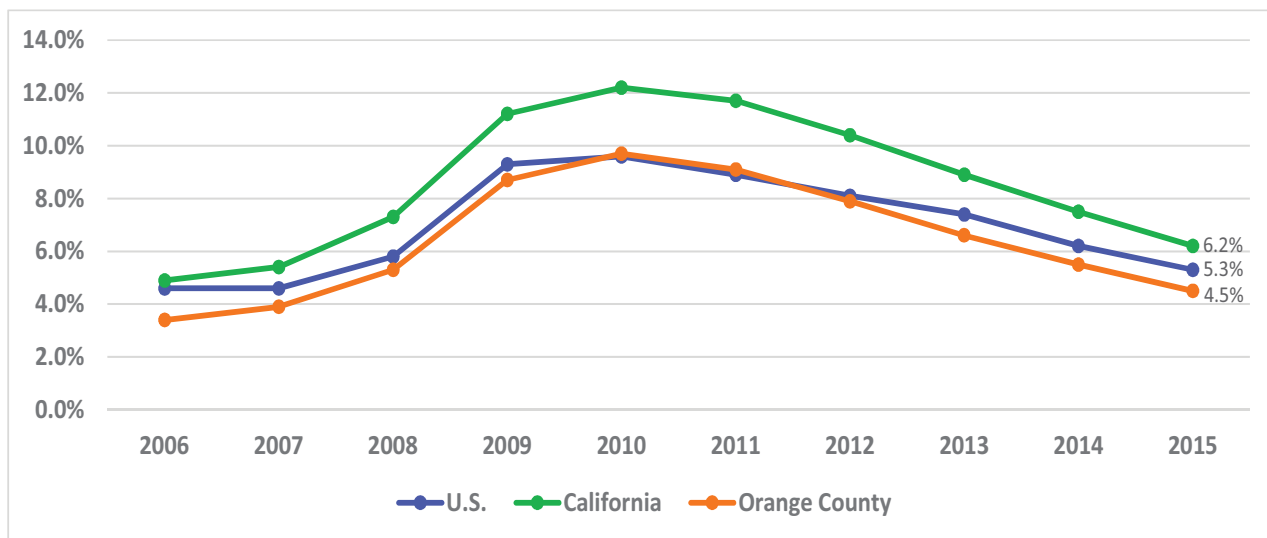
routinely out-performs local surrounding counties, the State, and National economies. External indicators for 2016 reflect that the local economy is experiencing a moderate recovery, trending more favorable when compared to State and National economies. In terms of internal (historical) trends, current and projected indicators forecast that economic recovery at the local level will continue to be slow and moderate. This section provides trend data for various external and internal indicators that summarize the current and projected outlook of the Orange County economy.

### ORANGE COUNTY HISTORICAL EMPLOYMENT STATISTICS

Year	Total Labor Force	No. of Employed	% Unemployment
2011	1,548,110	1,408,314	9.0%
2012	1,566,066	1,443,350	7.8%
2013	1,566,788	1,464,904	6.5%
2014	1,575,606	1,489,164	5.5%
2015	1,597,100	1,525,600	4.5%

Source: Bureau of Labor Statistics, Local Area Unemployment Statistics, State of California Employment Development Department; Annual average for the calendar year.

### HISTORICAL UNEMPLOYMENT RATES U.S., CALIFORNIA AND ORANGE COUNTY



Source: Bureau of Labor Statistics, Local Area Unemployment Statistics, State of California Employment Development Department; Annual average for the calendar year.



## COMPARATIVE UNEMPLOYMENT RATES JUNE 2016

County	% Unemployment
Riverside County	6.7%
San Bernardino County	6.4%
Ventura County	5.4%
Los Angeles County	5.2%
San Diego County	5.1%
<b>Orange County</b>	<b>4.4%</b>

Source: Bureau of Labor Statistics; State of California  
Employment Development Department; June 2016 preliminary

## ORANGE COUNTY YEAR-OVER-YEAR EMPLOYMENT STATISTICS (June 2015 to June 2016)

Labor Force Sector	Number of Jobs Increase/(Decrease)	Percent Change Year-Over-Year
Non-Farm Employment	49,400	3.2%
Construction	12,500	14.0%
Professional & Business Services	11,500	4.1%
Educational & Health Services	8,300	4.2%
Leisure & Hospitality	7,100	3.5%
Trade, Transportation & Utilities	6,400	2.5%
Government	2,100	1.3%

Source: State of California Employment Development Department,  
Labor Market Information Division - July 22, 2016 News Release

## ORANGE COUNTY HISTORICAL JOB GROWTH

Year	% Payroll Employment
2011	1.2%
2012	2.6%
2013	2.7%
2014	2.3%
2015	3.2%
2016 Forecast	2.6%

Sources: Chapman University Economic & Business Review, June 2016

Orange County's unemployment rate has continually improved since its recent peak in 2010 during the Great Recession. Orange County continues to have one of the lowest unemployment rates in the State, and is below that of all surrounding Southern California counties, the State and Nation. Year-over-year employment trends are positive across almost all industry sectors and job growth is expected to increase moderately by 2.6% in 2016.

## CONSUMER PRICE INDEX

Year	Orange County	California	United States
2011	2.7%	2.6%	3.2%
2012	2.0%	2.2%	2.1%
2013	1.1%	1.5%	1.5%
2014	1.3%	1.8%	1.6%
2015	0.9%	1.5%	0.1%
2016 Forecast	1.9%	2.2%	1.0%

Source: Bureau of Labor Statistics

Inflation, as measured by the Consumer Price Index (CPI), was lower for Orange County relative to the state, but higher than the national levels in 2015. While Orange County's CPI is expected to increase from 0.9% in 2015 to 1.9% in 2016, it is still forecasted to be below the state, but higher than the nation.

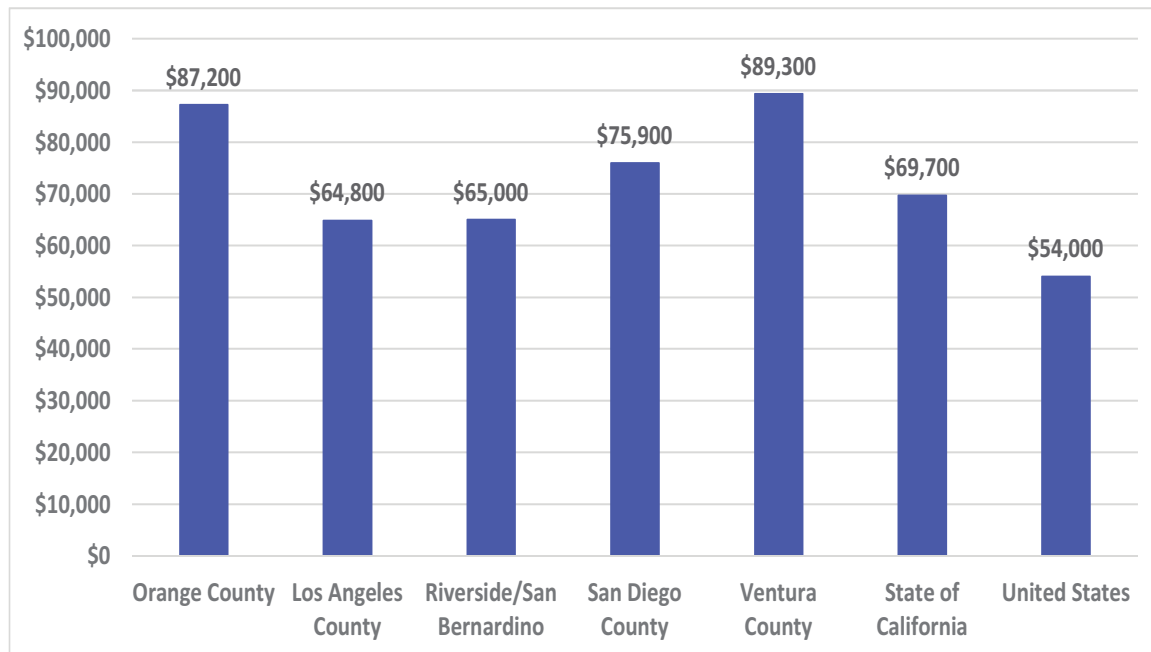
## HOUSING COMPARISON

County	Median Home Price (as of June)			Unit Sales (as of June)			Foreclosure Statistics
	2015	2016	% Change	2015	2016	% Change	June 2016
<b>Orange County</b>	<b>\$628,500</b>	<b>\$657,500</b>	<b>4.6%</b>	<b>3,850</b>	<b>3,786</b>	<b>-1.7%</b>	<b>1 in 1,865</b>
Los Angeles	\$499,000	\$530,000	6.2%	8,152	7,869	-3.5%	1 in 1,478
Riverside	\$315,000	\$332,000	5.4%	4,072	4,225	3.8%	1 in 837
San Bernardino	\$268,750	\$285,000	6.0%	2,774	2,872	3.5%	1 in 781
San Diego	\$476,000	\$495,000	4.0%	4,467	4,409	-1.3%	1 in 1,611
Ventura	\$517,800	\$550,000	6.2%	1,062	1,165	9.7%	1 in 1,493

Source: CoreLogic, California Home Sale Activity (Median Home Price and Unit Sales), RealtyTrac, Inc. (Foreclosure Statistics)

The real estate housing market has steadily improved in California with June 2016 sales volume up 2.2% and median sales prices up 5.5% above those recorded in June 2015, as reported by the California Association of Realtors in July 2016. Orange County had the highest median home price in Southern California.

## MEDIAN HOUSEHOLD INCOME



Source: California Department of Housing and Community Development, Department of Housing and Urban Development, and the U.S. Census Bureau, 2015.

Orange County's median family income was estimated at \$87,200 and is among the highest of all Southern California counties and substantially higher than the State of California and U.S. averages.

According to the December 2015 Chapman University Economic & Business Review, home buyers with a median family income need to spend 37.2% of their gross income to pay for interest, principal and property taxes. This is lower than the 47.3% of gross income needed in 2006, but still higher than the 27.2% needed in 2012.

Foreclosure rates are calculated by dividing total County housing units per the U.S. Census Bureau by the total number of properties that received notices of default (new filings, foreclosure in process, not yet recorded) within the month. RealtyTrac, Inc. forecasts that 1 in 1,865 Orange County homes received a foreclosure filing in June 2016. Among peer counties, Orange County had the lowest foreclosure rate in June.

## Orange County Taxable Sales in the 2nd Quarter

For the 2nd Quarter/Calendar year	Taxable Sales (Billions)	Percent Change
2016 (f)	\$16.2	3.0%
2015	\$15.7	3.1%
2014	\$15.1	4.7%

Source: Chapman University Economic & Business Review, June 2016

**Taxable sales** as of the second quarter of the calendar year in Orange County are forecasted by Chapman University to increase by 3.1% in 2015 and 3.0% in 2016. This compares to a projected increase of 5.8% for the State included in the Governor's FY 2016-17 Enacted Budget. The Board of Equalization reports taxable sales two years in arrears.

As the result of a misallocation of sales tax revenue by the Board of Equalization (BOE), revenue received by the County is expected to be less than the forecasted 3.0%. The actual impact is not expected to be known until Spring 2017; currently, sales tax revenue, such as Proposition 172, is budgeted to increase 2.5% over the prior year budget. This revenue source will be closely monitored throughout the year.

# BUDGET OVERVIEW

## Basis of Budgeting

The County's budget and its accounting system are based on the modified accrual system. The fiscal year begins on July 1. Revenues are budgeted as they are expected to be received or as they are applicable to the fiscal year. Consistent with generally accepted accounting principles, revenues are recognized when they are measurable and available. The County's availability criterion is 60 days after the end of the fiscal year.

Expenses are budgeted at an amount sufficient for 12 months if ongoing, and as needed in either partial or full amounts for one-time items. In each fund, expenses and increases to obligated fund balances must be balanced with available financing.

## Budget Process

The County's budget planning process begins in the Fall of each year with the Strategic Financial Plan, which is presented to the Board in December. In January, the County Budget Office prepares budget policies and detailed budget instructions for County departments including a budget calendar establishing completion dates for key events in the budget process.

County departments then prepare budget requests which are submitted in early March to the County Budget Office. The submittal may include formal presentations by the department head or financial manager to the County Executive Officer (CEO) and key Budget Office staff.

The County Budget Office reviews and analyzes the department's budget requests and makes recommendations to the CEO. The Budget Office, in coordination with the County Auditor-Controller's office, also establishes the level of non-departmental, County-wide revenues that are projected to be available to the County. The budget is compiled, balanced and reviewed with the Chief Financial Officer and CEO. Upon completion of the review, a Recommended Budget is published.

In May, the County Budget Office plans and conducts briefing sessions for the County Board of Supervisors' staff members and study sessions for the Board members themselves. Finally in June, the CEO presents the budget during Board hearings and the Board takes formal action to adopt the budget. The adopted budget becomes the spending plan and spending limit for the County departments.

## Budget Calendar

December	County 5-Year Strategic Financial Plan is issued and establishes the Budget framework
Early January	Budget policies, instructions and calendar are provided to the County Departments
Early March	County Departments submit Budget and Augmentation requests to the County Budget Office
Mid-March	Budget review sessions are held with County Departments and the County Budget Office
May	Recommended Budget documents are released to the Board and Public and briefing sessions are held with Board of Supervisors' staff
Early June	Public Budget Hearings are held
Late June	Board Adopts Final Budget

## Budget Modifications

Actual revenues and expenses are monitored during the year and reported to the Board quarterly. Any recommended changes to the Annual Budget are submitted for approval to the Board of Supervisors in the Quarterly Budget Reports (QBR). Included are changes in appropriations, positions and technical adjustments to reflect new assumptions or address unforeseen events.

## A Citizen's Guide to Reading the Budget Document

This document includes information that provides readers with a greater understanding of each department's mission, organizational structure, and performance results as a narrative context for the budget amounts. The introduction section of Volume I contains several charts and tables that provide an overview of issues affecting the budget, sources and uses of funds, and budgeted positions. Following the introduction are sections that present each department and fund in the County's seven program areas listed below:

1. Public Protection
2. Community Services
3. Infrastructure and Environmental Resources
4. General Government Services
5. Capital Improvements
6. Debt Service
7. Insurance, Reserves and Miscellaneous

The presentation for each department within each program area includes:

An **Operational Summary** including:

- Mission
- Budget at a Glance
- Strategic Goals
- Key Outcome Indicators (Performance Measures)
- Key Accomplishments of the prior year

An **Organizational Summary** including:

- Organization Chart
- Description of each major activity
- Ten-year staffing trend chart with highlights of staffing changes

A FY 2016-17 **Budget Summary** including:

- Department's plan for support of the County's strategic priorities
- Changes included in the base budget
- Budget augmentations and related performance plans

- Recap of the department budget
- Highlights of key budget trends
- A matrix of the budget units under the department's control

Volume II contains additional budget detail. Readers looking for more detailed budget information for a specific department can use the Index at the end of Volume II. Departments are listed in alphabetical order with the page number of that department's budget information.

Department business plan information is incorporated into this document. A business plan sets forth long-term goals, discusses operational and budget challenges, identifies strategies for overcoming the challenges and making progress on those goals during the coming year, and identifies how success will be measured by using outcome indicators (key performance measures).

## Long-Term Financial Policies

### STABILIZE BUDGET

The County shall adopt a balanced budget, which is defined as a budget where planned expenses do not exceed the amount of revenue or funding available, in accordance with state law. The budget will realistically reflect the funds available to County departments and programs and how those funds will be spent.

### PREPARE FOR CONTINGENCIES

The County shall prepare a budget with sufficient reserves to cover unanticipated and severe economic downturns, major emergencies, or catastrophes that cannot be covered with existing appropriations.

### FUND AGENCY INFRASTRUCTURE

The County shall prepare a budget that provides the proper funding for agency infrastructure to ensure that high quality services are delivered to the community. The budget will assess the best use of County General Funds and County special funds (e.g. OC Road, OC Flood, OC Parks, etc.) in developing capital assets while maintaining long term financial stability.

## State Legislation and Budget

On June 27, 2016, the Governor signed the FY 2016-17 State Budget, which provides increased funding for education, health care and state infrastructure; increases state reserves; and pays down \$5.4 billion in budgetary debts. The budget outlines \$170.9 billion in expenditures and projects \$8.5 billion in reserves by the end of FY 2016-17. Overall General Fund spending is expected to grow by 6.0% with the majority of the increased spending in education, health and human services, general government, and government operations. The budget also includes one-time funding for strengthening aged infrastructure, building affordable housing and addressing the effects of the drought.

In the budget introduction, the Governor stressed that despite the strengthening state economy pushing revenues higher and allowing for restoration of previous budget cuts and expansion of services, the state must begin planning for the next recession by building up the state's Rainy Day Fund, which was a result of a budget reserve and debt payment measure (Proposition 2) approved by the voters in November 2015. Proposition 2 altered how the State saves money in its budget reserves and pays down existing debts and unfunded liabilities. The FY 2016-17 Budget includes a supplemental \$2 billion transfer from the General Fund to the Budget Stabilization Account which would bring the balance of the Rainy Day Fund to \$6.7 billion in 2016-17, or 54 percent of its maximum goal.

The County continues to monitor State fiscal policy on an ongoing basis for possible funding impacts.

## Budget Development and Policies

The Strategic Financial Plan (SFP) is presented to the Board of Supervisors in December of each year and provides the framework for aligning available resources with operating requirements, implementing new programs and facilities, and serving as the foundation for the annual budget. This framework enables the Board to make annual funding decisions within the context of a comprehensive, long-term perspective.

On December 8, 2015, the Board of Supervisors adopted the County's 2015 Strategic Financial Plan. The Strategic Financial Plan included an assumption of zero General Fund Unassigned Fund Balance and modest General Purpose Revenue growth. The spending side included assumptions of 1%

growth in departmental Net County Cost (NCC) limits for FY 2016-17 through FY 2020-21. After factoring in the NCC limit growth, departments still identified a 5-year cumulative budget gap of \$85 million, or \$142 million when partial reserve replenishment is taken into consideration. The \$85 million cumulative gap includes \$19.4 million in reductions that would be required to meet the FY 2016-17 NCC limits. Actual proposed reductions in the FY 2016-17 Budget to meet NCC limits are \$36.4 million. The plan emphasizes that the County must ensure that resources and programs are aligned to countywide strategic priorities and values.

The following budget development policies and guidelines are used by all County departments as a starting point for budget development:

### Consistency with Strategic Financial Plan and Business Plan Concepts:

Base operating budget requests shall be consistent with the priorities and operational plans contained in the 2015 Strategic Financial Plan and the departmental business plans as resources are available. Department heads are responsible for using these planning processes along with program outcome indicators to evaluate existing programs and redirect existing resources as needed for greater efficiency, to reduce costs and minimize the requests for additional resources. A certification regarding the evaluation of existing resources is required as part of the budget request submittal.

**Salaries & Employee Benefits:** The Salary and Benefits Forecasting System (SBFS) in the County's budget system, Performance Budgeting (PB), sets the regular salary and employee benefits base budgets. Salary and employee benefits are reduced to account for vacant positions based on the average number of vacant positions during calendar year 2015 (through pay period 27).

Budgeted extra-help positions must comply with Memorandum of Understanding provisions. Those that do not are to be deleted with a corresponding reduction in the extra-help account.

**Services & Supplies:** Services and supplies are budgeted using realistic amounts based on prior year actual expenditures and projections and historical trends to the extent the appropriations are necessary to support operational needs.



**Program Revenue and Grants:** Program revenues (e.g. State and Federal programs revenues) are to be used to offset the department's proportional share of operating costs to the full extent of the program regulations. Local matching funds should normally be at the legal minimum so that the General Fund subsidy (backfill) is minimized. Program revenues are to be used for caseload growth.

One-time revenues shall be limited for use on non-recurring items such as start-up costs, program or reserve stabilization, and capital expenses.

New revenue sources pending legislation or grant approval are not included in the base budget request. They will be considered during the quarterly budget report process (i.e. when legislation is passed or grants awarded).

**Net County Cost (NCC):** NCC limits are based on the FY 2015-16 budget, adjusted for one-time items and annualization of approved ongoing augmentations. The FY 2016-17 budget policy includes 1% growth in the limits consistent with the 2015 SFP.

**Fund Balance:** Fund balance is defined as the difference between assets and liabilities in a governmental fund. Fund balance may be obligated (reserved) for a specific purpose or may be unreserved and available for any purpose of the fund in which it is reported. Unreserved fund balance in a capital projects fund may be used to fund capital projects. Unreserved fund balance in the General Fund may be used for any purpose.

**Obligated Fund Balances, Net Position and Contingencies:** The County General Fund currently includes obligated fund balances (reserves) and appropriations for contingencies. The purpose of these obligated fund balances is to protect County mandated programs and services from temporary revenue shortfalls and provide for unpredicted, sudden, and unavoidable one-time expenditures. Certain departments and non-General Funds have other obligated fund balances, or net position (similar to retained earnings), dedicated to specific programs and uses.

**Balanced Budget:** The General Fund requirements will be balanced to available resources. Budgets for funds outside the General Fund are balanced to Available Financing with-

out General Fund subsidy unless previously approved by the Board or CEO. Available Financing shall be determined by realistic estimates of budget year revenues and any planned changes to obligated fund balances.

**Augmentations (requests for new or restored resources):** All augmentation requests require outcome indicators (performance measures) that outline the department's intended outcome(s) resulting from the additional resources. Department heads have certified that all potential alternatives for redirecting existing resources have been examined and that lower priority items have been reduced or eliminated in order to free up existing resources.

Previously approved augmentations undergo an outcome indicator review for two subsequent years as a condition for continued funding. Departments report on outcome indicator results of the performance expectations. Prior year augmentations are funded if the CEO and department agree that:

- They meet the performance expectations
- They merit continuation
- They are still relevant to the department's business plan
- Sufficient funding exists

**Program Budgets Outside the General Fund:** It is the department head's responsibility to ensure that the proposed use of program funds is consistent with the available financing and legal restrictions on funds, the department's business plan, and the County's strategic priorities; and has been coordinated with the appropriate stakeholder groups external to the County.

In context of these policies and guidelines, departments prepared FY 2015-16 projections of expenses and revenues and requests for the next fiscal year. The County Budget Office reviewed the requests, met and discussed the requests with the departments, and prepared final recommendations for the Board. These recommendations are presented to the Board of Supervisors and the public during public budget hearings. Operating and capital budgets are prepared in this single process and presented together in this budget book.

# FY 2016-17 ANNUAL BUDGET HIGHLIGHTS AND ASSUMPTIONS

## Budget Highlights

- Balanced budget including 1% growth (\$6M) in Net County Cost for General Fund departments
- Total County base budget is \$6.1 billion, of which \$3.3 billion is the General Fund budget
- Budgeted General Purpose Revenues are \$744.2 million, \$21.1 million more than the FY 2015-16 adopted budget of \$723.1 million due to a \$42.6 million projected increase in property tax revenues and one-time transfers in of \$7.3 million excess bond proceeds, offset by a decreased dependence on reserve draws of \$28.9 million.
- Revenue assumptions are consistent with economists' forecasts and reflect moderate levels of growth including 4% growth in secured property tax revenues over the current year-end estimated revenue.
- The one-half cent Public Safety Sales Tax (Proposition 172) revenue increase of 2.4% (\$7.6M) over the FY 2015-16 adopted budget revenue is based on State and economists' projections and trend data; total FY 2016-17 budget is \$317 million (80% Sheriff - \$253.6M; and 20% District Attorney - \$63.4M).
- The Statewide allocation of AB109 (2012 Public Safety Realignment) revenue is budgeted with an increase of approximately \$6.8 million combined in base and growth revenue for Orange County, a 9% increase.
- General Fund reserve balance is estimated to increase by approximately \$32 million by June 30, 2017 after use of \$2 million in fund balance for one-time capital expenditures, and automatic booking of an estimated \$34 million in FY 2015-16 fund balance to reserves at year-end per Board policy.

When compared to the FY 2015-16 adopted budget, the FY 2016-17 adopted budget reflects an increase of \$273.2 million (4.7%) and a net increase of 142 positions. The budget increase is primarily associated with increased human services costs offset by categorical revenues, appropriations for transfer of funds from OC Waste & Recycling for temporary borrowing associated with the OC Animal Care Center, Musick Jail Expansion, and Property Tax System projects, and appropriations for increases in other various programs and infrastructure projects.

## Major Revenue and Expense Assumptions

The County budget includes a wide variety of funding sources. The budget recommendations are based on the following revenue assumptions:

- State and Federal funding sources are estimated by departments based on established funding allocation formulas, caseload projections, and the latest State and Federal budget information.
- The FY 2015-16 Assessed Roll of Values was up by 5.89%. The change in assessed values for FY 2016-17 is conservatively projected to increase an additional 4.0%.
- The 1991 Health & Welfare Realignment revenue from the State allocated to Health, Mental Health, Social Services, and Probation is projected at \$196.7 million based upon current program and revenue trends.
- The gross interest for FY 2015-16 was 0.64% for the Orange County Investment Pool. The net yield for FY 2015-16 was 0.58%.

### County Revenue Source (in Million Dollars)

Code	Source Name	FY 2016-17 Budget	Percent of Total
A	Intergovernmental Revenues	\$ 2,127.5	35.0%
B	Fund Balance Unassigned (FBU)	216.8	3.6%
C	Charges For Services	826.9	13.6%
D	Taxes	924.4	15.2%
E	Miscellaneous Revenues	455.3	7.5%
F	Other Financing Sources	660.4	10.9%
G	Revenue From Use Of Money & Property	205.1	3.4%
H	Reserve Cancellations	576.0	9.5%
I	Fines & Forfeitures/License & Permits	78.1	1.3%
	Total	\$ 6,070.5	100.0%

Assumptions for various categories of expenses include:

- Labor costs are centrally calculated based on approved positions and historical vacancy factors. One to two step merit increases are assumed for employees who are eligible. Actual merit awards are based on the employee's performance evaluation.
- No base building increases in appropriations for wages are built into departmental budgets. Salary increases are subject to negotiations and approval by the Board of Supervisors.
- Overall retirement costs are decreasing this year by approximately 0.85% when compared to costs included in the FY 2015-16 adopted budget. The decline in retirement costs is mainly attributable to lower retirement rates resulting from the OCERS' December 31, 2014 actuarial valuation. Base rates, depending on bargaining group, range from a decrease of -3.67% to an increase of 2.37%. Base rate growth has slowed as a result of the collective effects of: favorable investment returns (after smoothing); lower than expected COLA increases; lower than expected salary increases, as well as changes in actuarial assumptions which included a net increase in mortality rates.
- Health insurance rates are expected to increase by 3.5% to 9.4% above FY 2015-16 projected rates depending on health plan type. FY 2016-17 budgeted health insurance costs are expected to increase from the FY 2015-16 budget by an average of approximately 1.2% due to health plan changes implemented in FY 2014-15 that have mitigated the increase of year-over-year budgeted costs.
- Retiree medical cost is budgeted at 0.4% to 7.1% of payroll depending on bargaining group. Retiree medical rates are based on a bi-annual valuation. FY 2016-17 adopted budget retiree medical rates are based on the June 30, 2015 valuation.
- Services and supplies are budgeted at the same level as the prior year and only increased to the extent they are necessary to support business plan and Strategic Financial Plan goals.

### Specific Program Highlights

This section provides highlights of the base budgets and recommended augmentations for the County budget programs and departments. Due to increases in costs which continue to outpace growth in sources, some departments were required to propose reductions in the recommended budget to meet NCC limits. In some cases, departments requested full or partial restoration. Departments work diligently to manage their budgets to consistently maintain programs and minimize impacts on services.

### PUBLIC PROTECTION

#### ■ District Attorney

The District Attorney submitted \$9.1 million in proposed reductions with a maximum potential of 67 positions to be reduced. The adopted restoration of \$7.5 million and all positions is required to support core staffing for effective prosecution services. The District Attorney and County Executive Office will work closely throughout the fiscal year to manage the funding gap to ensure no impacts on public safety or staffing.

In addition, District Attorney requested expand augmentations of \$3.0 million and 35 positions to address increased complexity of cases and administrative services functions. The adopted budget includes funding of \$1.3 million and the addition of 16 positions.

#### ■ **District Attorney-Public Administrator**

District Attorney-Public Administrator submitted \$573 thousand in proposed reductions with a maximum impact of 4 position reductions. The recommended restoration of \$573 thousand (\$366 thousand ongoing and \$207 thousand one-time) and all positions was approved to ensure adequate staffing to sustain core mandated functions.

#### ■ **Sheriff's Department**

Due to increases in expenditures and County funding limitations, the Sheriff's Department (Sheriff) submitted \$15.5 million in proposed reductions with a potential maximum impact on 97 positions. All positions and \$14.8 million in funding were approved for restoration. The Sheriff and County Executive Office will work closely throughout the fiscal year to manage the \$0.7 million funding gap to ensure no impacts on public safety or staffing.

In addition, Sheriff requested \$3.1 million in expand augmentations to add four positions for expanded service to County unincorporated areas; two positions for cyber-crime investigations; and funding for the Closed-Circuit Television System (CCTV) upgrade and expansion. The \$946 thousand ongoing and \$2.1 million one-time funding was approved and funds the additional positions and equipment replacement and upgrades.

### **COMMUNITY SERVICES**

#### ■ **OC Community Resources**

OC Parks requested an expand augmentation of \$1.4 million and 26 positions to provide resources and address increased demand for events and programs at park facilities, which was approved. No Net County Cost is requested.

#### ■ **Social Services Agency (SSA)**

A request of \$6.9 million for the General Relief and In-Home Supportive Services programs was not included in the adopted budget. Caseloads will be monitored throughout the fiscal year to determine if a mid-year adjustment for funding is required.

In addition, SSA requested the addition of 50 positions for Medi-Cal (20 positions) and CalFresh (30 positions) program caseload growth. Addition of all positions and \$4.4 million appropriations (\$1.8 million for Medi-Cal and \$2.6 million for CalFresh) was approved with deferral of Net County Cost pending mid-year review of caseloads and funding.

### **INFRASTRUCTURE AND ENVIRONMENTAL RESOURCES**

#### ■ **OC Public Works**

OC Public Works submitted \$970 thousand in proposed reductions related to OC Facilities Operations. The recommended restoration of \$970 thousand was approved to ensure adequate funding for maintenance of safe and functional facilities.

#### ■ **OC Waste & Recycling (OCWR)**

The approved budget includes the ability to borrow up to \$36.6 million from OCWR to fund costs associated with the OC Animal Care Center (\$22 million), James A. Musick jail expansion (\$10.3 million), and Property Tax System projects. All borrowed funds will be repaid within three years from various funding sources.

### **GENERAL GOVERNMENT**

#### ■ **Assessor**

Assessor submitted \$1.1 million in proposed reductions. The recommended restoration of \$1.1 million ongoing was approved to sustain core mandated assessment and valuation functions.

#### ■ **County Counsel**

County Counsel requested an additional \$3.5 million, which was approved to cover the cost of outside legal services.

#### ■ **Orange County Ethics Commission**

On June 7, 2016, the voters of Orange County approved Measure A, which authorized the Board of Directors to establish an Ethics Commission which will provide administrative oversight of the Orange County Reform Ordinance and the County ordinances regulating lobbyists, gifts and certain provisions of the County Code of Ethics. The FY 2016-17 approved budget includes funding for three positions and appropriations of \$549 thousand.

## CAPITAL PROJECTS

Funding of \$2.9 million was approved for the following projects: Sheriff - Air Handler Unit replacement at various facilities (\$1.4 million); and replacement and updates of County-owned facility assets to ensure health and safety (\$1.5 million).

## DEBT

The adopted budget funds all debt obligation payments. Budgets displayed in Program VI include amounts for annual payments on the County's refunded debt financing of the Juvenile Justice Center, Manchester parking facilities, and debt financing of infrastructure improvements in the County's Assessment Districts and Community Facilities Districts. Although the County's former 1996 and 1997 Pension Obligation Bonds were economically defeased, this budget reflects the payments made by the trustee from escrow. This program also includes the debt associated with the County's Teeter program. The 2005 Refunding Recovery Bonds were retired on June 1, 2015, therefore appropriations are no longer budgeted for the debt service related to those bonds. The 2005 Lease Revenue Refunding Bonds will be paid off in July of 2017 with funds deposited with the Trustee

during FY 2016-17. Debt related to the specific operations of John Wayne Airport is included in Program III where the operational budgets for that department are also found. Based on the County's Strategic Financial Plan and at current funding levels, the County is able to fulfill these debt obligations and sustain current and future services and operations.

## Debt Limit

The amount of the general obligation bonded indebtedness the County can incur is limited under California State Law to 1.25% of the equalized assessment property tax roll.

### Legal Debt Margin as a Percentage of Debt Limit Calculation for FY 2014-15

Assessed Value	\$ 476,303,290
Legal Debt Limit (1.25% of total assessed value)	5,953,791
Net Debt Applicable to Limit	-
Legal Debt Margin	\$ 5,953,791
Total Net Debt Applicable to the Limit as a Percentage of Debt Limit	0%

## FY 2016-17 Debt Service

GENERAL FUND DEBT	Maturity	Debt Outstanding	FY 2016-17 Annual Debt Service			Debt Outstanding
	(Fiscal Year)	as of 6/30/16	Principal	Interest	Total Debt Service	as of 6/30/17
Bankruptcy related Debts:						
005 Lease Revenue Bonds (Agency 016) <sup>a</sup>	2016-17	\$ 5,590,000	\$ 5,590,000	\$ 270,781	\$ 5,860,781	\$ 0
Total Bankruptcy Related Debts		5,590,000	5,590,000	270,781	5,860,781	0
Non-Bankruptcy Related Debts:						
2016 CUF Lease Revenue Bonds	2035-36	56,565,000	2,220,000	2,264,759	4,484,759	54,345,000
2012 JJC Lease Revenue Bonds (Agency 019)	2018-19	15,480,000	5,115,000	708,962	5,823,962	10,365,000
1991 Parking COPs (828)	2018-19	1,261,106	450,718	2,156,622	2,607,339	810,389
2006 Lease Bonds Cogeneration (Agency 040)	2017-18	7,810,000	3,810,000	390,500	4,200,500	4,000,000
Total Non-Bankruptcy Related Debts		81,116,106	11,595,718	5,520,843	17,116,560	69,520,389
Total General Fund Debts		\$ 89,706,106	\$ 17,185,718	\$ 5,791,624	\$ 22,977,341	\$ 69,520,389

a. 2005 Lease Revenue Bonds final payment is due on July 1, 2017, which will be accrued in FY 2016-17.

## CASH FLOW MANAGEMENT

- The County issued short term taxable Pension Obligation Bonds to prepay, at a discount, a portion of the

County's FY 2016-17 pension obligation. The bonds were issued on January 13, 2016 in the amount of \$334.3 million at rates ranging from 0.753% to 1.208%.

## SUMMARY

This budget serves as a realistic plan of resources available to carry out the County's core businesses and priorities. It is consistent with the County's mission statement and the 2015 Strategic Financial Plan. It follows the CEO budget policy guidelines, meets most of the departmental augmentation requests, incorporates impacts of the State budget proposals known at this time, addresses important capital needs and provides adequate reserves.

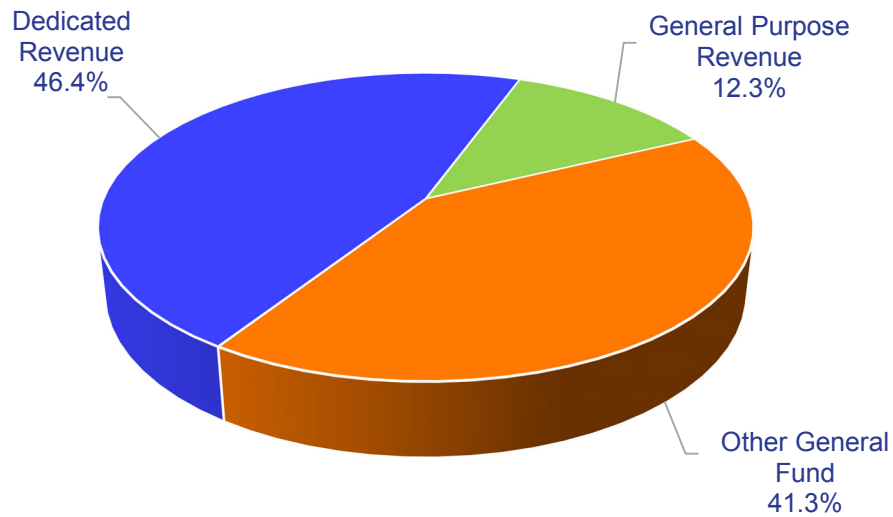
This County budget document is also available on-line at:  
<http://ocgov.com/gov/ceo/deputy/finance>

The County also invites you to explore our website for additional financial information including the OpenOC data tool, Strategic Financial Plan, and quarterly budget reports.  
<http://ocgov.com/about/openoc/>

# CHARTS

## Total County Revenue Budget

FY 2016-17 Total = \$6.1 Billion



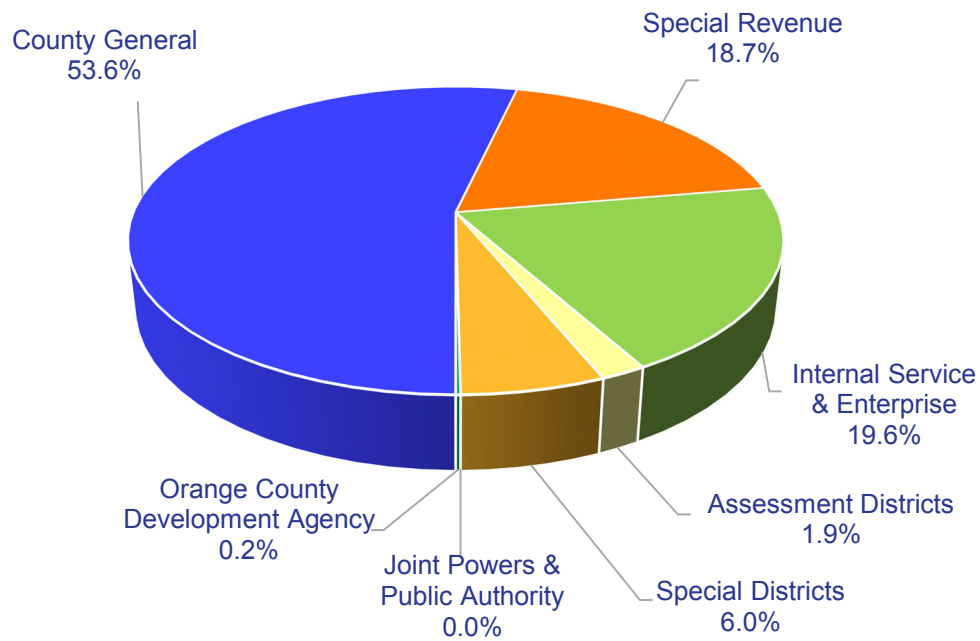
### General Revenue Sources (in Million Dollars)

Revenue Source	FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Final Budget		Final Budget		Amount	Percent
General Purpose Revenue	\$ 723.1		\$ 744.2		\$ 21.1	2.9%
Other General Fund	2,441.1		2,506.8		65.7	2.7%
Dedicated Revenue	2,633.1		2,819.5		186.4	7.1%
Total	\$ 5,797.3		\$ 6,070.5		\$ 273.2	4.7%



## County Financing All Funds Under the Board of Supervisors

FY 2016-17 Total = \$6.1 Billion

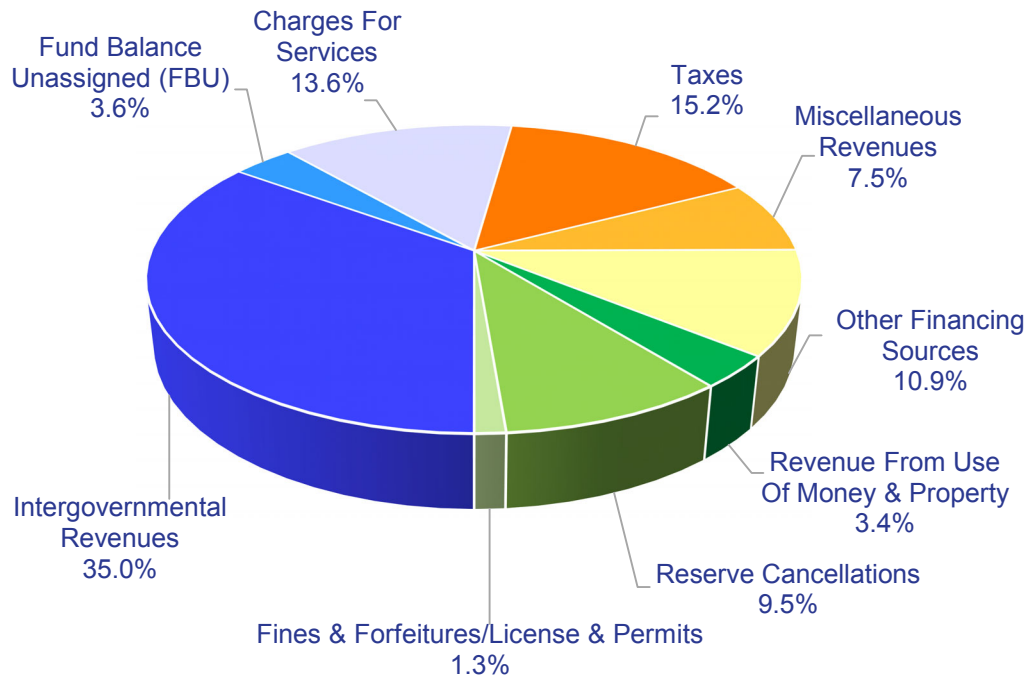


### County Fund Groups (in Million Dollars)

Code	Group of Funds	FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
			Final Budget		Final Budget	Amount	Percent
A	County General	\$	3,164.3	\$	3,251.1	\$ 86.8	2.7%
B	Special Revenue		1,100.3		1,133.0	32.7	3.0%
C	Internal Service & Enterprise		1,072.7		1,192.4	119.7	11.2%
D	Assessment Districts		97.1		113.6	16.5	17.0%
E	Special Districts		354.3		365.9	11.6	3.3%
F	Joint Powers & Public Authority		1.7		2.5	0.8	47.1%
G	Orange County Development Agency		6.9		12.0	5.1	73.9%
	Total	\$	5,797.3	\$	6,070.5	\$ 273.2	4.7%

## Total County Revenues by Source

FY 2016-17 Total = \$6.1 Billion

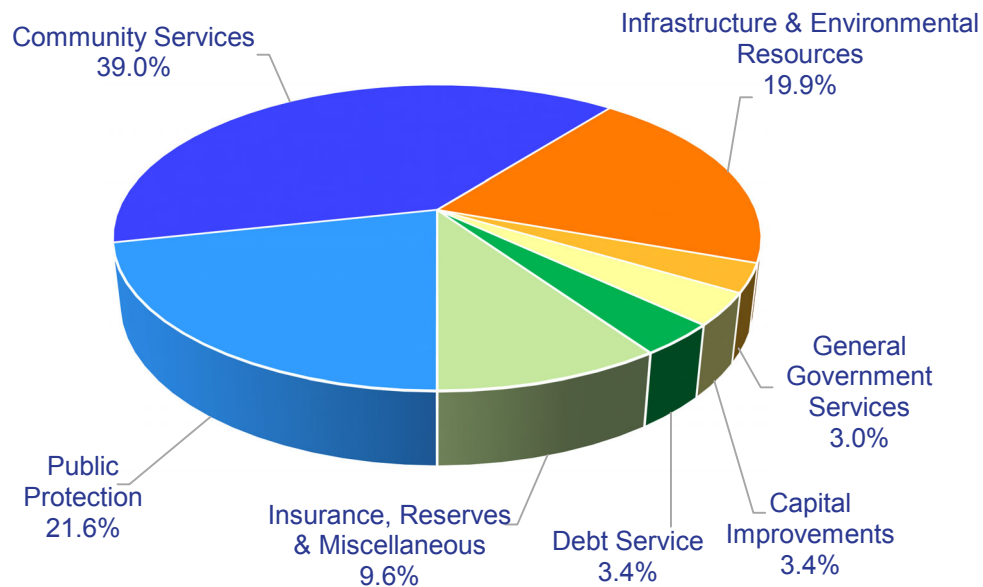


### County Revenue Source (in Million Dollars)

Code	Source Name	FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
			Final Budget		Final Budget	Amount	Percent
A	Intergovernmental Revenues	\$	2,092.0	\$	2,127.5	\$ 35.5	1.7%
B	Fund Balance Unassigned (FBU)		130.8		216.8	86.0	65.7%
C	Charges For Services		756.1		826.9	70.8	9.4%
D	Taxes		877.6		924.4	46.8	5.3%
E	Miscellaneous Revenues		454.3		455.3	1.0	0.2%
F	Other Financing Sources		685.8		660.4	(25.4)	-3.7%
G	Revenue From Use Of Money & Property		191.6		205.1	13.5	7.0%
H	Reserve Cancellations		521.5		576.0	54.5	10.5%
I	Fines & Forfeitures/License & Permits		87.6		78.1	(9.5)	-10.8%
	Total	\$	5,797.3	\$	6,070.5	\$ 273.2	4.7%

## Total County Appropriations by Program

FY 2016-17 Total = \$6.1 Billion



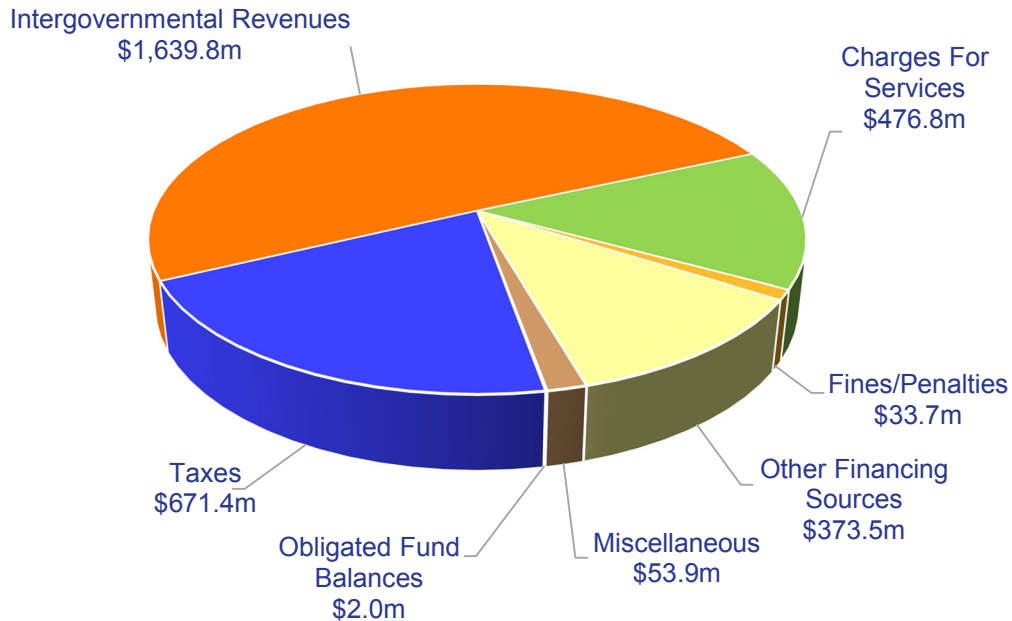
### County Program Appropriations (in Million Dollars)

Program	Program Name	FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
		Final Budget		Final Budget		Amount	Percent
I	Public Protection	\$ 1,247.4		\$ 1,310.3		\$ 62.9	5.0%
II	Community Services	2,282.2		2,369.0		86.8	3.8%
III	Infrastructure & Environmental Resources	1,087.3		1,207.7		120.4	11.1%
IV	General Government Services	193.0		184.1		(8.9)	-4.6%
V	Capital Improvements	152.6		208.4		55.8	36.6%
VI	Debt Service	280.9		207.6		(73.3)	-26.1%
VII	Insurance, Reserves & Miscellaneous	553.9		583.4		29.5	5.3%
	Total	\$ 5,797.3		\$ 6,070.5		\$ 273.2	4.7%

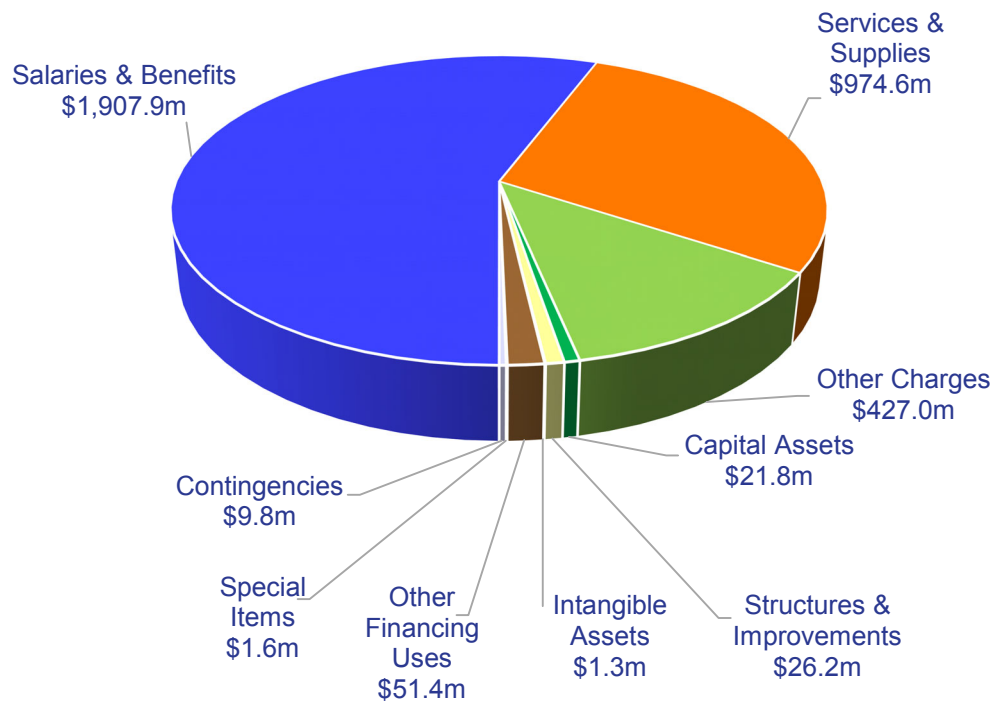
## General Fund Sources and Uses of Funds

FY 2016-17 Total = \$3.3 Billion

### Sources:



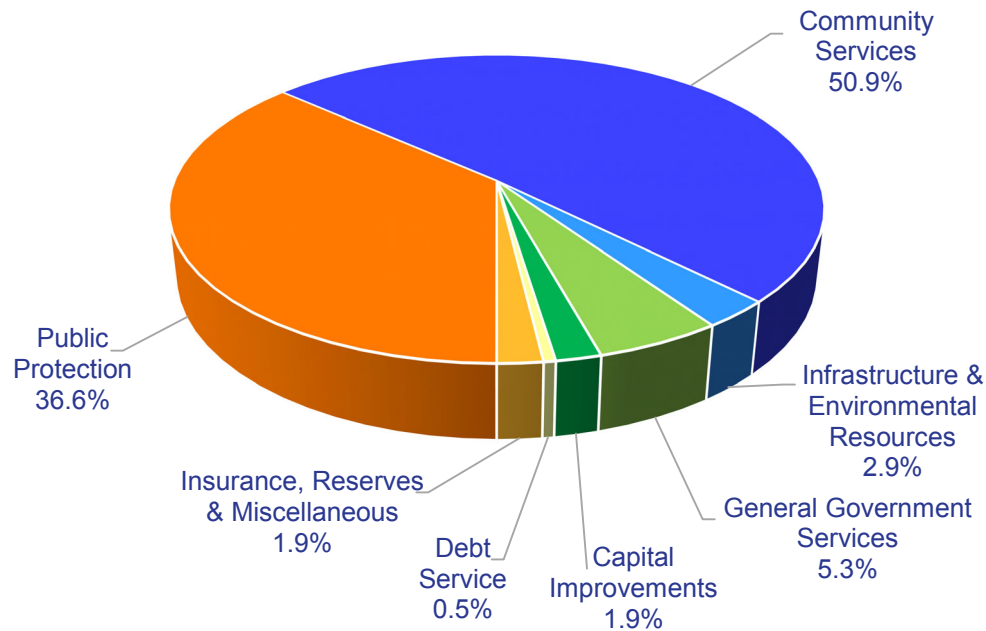
### Uses: \*



\* NOTE: Approximately \$170.6 million of these expenses are recovered from other funds within the County, bringing the total expenses to \$3,251,077,858.

## General Fund Appropriations by Program

FY 2016-17 Total = \$3.3 Billion

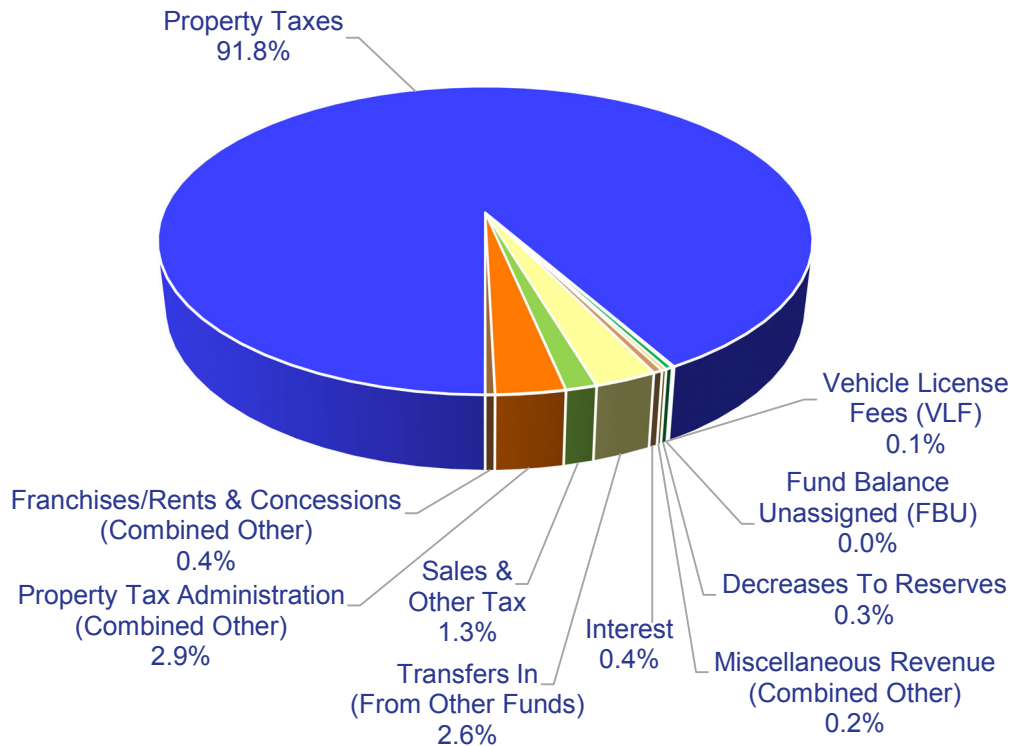


### General Fund Program Appropriations (in Million Dollars)

Program	Program Name	FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
			Final Budget		Final Budget	Amount	Percent
I	Public Protection	\$	1,125.9	\$	1,186.6	\$ 60.7	5.4%
II	Community Services		1,618.9		1,656.4	37.5	2.3%
III	Infrastructure & Environmental Resources		93.3		95.0	1.7	1.8%
IV	General Government Services		169.9		173.7	3.8	2.2%
V	Capital Improvements		52.7		61.5	8.8	16.7%
VI	Debt Service		49.6		17.1	(32.5)	-65.5%
VII	Insurance, Reserves & Miscellaneous		54.0		60.8	6.8	12.6%
	Total	\$	3,164.3	\$	3,251.1	\$ 86.8	2.7%

## General Purpose Revenue (Discretionary Funds)

FY 2016-17 Total = \$744.2 Million

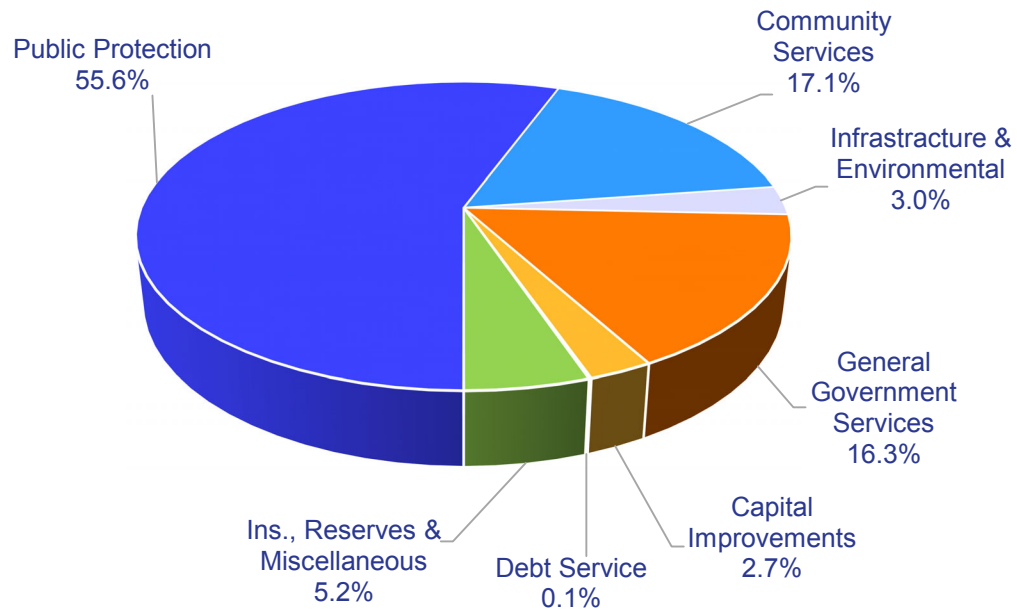


### General Purpose Revenue (Discretionary Funds) (in Million Dollars)

Source	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Final Budget	Final Budget	Amount	Percent
Property Taxes	\$ 640.3	\$ 682.9	\$ 42.6	6.7%
Motor Vehicle Fees (VLF)	1.1	1.1	0.0	0.0%
Fund Balance Unassigned (FBU)	0.0	0.0	0.0	0.0%
Decreases To Reserves	30.9	2.0	(28.9)	-93.5%
Miscellaneous Revenue (Combined Other)	2.6	1.6	(1.0)	-38.5%
Interest	1.6	2.8	1.2	75.0%
Transfers In (From Other Funds)	12.0	19.3	7.3	60.8%
Sales & Other Tax	10.0	9.9	(0.1)	-1.0%
Property Tax Administration (Combined Other)	21.8	21.8	0.0	0.0%
Franchises/Rents & Concessions (Combined Other)	2.8	2.8	0.0	0.0%
<b>Total</b>	<b>\$ 723.1</b>	<b>\$ 744.2</b>	<b>\$ 21.1</b>	<b>2.9%</b>

## General Fund Net County Cost (NCC) by Program

FY 2016-17 Total = \$744.2 Million



### General Fund Program Net County Cost (in Million Dollars)

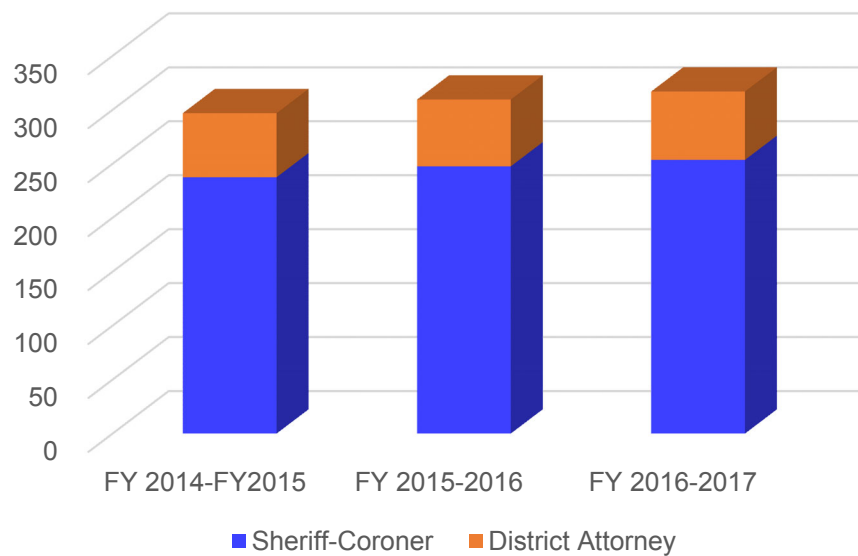
Program	Program Name	FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
			Final Budget		Final Budget	Amount	Percent
I	Public Protection	\$	395.2	\$	413.3	\$ 18.1	4.6%
II	Community Services		125.6		127.2	1.6	1.3%
III	Infrastructure & Environmental Resources		21.0		22.3	1.3	6.2%
IV	General Government Services		125.2		121.3	(3.9)	-3.1%
V	Capital Improvements		21.8		20.3	(1.5)	-6.9%
VI	Debt Service		0.9		0.9	0.0	0.0%
VII	Insurance, Reserves & Miscellaneous		33.4		38.9	5.5	16.5%
	Total	\$	723.1	\$	744.2	\$ 21.1	2.9%

## Proposition 172 Public Safety Sales Tax

FY 2016-17 Total = \$317.0 Million

**Sources: One-Half cent sales tax**

**Uses (in millions):**



Department	FY 2014-15 Final Budget		FY 2015-16 Final Budget		FY 2016-17 Final Budget	
District Attorney	\$	59.4	\$	61.9	\$	63.4
Sheriff		237.5		247.6		253.6
Total	\$	296.9	\$	309.5	\$	317.0

Department allocation set by Board Resolution 96-202 March 26, 1996



# Health and Welfare Realignment

FY 2016-17 Total = 196.7 Million

## Sources<sup>1</sup>

Program Area	(In Million Dollars)					Total
	Health	Mental Health	Social Services	Probation <sup>3</sup>		
Base Revenues from Fiscal Year 2016-17	\$ 39.5	\$ 1.0	\$ 153.0	\$ 3.0		\$ 196.5
<b>Estimated Fiscal Year 2015-16 Growth</b>						
Sales Tax ( ½ cent sales tax)	0.2					0.2
Vehicle License Fees (24.33% of VLF collection)						
Totals	\$ 39.7	\$ 1.0	\$ 153.0	\$ 3.0		\$ 196.7

## Uses<sup>1</sup>

		(In Million Dollars)									
Program Area		Health	Mental Health	Social Services	Probation <sup>3</sup>	Total					
Health Care Agency											
Public Health	\$	32.9		7.6	\$	40.5					
Behavioral Health <sup>2</sup>			\$	1.0		1.0					
Correctional Health		6.8				6.8					
Social Services Agency											
Child Welfare Services (CWS)				26.1		26.1					
Other Social Services Programs				0.4		0.4					
In-Home Supportive Svcs (IHSS), Personal Care Svcs Prog (PCSP)				16.8		16.8					
CalWORKs <sup>2</sup>				70.6		70.6					
Foster Care				31.5		31.5					
Probation <sup>3</sup>											
Field / Institutional Programs					\$	3.0					
	Totals	\$	39.7	\$	1.0	\$	153.0	\$	3.1	\$	196.7

### Realignment Revenue Trends

FY 2015-16 Actual	\$ 38.3	\$ 1.0	\$ 150.0	\$ 3.1		\$ 192.4
FY 2014-15 Actual	\$ 40.3	\$ 1.0	\$ 148.6	\$ 3.1		\$ 193.0
FY 2013-14 Actual	\$ 64.3	\$ 1.0	\$ 139.8	\$ 3.1		\$ 208.2
FY 2012-13 Actual	\$ 70.2	\$ 1.0	\$ 127.5	\$ 3.7		\$ 202.0
FY 2011-12 Actual <sup>2</sup>	\$ 70.4	\$ 1.0	\$ 107.4	\$ 2.6		\$ 181.4

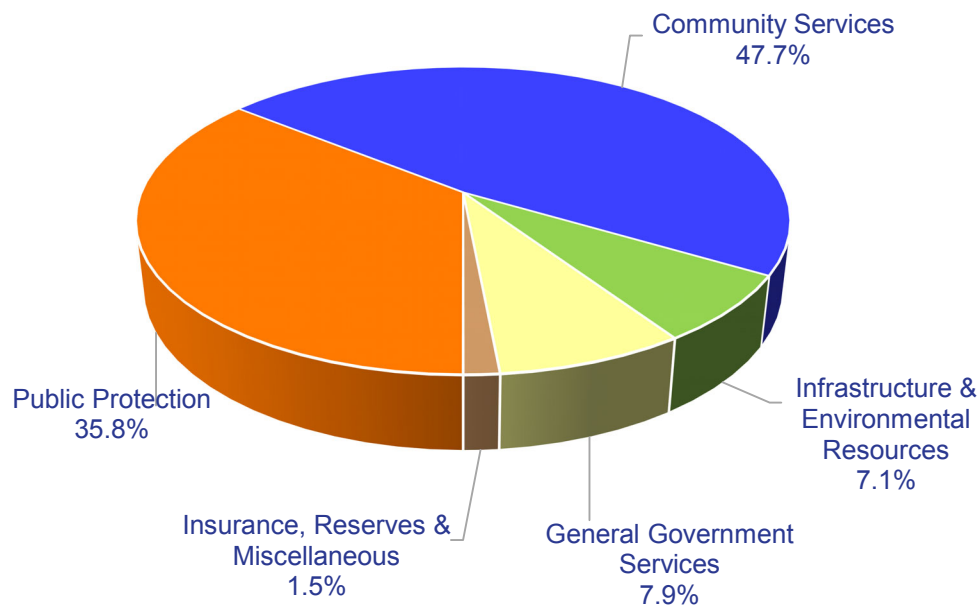
<sup>1</sup> Sources and Uses do not include any use of reserves.

<sup>2</sup> Mental Health realignment revenue was transferred to Social Services CalWORKs as part of the 2011 Realignment legislation effective July 1, 2011.

<sup>3</sup> Realignment has been used to replace AB 90 funding since FY 1991-92, to offset costs for Field and Institutional Programs.

## Authorized Positions by Program

FY 2016-17 Total Positions = 18,290



### Authorized Program Positions

Program <sup>a</sup>	Program Name	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
		Final Budget	Final Budget	Amount	Percent
I	Public Protection	6,596	6,545	(51)	-0.8%
II	Community Services	8,589	8,725	136	1.6%
III	Infrastructure & Environmental Resources	1,306	1,299	(7)	-0.5%
IV	General Government Services	1,424	1,442	18	1.3%
VII	Insurance, Reserves & Miscellaneous	233	279	46	19.7%
	Total	18,148	18,290	142	0.8%

a. NOTE: Programs V and VI do not have any authorized positions.

# SCHEDULES

## Budget Comparison by Agency and Department

Program Name		A	B	C	D	E	F	G	H	I	J
		FY 15-16	FY 15-16	FY 15-16	FY 16-17	FY 16-17	FY 16-17	Approp. Variance		NCC Variance	
		Final	Final	Final	Final	Final	Final	(FY 15-16 Final vs. FY 16-17 Final)			
Budget Control Name		Budget	Budget	Budget	Budget	Budget	Budget	(\$)	(%)	(\$)	(%)
		Approp	Rev	NCC	Approp	Rev	NCC	D-A	G/A	F-C	I/C
<b>PRORAM I - PUBLIC PROTECTION</b>											
026	District Attorney	\$ 132,040,334	\$ 84,897,953	\$ 47,142,381	\$ 138,771,822	\$ 82,624,194	\$ 56,147,628	\$ 6,731,488	5.10	\$ 9,005,247	19.10
029	District Attorney - Public Administrator	3,161,006	1,023,260	2,137,746	3,158,598	1,028,233	2,130,365	(2,408)	(0.08)	(7,381)	(0.35)
032	Emergency Management Division	3,163,798	1,985,723	1,178,075	4,198,182	2,995,878	1,202,304	1,034,384	32.69	24,229	2.06
041	Grand Jury	528,612	0	528,612	583,898	0	583,898	55,286	10.46	55,286	10.46
045	Juvenile Justice Commission	176,601	0	176,601	178,367	0	178,367	1,766	1.00	1,766	1.00
047	Sheriff Court Operations	56,353,866	52,053,443	4,300,423	59,604,329	55,260,902	4,343,427	3,250,463	5.77	43,004	1.00
048	Detention Release	1,665,931	10,000	1,655,931	1,632,490	10,000	1,622,490	(33,441)	(2.01)	(33,441)	(2.02)
051	Office of Independent Review	450,445	0	450,445	454,949	0	454,949	4,504	1.00	4,504	1.00
055	Sheriff-Coroner Communications	11,482,677	5,530,988	5,951,689	12,698,649	6,555,988	6,142,661	1,215,972	10.59	190,972	3.21
057	Probation	175,157,238	72,720,180	102,437,058	180,660,429	77,199,000	103,461,429	5,503,191	3.14	1,024,371	1.00
058	Public Defender	74,203,316	4,461,017	69,742,299	74,114,729	3,675,007	70,439,722	(88,587)	(0.12)	697,423	1.00
060	Sheriff-Coroner	597,734,617	484,211,775	113,522,842	640,049,249	519,609,501	120,439,748	42,314,632	7.08	6,916,906	6.09
073	Alternate Defense	5,701,519	86,000	5,615,519	5,757,674	86,000	5,671,674	56,155	0.98	56,155	1.00
081	Trial Courts	64,109,109	23,561,735	40,547,374	64,800,246	24,252,872	40,547,374	691,137	1.08	0	0.00
<b>GENERAL FUND SUBTOTAL</b>		<b>\$ 1,125,929,069</b>	<b>\$ 730,542,074</b>	<b>\$ 395,386,995</b>	<b>\$ 1,186,663,611</b>	<b>\$ 773,297,575</b>	<b>\$ 413,366,036</b>	<b>\$ 60,734,542</b>	<b>5.39</b>	<b>\$ 17,979,041</b>	<b>4.55</b>
103	O.C. Methamphetamine Lab Investigation Team	\$ 436,427	\$ 436,427	\$ 0	\$ 436,988	\$ 436,988	\$ 0	\$ 561	0.13	\$ 0	0.00
109	County Automated Fingerprint Identification	1,382,030	1,382,030	0	1,496,436	1,496,436	0	114,406	8.28	0	0.00
116	Narcotic Forfeiture and Seizure	370,560	370,560	0	452,520	452,520	0	81,960	22.12	0	0.00
118	Sheriff - Regional Narcotics Suppression Program	4,265,991	4,265,991	0	6,145,720	6,145,720	0	1,879,729	44.06	0	0.00
122	Motor Vehicle Theft Task Force	3,022,700	3,022,700	0	3,051,800	3,051,800	0	29,100	0.96	0	0.00
125	Sheriff - Regional Narcotics Suppression Program	42,439	42,439	0	458,304	458,304	0	415,865	979.91	0	0.00





Program Name		A	B	C	D	E	F	G	H	I	J
Budget Control Name		FY 15-16 Final Budget Approp	FY 15-16 Final Budget Rev	FY 15-16 Final Budget NCC	FY 16-17 Final Budget Approp	FY 16-17 Final Budget Rev	FY 16-17 Final Budget NCC	Approp. Variance (FY 15-16 Final vs. FY 16-17 Final) (\$) D-A		NCC Variance (\$) F-C (%) I/C	
126	Regional Narcotics Suppression Program - Other	1,798,579	1,798,579	0	2,749,125	2,749,125	0	950,546	52.85	0	0.00
12G	Real Estate Prosecution Fund	1,363,750	1,363,750	0	1,652,950	1,652,950	0	289,200	21.21	0	0.00
12H	Proposition 64 - Consumer Protection	3,559,217	3,559,217	0	3,653,800	3,653,800	0	94,583	2.66	0	0.00
12J	DNA Identification Fund	1,257,130	1,257,130	0	1,400,500	1,400,500	0	143,370	11.40	0	0.00
131	Sheriff's Narcotics Program	15,984	15,984	0	0	0	0	(15,984)	(100.00)	0	0.00
132	Sheriff's Narcotics Program	5,420,975	5,420,975	0	3,912,968	3,912,968	0	(1,508,007)	(27.82)	0	0.00
133	Sheriff Narcotics Program - Other	171,252	171,252	0	516,706	516,706	0	345,454	201.72	0	0.00
134	Orange County Jail	2,214,401	2,214,401	0	1,847,768	1,847,768	0	(366,633)	(16.56)	0	0.00
136	Sheriff's Narcotics Program	510,117	510,117	0	0	0	0	(510,117)	(100.00)	0	0.00
139	Sheriff's Narcotics Program	396,803	396,803	0	587,138	587,138	0	190,335	47.97	0	0.00
13B	Traffic Violator	1,210,897	1,210,897	0	1,160,897	1,160,897	0	(50,000)	(4.13)	0	0.00
13P	State Criminal Alien Assistance Program (SCAAP)	2,441,499	2,441,499	0	1,765,071	1,765,071	0	(676,428)	(27.71)	0	0.00
13R	Sheriff-Coroner Replacement & Maintenance	13,050,868	13,050,868	0	12,342,705	12,342,705	0	(708,163)	(5.43)	0	0.00
141	Sheriff's Substation Fee Program	3,342,579	3,342,579	0	3,342,579	3,342,579	0	0	0.00	0	0.00
143	Jail Commissary	9,532,774	9,532,774	0	10,584,099	10,584,099	0	1,051,325	11.03	0	0.00
144	Inmate Welfare	11,559,509	11,559,509	0	9,026,645	9,026,645	0	(2,532,864)	(21.91)	0	0.00
14D	CAL-ID Operational Costs	1,015,349	1,015,349	0	1,245,782	1,245,782	0	230,433	22.69	0	0.00
14E	CAL-ID System Costs	19,885,103	19,885,103	0	28,609,952	28,609,952	0	8,724,849	43.88	0	0.00
14G	Sheriff's Supplemental Law Enforcement Service	3,114,521	3,114,521	0	3,114,521	3,114,521	0	0	0.00	0	0.00
14H	DA's Supplemental Law Enforcement Service	942,170	942,170	0	1,027,325	1,027,325	0	85,155	9.04	0	0.00
14J	Excess Public Safety Sales Tax	8,409,344	8,409,344	0	6,259,061	6,259,061	0	(2,150,283)	(25.57)	0	0.00
14Q	Sheriff-Coroner Construction and Facility Development	19,071,381	19,071,381	0	16,664,498	16,664,498	0	(2,406,883)	(12.62)	0	0.00
14R	Ward Welfare	178,525	178,525	0	163,612	163,612	0	(14,913)	(8.35)	0	0.00
14U	Court Facilities Fund	1,351,964	1,351,964	0	0	0	0	(1,351,964)	(100.00)	0	0.00
15N	Delta Special Revenue	27,575	27,575	0	27,470	27,470	0	(105)	(0.38)	0	0.00
OTHER FUNDS SUBTOTAL		\$ 121,362,413	\$ 121,362,413	\$ 0	\$ 123,696,940	\$ 123,696,940	\$ 0	\$ 2,334,527	1.92	\$ 0	0.00

Program Name	A	B	C	D	E	F	G	H	I	J
	FY 15-16	FY 15-16	FY 15-16	FY 16-17	FY 16-17	FY 16-17	Approp. Variance		NCC Variance	
	Final	Final	Final	Final	Final	Final	(FY 15-16 Final vs. FY 16-17 Final)			
Budget Control Name	Budget	Budget	Budget	Budget	Budget	Budget	(\$)	(%)	(\$)	(%)
	Approp	Rev	NCC	Approp	Rev	NCC	D-A	G/A	F-C	I/C

<b>TOTAL PUBLIC PROTECTION</b>	<b>\$ 1,247,291,482</b>	<b>\$ 851,904,487</b>	<b>\$ 395,386,995</b>	<b>\$ 1,310,360,551</b>	<b>\$ 896,994,515</b>	<b>\$ 413,366,036</b>	<b>\$ 63,069,069</b>	<b>5.06</b>	<b>\$ 17,979,041</b>	<b>4.55</b>
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**PRORAM II - COMMUNITY SERVICES**

012	OC Community Resources	\$ 67,806,416	\$ 63,242,447	\$ 4,563,969	\$ 65,486,237	\$ 60,460,361	\$ 5,025,876	\$ (2,320,179)	(3.42)	\$ 461,907	10.12
027	Department of Child Support Services	57,500,000	57,500,000	0	59,100,000	59,100,000	0	1,600,000	2.78	0	0.00
030	Health Care Agency - Public Guardian	6,132,557	1,669,577	4,462,980	5,614,482	1,106,872	4,507,610	(518,075)	(8.45)	44,630	1.00
042	Health Care Agency	583,192,461	515,681,269	67,511,192	628,810,259	560,623,955	68,186,304	45,617,798	7.82	675,112	1.00
063	Social Services Agency	904,228,833	855,210,920	49,017,913	897,355,534	847,847,442	49,508,092	(6,873,299)	(0.76)	490,179	1.00
	<b>GENERAL FUND TOTAL</b>	<b>\$ 1,618,860,267</b>	<b>\$ 1,493,304,213</b>	<b>\$ 125,556,054</b>	<b>\$ 1,656,366,512</b>	<b>\$ 1,529,138,630</b>	<b>\$ 127,227,882</b>	<b>\$ 37,506,245</b>	<b>2.32</b>	<b>\$ 1,671,828</b>	<b>1.33</b>

102	Santa Ana Regional Centre Lease Conveyance	\$ 329,611	\$ 329,611	\$ 0	\$ 618,581	\$ 618,581	\$ 0	\$ 288,970	87.67	\$ 0	0.00
106	County Tidelands - Newport Bay	6,626,479	6,626,479	0	7,173,436	7,173,436	0	546,957	8.25	0	0.00
117	O.C. Housing Authority - Operating Reserves	3,091,574	3,091,574	0	5,585,396	5,585,396	0	2,493,822	80.67	0	0.00
119	OC Public Libraries - Capital	3,751,824	3,751,824	0	1,529,609	1,529,609	0	(2,222,215)	(59.23)	0	0.00
120	OC Public Libraries	53,586,420	53,586,420	0	53,913,877	53,913,877	0	327,457	0.61	0	0.00
121	OC Animal Care Donations	0	0	0	100,000	100,000	0	100,000	0.00	0	0.00
123	Dispute Resolution Program	1,167,487	1,167,487	0	887,601	887,601	0	(279,886)	(23.97)	0	0.00
124	Domestic Violence Program	1,318,611	1,318,611	0	973,781	973,781	0	(344,830)	(26.15)	0	0.00
12A	MHSA Housing Fund	1,512,813	1,512,813	0	1,000,046	1,000,046	0	(512,767)	(33.89)	0	0.00
12C	Child Support Program Development	1,308,630	1,308,630	0	3,524,481	3,524,481	0	2,215,851	169.33	0	0.00
12S	SSA Donations & Fees	1,247,924	1,247,924	0	1,466,395	1,466,395	0	218,471	17.51	0	0.00
12W	Wraparound Program	28,981,647	28,981,647	0	25,866,590	25,866,590	0	(3,115,057)	(10.75)	0	0.00
138	Medi-Cal Admin. Activities/Targeted Case Mgmt.	1,607,141	1,607,141	0	1,732,661	1,732,661	0	125,520	7.81	0	0.00
13N	Orange County Tobacco Settlement	34,689,622	34,689,622	0	36,119,534	36,119,534	0	1,429,912	4.12	0	0.00
13S	Emergency Medical Services	9,795,358	9,795,358	0	8,664,030	8,664,030	0	(1,131,328)	(11.55)	0	0.00
13T	HCA Purpose Restricted Revenues	2,479,250	2,479,250	0	2,466,015	2,466,015	0	(13,235)	(0.53)	0	0.00





Program Name		A	B	C	D	E	F	G	H	I	J
Budget Control Name		FY 15-16 Final Budget Approp	FY 15-16 Final Budget Rev	FY 15-16 Final Budget NCC	FY 16-17 Final Budget Approp	FY 16-17 Final Budget Rev	FY 16-17 Final Budget NCC	Approp. Variance (FY 15-16 Final vs. FY 16-17 Final) (\$) D-A		NCC Variance (\$) F-C (%) I/C	
13U	HCA Interest Bearing Purpose Restricted Revenue	106,250	106,250	0	30,096	30,096	0	(76,154)	(71.67)	0	0.00
13Y	Mental Health Services Act	141,263,307	141,263,307	0	167,066,044	167,066,044	0	25,802,737	18.27	0	0.00
13Z	Bioterrorism Center for Disease Control Fund	4,420,662	4,420,662	0	4,348,430	4,348,430	0	(72,232)	(1.63)	0	0.00
146	Workforce Investment Act	23,296,725	23,296,725	0	22,488,913	22,488,913	0	(807,812)	(3.47)	0	0.00
14T	Facilities Development and Maintenance	12,342,538	12,342,538	0	7,385,961	7,385,961	0	(4,956,577)	(40.16)	0	0.00
15B	CEO Single Family Housing	11,795,054	11,795,054	0	951,455	951,455	0	(10,843,599)	(91.93)	0	0.00
15F	Orange County Housing Authority (OCHA)	168,754,854	168,754,854	0	168,191,267	168,191,267	0	(563,587)	(0.33)	0	0.00
15G	OC Housing	7,884,383	7,884,383	0	10,229,310	10,229,310	0	2,344,927	29.74	0	0.00
15H	CalHome Program Reuse Fund	654,635	654,635	0	1,084,192	1,084,192	0	429,557	65.62	0	0.00
15K	Limestone Regional Park Mitigation Endowment	3,200	3,200	0	2,510	2,510	0	(690)	(21.56)	0	0.00
15U	Strategic Priority Affordable Housing	143,188	143,188	0	448,461	448,461	0	305,273	213.20	0	0.00
16D	OC Animal Shelter Fund	0	0	0	25,000,000	25,000,000	0	25,000,000	0.00	0	0.00
170	Housing Asset Fund	6,910,502	6,910,502	0	11,971,609	11,971,609	0	5,061,107	73.24	0	0.00
405	OC Parks CSA26	98,398,332	98,398,332	0	104,417,357	104,417,357	0	6,019,025	6.12	0	0.00
406	OC Parks Capital	31,075,754	31,075,754	0	31,187,373	31,187,373	0	111,619	0.36	0	0.00
459	N. Tustin Landscape & Lighting Assessment Dist.	2,996,252	2,996,252	0	3,639,571	3,639,571	0	643,319	21.47	0	0.00
477	County Service Area #22 - East Yorba Linda	105,066	105,066	0	105,792	105,792	0	726	0.69	0	0.00
590	In-Home Supportive Services Public Authority	1,723,425	1,723,425	0	2,476,046	2,476,046	0	752,621	43.67	0	0.00
OTHER FUNDS SUBTOTAL		\$ 663,368,518	\$ 663,368,518	\$ 0	\$ 712,646,420	\$ 712,646,420	\$ 0	\$ 49,277,902	7.43	\$ 0	0.00
TOTAL - COMMUNITY SERVICES		\$ 2,282,228,785	\$ 2,156,672,731	\$ 125,556,054	\$ 2,369,012,932	\$ 2,241,785,050	\$ 127,227,882	\$ 86,784,147	3.80	\$ 1,671,828	1.33
PROGRAM III - INFRASTRUCTURE & ENVIRONMENTAL RESOURCES											
034	OC Watersheds	\$ 14,491,193	\$ 14,491,193	\$ 0	\$ 15,612,585	\$ 15,612,585	\$ 0	\$ 1,121,392	7.74	\$ 0	0.00
040	Utilities	18,689,617	11,095,723	7,593,894	14,466,182	6,872,288	7,593,894	(4,223,435)	(22.60)	0	0.00



Program Name		A	B	C	D	E	F	G	H	I	J
		FY 15-16	FY 15-16	FY 15-16	FY 16-17	FY 16-17	FY 16-17	Approp. Variance		NCC Variance	
		Final	Final	Final	Final	Final	Final	(FY 15-16 Final vs. FY 16-17 Final)			
Budget Control Name		Budget	Budget	Budget	Budget	Budget	Budget	(\$)	(%)	(\$)	(%)
		Approp	Rev	NCC	Approp	Rev	NCC	D-A	G/A	F-C	I/C
071	Building & Safety General Fund	11,167,200	11,083,200	84,000	14,446,757	14,362,757	84,000	3,279,557	29.37	0	0.00
080	OC Public Works	48,955,325	35,655,045	13,300,280	50,428,154	35,778,643	14,649,511	1,472,829	3.01	1,349,231	10.14
<b>GENERAL FUND SUBTOTAL</b>		<b>\$ 93,303,335</b>	<b>\$ 72,325,161</b>	<b>\$ 20,978,174</b>	<b>\$ 94,953,678</b>	<b>\$ 72,626,273</b>	<b>\$ 22,327,405</b>	<b>\$ 1,650,343</b>	<b>1.77</b>	<b>\$ 1,349,231</b>	<b>6.43</b>
108	OC Dana Point Harbor	\$ 36,887,882	\$ 36,887,882	\$ 0	\$ 40,962,164	\$ 40,962,164	\$ 0	\$ 4,074,282	11.05	\$ 0	0.00
113	Building and Safety	851,720	851,720	0	1,556,000	1,556,000	0	704,280	82.69	0	0.00
115	OC Road	132,368,674	132,368,674	0	115,725,909	115,725,909	0	(16,642,765)	(12.57)	0	0.00
128	Survey Monument Preservation	331,161	331,161	0	339,921	339,921	0	8,760	2.65	0	0.00
12K	Dana Point Marina DBW Emergency Repair Fund	3,243,295	3,243,295	0	0	0	0	(3,243,295)	(100.00)	0	0.00
135	Real Estate Development Program	419,240	419,240	0	1,767,186	1,767,186	0	1,347,946	321.52	0	0.00
137	Parking Facilities	6,778,276	6,778,276	0	6,954,778	6,954,778	0	176,502	2.60	0	0.00
140	Air Quality Improvement	358,055	358,055	0	357,930	357,930	0	(125)	(0.03)	0	0.00
148	Foothill Circulation Phasing Plan	1,078,954	1,078,954	0	895,744	895,744	0	(183,210)	(16.98)	0	0.00
151	South County Roadway Improvement Program (SCRIP)	7,481,000	7,481,000	0	34,322,800	34,322,800	0	26,841,800	358.80	0	0.00
15T	El Toro Improvement Fund	335,000	335,000	0	1,136,244	1,136,244	0	801,244	239.18	0	0.00
273	OCWR Capital Project Fund	25,814,194	25,814,194	0	53,976,456	53,976,456	0	28,162,262	109.10	0	0.00
274	OCWR Corrective Action Escrow	1,073,000	1,073,000	0	1,644,634	1,644,634	0	571,634	53.27	0	0.00
275	OCWR - Environmental Reserve	33,358,368	33,358,368	0	49,067,931	49,067,931	0	15,709,563	47.09	0	0.00
279	OCWR - Landfill Post-Closure Maintenance	51,245,389	51,245,389	0	50,455,323	50,455,323	0	(790,066)	(1.54)	0	0.00
280	Airport - Operating Enterprise	186,964,398	186,964,398	0	193,370,745	193,370,745	0	6,406,347	3.43	0	0.00
281	Airport Construction Fund	57,705,000	57,705,000	0	82,782,424	82,782,424	0	25,077,424	43.46	0	0.00
283	Airport Debt Service Fund	33,913,804	33,913,804	0	43,257,475	43,257,475	0	9,343,671	27.55	0	0.00
284	OCWR - FRB Escrow Account	14,317,648	14,317,648	0	1,146,711	1,146,711	0	(13,170,937)	(91.99)	0	0.00
285	OCWR - Bankruptcy Recovery Plan	41,008,606	41,008,606	0	33,140,000	33,140,000	0	(7,868,606)	(19.19)	0	0.00
286	OCWR - Brea/Olinda Escrow	4,248,812	4,248,812	0	1,838,824	1,838,824	0	(2,409,988)	(56.72)	0	0.00
287	OCWR - Prima Deshecha Landfill Escrow	1,482,692	1,482,692	0	1,282,500	1,282,500	0	(200,192)	(13.50)	0	0.00
299	OC Waste & Recycling Enterprise	131,017,807	131,017,807	0	170,173,563	170,173,563	0	39,155,756	29.89	0	0.00
400	OC Flood	166,626,580	166,626,580	0	169,789,513	169,789,513	0	3,162,933	1.90	0	0.00





Program Name		A	B	C	D	E	F	G	H	I	J
Budget Control Name		FY 15-16 Final Budget Approp	FY 15-16 Final Budget Rev	FY 15-16 Final Budget NCC	FY 16-17 Final Budget Approp	FY 16-17 Final Budget Rev	FY 16-17 Final Budget NCC	Approp. Variance (FY 15-16 Final vs. FY 16-17 Final) (\$) D-A		NCC Variance (\$) F-C (%) I/C	
403	OC Santa Ana River	75,453	75,453	0	80,101	80,101	0	4,648	6.16	0	0.00
404	OC Flood - Capital	54,830,021	54,830,021	0	56,702,044	56,702,044	0	1,872,023	3.41	0	0.00
468	County Service Area #13 - La Mirada	18,167	18,167	0	9,998	9,998	0	(8,169)	(44.97)	0	0.00
475	County Service Area #20 - La Habra	200,304	200,304	0	9,950	9,950	0	(190,354)	(95.03)	0	0.00
OTHER FUNDS SUBTOTAL		\$ 994,033,500	\$ 994,033,500	\$ 0	\$ 1,112,746,868	\$ 1,112,746,868	\$ 0	\$ 118,713,368	11.94	\$ 0	0.00
TOTAL - INFRASTRUCTURE & ENVIRONMENTAL RESOURCES		\$ 1,087,336,835	\$ 1,066,358,661	\$ 20,978,174	\$ 1,207,700,546	\$ 1,185,373,141	\$ 22,327,405	\$ 120,363,711	11.07	\$ 1,349,231	6.43
PROGRAM IV - GENERAL GOVERNMENT SERVICES											
002	Assessor	\$ 37,855,196	\$ 310,000	\$ 37,545,196	\$ 38,870,900	\$ 375,000	\$ 38,495,900	\$ 1,015,704	2.68	\$ 950,704	2.53
003	Auditor-Controller	16,580,934	7,173,504	9,407,430	19,808,206	7,477,884	12,330,322	3,227,272	19.46	2,922,892	31.07
006	Board of Supervisors - 1st District	983,650	0	983,650	1,183,818	0	1,183,818	200,168	20.35	200,168	20.35
007	Board of Supervisors - 2nd District	983,650	0	983,650	1,183,818	0	1,183,818	200,168	20.35	200,168	20.35
008	Board of Supervisors - 3rd District	983,650	0	983,650	1,183,818	0	1,183,818	200,168	20.35	200,168	20.35
009	Board of Supervisors - 4th District	983,650	0	983,650	1,183,818	0	1,183,818	200,168	20.35	200,168	20.35
010	Board of Supervisors - 5th District	983,650	0	983,650	1,183,818	0	1,183,818	200,168	20.35	200,168	20.35
011	Clerk of the Board	4,377,258	91,451	4,285,807	4,671,990	91,450	4,580,540	294,732	6.73	294,733	6.88
014	CAPS Program	17,021,407	0	17,021,407	10,888,761	0	10,888,761	(6,132,646)	(36.03)	(6,132,646)	(36.03)
015	Property Tax System Centralized O&M Support	3,425,597	0	3,425,597	7,759,853	4,300,000	3,459,853	4,334,256	126.53	34,256	1.00
017	County Executive Office	21,651,333	5,257,079	16,394,254	21,220,514	4,279,463	16,941,051	(430,819)	(1.99)	546,797	3.34
025	County Counsel	12,250,844	3,268,874	8,981,970	12,873,600	2,967,500	9,906,100	622,756	5.08	924,130	10.29
031	Registrar of Voters	13,993,337	917,674	13,075,663	15,672,450	4,990,180	10,682,270	1,679,113	12.00	(2,393,393)	(18.30)
050	Office of the Performance Audit Director	794,817	0	794,817	802,765	0	802,765	7,948	1.00	7,948	1.00
052	Orange County Ethics Commission	0	0	0	549,164	0	549,164	549,164	0.00	549,164	0.00
054	Human Resource Services	6,111,984	1,458,784	4,653,200	6,339,558	1,704,592	4,634,966	227,574	3.72	(18,234)	(0.39)
059	Clerk-Recorder	14,566,650	14,566,650	0	14,425,000	14,425,000	0	(141,650)	(0.97)	0	0.00
074	Treasurer-Tax Collector	13,502,609	11,598,605	1,904,004	13,889,904	11,804,850	2,085,054	387,295	2.87	181,050	9.51



Program Name		A	B	C	D	E	F	G	H	I	J
		FY 15-16	FY 15-16	FY 15-16	FY 16-17	FY 16-17	FY 16-17	Approp. Variance		NCC Variance	
		Final	Final	Final	Final	Final	Final	(FY 15-16 Final vs. FY 16-17 Final)			
Budget Control Name		Budget	Budget	Budget	Budget	Budget	Budget	(\$)	(%)	(\$)	(%)
		Approp	Rev	NCC	Approp	Rev	NCC	D-A	G/A	F-C	I/C
079	Internal Audit	2,817,871	30,690	2,787,181	0	0	0	(2,817,871)	(100.00)	(2,787,181)	(100.00)
<b>GENERAL FUND SUBTOTAL</b>		<b>\$ 169,868,087</b>	<b>\$ 44,673,311</b>	<b>\$ 125,194,776</b>	<b>\$ 173,691,755</b>	<b>\$ 52,415,919</b>	<b>\$ 121,275,836</b>	<b>\$ 3,823,668</b>	<b>2.25</b>	<b>\$ (3,918,940)</b>	<b>(3.13)</b>
107	Remittance Processing Equipment Replacement	\$ 394,430	\$ 394,430	\$ 0	\$ 76,410	\$ 76,410	\$ 0	\$ (318,020)	(80.63)	\$ 0	0.00
12D	Clerk-Recorder Special Revenue Fund	20,831,476	20,831,476	0	8,075,000	8,075,000	0	(12,756,476)	(61.24)	0	0.00
12E	Clerk-Recorder Operating Reserve Fund	1,918,794	1,918,794	0	2,005,000	2,005,000	0	86,206	4.49	0	0.00
12P	Assessor Property Characteristics Revenue	30,000	30,000	0	220,000	220,000	0	190,000	633.33	0	0.00
<b>OTHER FUNDS SUBTOTAL</b>		<b>\$ 23,174,700</b>	<b>\$ 23,174,700</b>	<b>\$ 0</b>	<b>\$ 10,376,410</b>	<b>\$ 10,376,410</b>	<b>\$ 0</b>	<b>\$ (12,798,290)</b>	<b>(55.23)</b>	<b>\$ 0</b>	<b>0.00</b>
<b>TOTAL - GENERAL GOVERNMENT SERVICES</b>		<b>\$ 193,042,787</b>	<b>\$ 67,848,011</b>	<b>\$ 125,194,776</b>	<b>\$ 184,068,165</b>	<b>\$ 62,792,329</b>	<b>\$ 121,275,836</b>	<b>\$ (8,974,622)</b>	<b>(4.65)</b>	<b>\$ (3,918,940)</b>	<b>(3.13)</b>
<b>PROGRAM V - CAPITAL IMPROVEMENTS</b>											
036	Capital Projects	\$ 43,404,858	\$ 26,631,644	\$ 16,773,214	\$ 53,297,187	\$ 37,560,901	\$ 15,736,286	\$ 9,892,329	22.79	\$ (1,036,928)	(6.18)
038	Data Systems Development Projects	9,319,911	4,290,000	5,029,911	8,236,046	3,665,200	4,570,846	(1,083,865)	(11.63)	(459,065)	(9.13)
<b>GENERAL FUND SUBTOTAL</b>		<b>\$ 52,724,769</b>	<b>\$ 30,921,644</b>	<b>\$ 21,803,125</b>	<b>\$ 61,533,233</b>	<b>\$ 41,226,101</b>	<b>\$ 20,307,132</b>	<b>\$ 8,808,464</b>	<b>16.71</b>	<b>\$ (1,495,993)</b>	<b>(6.86)</b>
104	Criminal Justice Facilities - Accumulative Capital Outlay	\$ 8,334,117	\$ 8,334,117	\$ 0	\$ 12,081,059	\$ 12,081,059	\$ 0	\$ 3,746,942	44.96	\$ 0	0.00
105	Courthouse Temporary Construction	3,943,390	3,943,390	0	3,634,856	3,634,856	0	(308,534)	(7.82)	0	0.00
15D	Countywide Capital Projects Non General Fund	78,023,273	78,023,273	0	94,203,042	94,203,042	0	16,179,769	20.74	0	0.00
15L	800 MHz CCCS	9,467,341	9,467,341	0	17,769,536	17,769,536	0	8,302,195	87.69	0	0.00
431	Special Assessment Top of the World Improvement	55,400	55,400	0	56,325	56,325	0	925	1.67	0	0.00
486	Ladera CFD 2002-01 Construction	250	250	0	0	0	0	(250)	(100.00)	0	0.00
529	CFD 2004-1 Ladera Construction	4,140	4,140	0	0	0	0	(4,140)	(100.00)	0	0.00



Program Name		A	B	C	D	E	F	G	H	I	J
Budget Control Name		FY 15-16 Final Budget Approp	FY 15-16 Final Budget Rev	FY 15-16 Final Budget NCC	FY 16-17 Final Budget Approp	FY 16-17 Final Budget Rev	FY 16-17 Final Budget NCC	Approp. Variance (FY 15-16 Final vs. FY 16-17 Final) (\$) D-A		NCC Variance (\$) F-C (%) I/C	
540	CFD 2015-1 RMV (Village of Esencia) Construction	0	0	0	19,102,656	19,102,656	0	19,102,656	0.00	0	0.00
554	CFD 2003-1 Ladera Construction	10	10	0	0	0	0	(10)	(100.00)	0	0.00
OTHER FUNDS SUBTOTAL		\$ 99,827,921	\$ 99,827,921	\$ 0	\$ 146,847,474	\$ 146,847,474	\$ 0	\$ 47,019,553	47.10	\$ 0	0.00
TOTAL - CAPITAL IMPROVEMENTS		\$ 152,552,690	\$ 130,749,565	\$ 21,803,125	\$ 208,380,707	\$ 188,073,575	\$ 20,307,132	\$ 55,828,017	36.60	\$ (1,495,993)	(6.86)
PROGRAM VI - DEBT SERVICE											
016	2005 Lease Revenue Refunding Bonds	\$ 43,721,419	\$ 43,721,419	\$ 0	\$ 11,245,000	\$ 11,245,000	\$ 0	\$ (32,476,419)	(74.28)	\$ 0	0.00
019	Capital Acquisition Financing	5,853,270	4,981,041	872,229	5,851,719	4,979,490	872,229	(1,551)	(0.03)	0	0.00
GENERAL FUND SUBTOTAL		\$ 49,574,689	\$ 48,702,460	\$ 872,229	\$ 17,096,719	\$ 16,224,490	\$ 872,229	\$ (32,477,970)	(65.51)	\$ 0	0.00
15J	Pension Obligation Bonds Debt Service	\$ 37,100,510	\$ 37,100,510	\$ 0	\$ 39,164,505	\$ 39,164,505	\$ 0	\$ 2,063,995	5.56	\$ 0	0.00
15W	1996 Recovery Certificates of Participation (A)	22,000	22,000	0	22,000	22,000	0	0	0.00	0	0.00
15Y	Teeter Series A Debt Service Fund	97,235,000	97,235,000	0	56,835,000	56,835,000	0	(40,400,000)	(41.55)	0	0.00
433	Golden Lantern Reassessment District 94-1 Debt Service	356,100	356,100	0	364,325	364,325	0	8,225	2.31	0	0.00
479	CFD 99-1 Series A of 1999 Ladera - Debt Service	2,590,815	2,590,815	0	2,621,250	2,621,250	0	30,435	1.17	0	0.00
484	Rancho Santa Margarita CFD 86-2 - Debt Service	155,000	155,000	0	134,250	134,250	0	(20,750)	(13.39)	0	0.00
487	Ladera CFD 2002-01 Debt Service	4,237,860	4,237,860	0	4,514,850	4,514,850	0	276,990	6.54	0	0.00
488	Rancho Santa Margarita CFD 86-1 (Series 1988) -	3,808,780	3,808,780	0	6,014,060	6,014,060	0	2,205,280	57.90	0	0.00
490	Dimensions/Serrano Creek CFD 87-1 - Debt Service	215,212	215,212	0	237,450	237,450	0	22,238	10.33	0	0.00
492	Mission Viejo CFD 87-3 (A) - Debt Service	4,563,675	4,563,675	0	1,513,100	1,513,100	0	(3,050,575)	(66.84)	0	0.00
494	Aliso Viejo CFD 88-1 - Debt Service	397,200	397,200	0	646,439	646,439	0	249,239	62.75	0	0.00
496	Lomas Laguna CFD 88-2 - Debt Service	436,000	436,000	0	465,935	465,935	0	29,935	6.87	0	0.00



Program Name		A	B	C	D	E	F	G	H	I	J
		FY 15-16	FY 15-16	FY 15-16	FY 16-17	FY 16-17	FY 16-17	Approp. Variance		NCC Variance	
		Final	Final	Final	Final	Final	Final	(FY 15-16 Final vs. FY 16-17 Final)			
Budget Control Name		Budget	Budget	Budget	Budget	Budget	Budget	(\$)	(%)	(\$)	(%)
		Approp	Rev	NCC	Approp	Rev	NCC	D-A	G/A	F-C	I/C
501	Rancho Santa Margarita CFD 87-5(A) - Debt Service	453,570	453,570	0	365,255	365,255	0	(88,315)	(19.47)	0	0.00
503	Portola Hills CFD 87-2(A) - Debt Service	166,750	166,750	0	390,260	390,260	0	223,510	134.04	0	0.00
505	Foothill Ranch CFD 87-4 - Debt Service	16,554,640	16,554,640	0	9,328,240	9,328,240	0	(7,226,400)	(43.65)	0	0.00
507	Irvine Coast Assessment District 88-1 - Debt Service	14,116,153	14,116,153	0	14,444,250	14,444,250	0	328,097	2.32	0	0.00
509	Rancho Santa Margarita CFD 87-5B - Debt Service	2,244,690	2,244,690	0	2,224,021	2,224,021	0	(20,669)	(0.92)	0	0.00
511	Baker Ranch CFD 87-6 - Debt Service	186,600	186,600	0	189,485	189,485	0	2,885	1.55	0	0.00
513	Coto de Caza CFD 87-8 - Debt Service	5,628,330	5,628,330	0	5,231,140	5,231,140	0	(397,190)	(7.06)	0	0.00
515	Santa Teresita CFD 87-9 - Debt Service	148,000	148,000	0	146,010	146,010	0	(1,990)	(1.34)	0	0.00
516	Assessment Dist 01-1 Ziani Project - Debt Service	1,152,790	1,152,790	0	1,149,600	1,149,600	0	(3,190)	(0.28)	0	0.00
517	Rancho Santa Margarita CFD 87-5C - Debt Service	2,737,690	2,737,690	0	2,269,570	2,269,570	0	(468,120)	(17.10)	0	0.00
519	Los Alisos CFD 87-7 - Debt Service	622,100	622,100	0	635,710	635,710	0	13,610	2.19	0	0.00
521	Rancho Santa Margarita CFD 87-5D (A) - Debt Service	3,066,305	3,066,305	0	1,982,000	1,982,000	0	(1,084,305)	(35.36)	0	0.00
523	Newport Coast AD 01-1 Group 2 Debt Service	1,736,630	1,736,630	0	1,738,250	1,738,250	0	1,620	0.09	0	0.00
52T	Newport Coast AD 01-1 Conversion #1 Debt Service	2,854,130	2,854,130	0	2,803,825	2,803,825	0	(50,305)	(1.76)	0	0.00
530	CFD 2004-1 Ladera Debt Service	6,922,625	6,922,625	0	6,999,950	6,999,950	0	77,325	1.12	0	0.00
533	CFD 01-1 Ladera - Debt Service	3,660,995	3,660,995	0	3,697,250	3,697,250	0	36,255	0.99	0	0.00
534	AD 01-1 Group 3 Debt Service	2,395,230	2,395,230	0	2,344,750	2,344,750	0	(50,480)	(2.11)	0	0.00
536	Newport Coast AD 01-1 Group 4 Conversion Debt Service	1,194,835	1,194,835	0	1,194,150	1,194,150	0	(685)	(0.06)	0	0.00
541	CFD 2015-1 RMV (Village of Esencia) Debt Service	0	0	0	7,591,600	7,591,600	0	7,591,600	0.00	0	0.00
547	CFD 00-1 (Series A of 2000) Ladera - Debt Service	3,512,560	3,512,560	0	3,550,370	3,550,370	0	37,810	1.08	0	0.00
549	Rancho Santa Margarita CFD 87-5E (A of 1993) - Debt Service	2,097,930	2,097,930	0	2,048,050	2,048,050	0	(49,880)	(2.38)	0	0.00



Program Name		A	B	C	D	E	F	G	H	I	J
Budget Control Name		FY 15-16 Final Budget Approp	FY 15-16 Final Budget Rev	FY 15-16 Final Budget NCC	FY 16-17 Final Budget Approp	FY 16-17 Final Budget Rev	FY 16-17 Final Budget NCC	Approp. Variance (FY 15-16 Final vs. FY 16-17 Final) (\$) D-A		NCC Variance (\$) F-C (%) I/C	
551	Assessment District 92-1 Newport Ridge - Debt Service	4,182,350	4,182,350	0	2,987,385	2,987,385	0	(1,194,965)	(28.57)	0	0.00
555	CFD 2003-1 Ladera Debt Service	4,599,105	4,599,105	0	4,656,300	4,656,300	0	57,195	1.24	0	0.00
OTHER FUNDS SUBTOTAL		\$ 231,352,160	\$ 231,352,160	\$ 0	\$ 190,500,585	\$ 190,500,585	\$ 0	\$ (40,851,575)	(17.66)	\$ 0	0.00
TOTAL - DEBT SERVICE		\$ 280,926,849	\$ 280,054,620	\$ 872,229	\$ 207,597,304	\$ 206,725,075	\$ 872,229	\$ (73,329,545)	(26.10)	\$ 0	0.00
PROGRAM VII - INSURANCE, RESERVES & MISCELLANEOUS											
004	Miscellaneous	\$ 35,989,270	\$ 19,108,665	\$ 16,880,605	\$ 55,287,209	\$ 19,870,748	\$ 35,416,461	\$ 19,297,939	53.62	\$ 18,535,856	109.81
037	I.T. Support Services	0	0	0	766,960	766,960	0	766,960	0.00	0	0.00
039	IBM Mainframe	3,170,550	0	3,170,550	3,170,550	0	3,170,550	0	0.00	0	0.00
056	Employee Benefits	1,792,706	1,487,070	305,636	1,547,631	1,263,985	283,646	(245,075)	(13.67)	(21,990)	(7.19)
100	General Fund	13,000,000	723,148,144	(710,148,144)	0	744,247,177	(744,247,177)	(13,000,000)	(100.00)	(34,099,033)	4.80
GENERAL FUND SUBTOTAL		\$ 53,952,526	\$ 743,743,879	\$ (689,791,353)	\$ 60,772,350	\$ 766,148,870	\$ (705,376,520)	\$ 6,819,824	12.64	\$ (15,585,167)	2.26
14C	Class B-27 Registered Warrants	\$ 20	\$ 20	\$ 0	\$ 20	\$ 20	\$ 0	\$ 0	0.00	\$ 0	0.00
14Y	Indemnification Reserve	1,396,852	1,396,852	0	0	0	0	(1,396,852)	(100.00)	0	0.00
14Z	Litigation Reserve	4,655,061	4,655,061	0	0	0	0	(4,655,061)	(100.00)	0	0.00
15Z	Plan of Adjustment Available Cash	3,293,509	3,293,509	0	12,314,420	12,314,420	0	9,020,911	273.90	0	0.00
270	Compressed Natural Gas Enterprise Fund	859,380	859,380	0	610,157	610,157	0	(249,223)	(29.00)	0	0.00
289	Information Technology Internal Service Fund	85,820,088	85,820,088	0	99,446,692	99,446,692	0	13,626,604	15.88	0	0.00
290	Insured Health Plans ISF	177,631,456	177,631,456	0	182,212,235	182,212,235	0	4,580,779	2.58	0	0.00
291	Unemployment Insurance Internal Service Fund	10,004,568	10,004,568	0	8,834,518	8,834,518	0	(1,170,050)	(11.70)	0	0.00
292	Self-Insured PPO Health Plans ISF	83,861,567	83,861,567	0	78,670,713	78,670,713	0	(5,190,854)	(6.19)	0	0.00
293	Workers' Compensation Internal Service Fund	47,421,014	47,421,014	0	53,477,216	53,477,216	0	6,056,202	12.77	0	0.00
294	Property and Casualty Risk Internal Service Fund	35,805,842	35,805,842	0	38,828,744	38,828,744	0	3,022,902	8.44	0	0.00
296	OC Fleet Services	33,515,258	33,515,258	0	32,031,856	32,031,856	0	(1,483,402)	(4.43)	0	0.00

		A	B	C	D	E	F	G	H	I	J
Program Name		FY 15-16	FY 15-16	FY 15-16	FY 16-17	FY 16-17	FY 16-17	Approp. Variance		NCC Variance	
		Final	Final	Final	Final	Final	Final	(FY 15-16 Final vs. FY 16-17 Final)			
Budget Control Name		Budget	Budget	Budget	Budget	Budget	Budget	(\$)	(%)	(\$)	(%)
		Approp	Rev	NCC	Approp	Rev	NCC	D-A	G/A	F-C	I/C
297	Reprographics Internal Service Fund	5,142,973	5,142,973	0	5,598,145	5,598,145	0	455,172	8.85	0	0.00
298	Self-Insured Benefits Internal Service Fund	9,593,420	9,593,420	0	9,634,196	9,634,196	0	40,776	0.42	0	0.00
29Z	Life Insurance Internal Service Fund	950,355	950,355	0	964,793	964,793	0	14,438	1.52	0	0.00
<b>OTHER FUNDS SUBTOTAL</b>		<b>\$ 499,951,363</b>	<b>\$ 499,951,363</b>	<b>\$ 0</b>	<b>\$ 522,623,705</b>	<b>\$ 522,623,705</b>	<b>\$ 0</b>	<b>\$ 22,672,342</b>	<b>4.53</b>	<b>\$ 0</b>	<b>0.00</b>
<b>TOTAL - INSURANCE, RESERVES &amp; MISCELLANEOUS</b>		<b>\$ 553,903,889</b>	<b>\$ 1,243,695,242</b>	<b>\$ (689,791,353)</b>	<b>\$ 583,396,055</b>	<b>\$ 1,288,772,575</b>	<b>\$ (705,376,520)</b>	<b>\$ 29,492,166</b>	<b>5.32</b>	<b>\$ (15,585,167)</b>	<b>2.26</b>
<b>GENERAL FUNDS TOTAL</b>		<b>\$ 3,164,212,742</b>	<b>\$ 3,164,212,742</b>	<b>\$ 0</b>	<b>\$ 3,251,077,858</b>	<b>\$ 3,251,077,858</b>	<b>\$ 0</b>	<b>\$ 86,865,116</b>	<b>2.75</b>	<b>\$ 0</b>	<b>0.00</b>
<b>NON-GENERAL FUNDS TOTAL</b>		<b>\$ 2,633,070,575</b>	<b>\$ 2,633,070,575</b>	<b>\$ 0</b>	<b>\$ 2,819,438,402</b>	<b>\$ 2,819,438,402</b>	<b>\$ 0</b>	<b>\$ 186,367,827</b>	<b>7.08</b>	<b>\$ 0</b>	<b>0.00</b>
<b>TOTAL ALL FUNDS</b>		<b>\$ 5,797,283,317</b>	<b>\$ 5,797,283,317</b>	<b>\$ 0</b>	<b>\$ 6,070,516,260</b>	<b>\$ 6,070,516,260</b>	<b>\$ 0</b>	<b>\$ 273,232,943</b>	<b>4.71</b>	<b>\$ 0</b>	<b>0.00</b>

# FY 2016-17 SUMMARY OF OBLIGATED FUND BALANCES

FUND	FUND DESCRIPTION	OBLIGATED FUND BALANCE DESCRIPTION	OBLIGATED FUND BALANCES AS OF JUNE 30, 2016	CANCELLATIONS	INCREASES OR NEW RESERVES	ESTIMATED OBLIGATED FUND BALANCES AS OF JUNE 30, 2017
<b>GENERAL FUND</b>						
100	County General Fund	Nonspendable for Inventory	\$ 867,192	\$ 0	\$ 0	\$ 867,192
		Nonspendable for Prepaid Costs	3,920	0	0	3,920
		Nonspendable for Long-Term Receivables	3,800,000	0	0	3,800,000
		Restricted for 2011 Public Safety Realignment	22,574,381	0	0	22,574,381
		Assigned	59,994,969	0	0	59,994,969
		Assigned for Contingencies	61,300,000	0	0	61,300,000
		Assigned for Operations	148,844,984	0	0	148,844,984
		Assigned for Maintenance & Construction	25,661,796	0	0	25,661,796
		Assigned for Capital Projects	47,697,183	2,000,000	0	45,697,183
		Assigned For Reserve Target	230,207,145	0	0	230,207,145
		Assigned For Teeter Loss Reserve	46,653,312	0	0	46,653,312
		Assigned For Imprest Cash/Cash Difference	1,844,440	0	0	1,844,440
		<b>GENERAL FUND SUBTOTAL</b>	<b>\$ 649,449,322</b>	<b>\$ 2,000,000</b>	<b>\$ 0</b>	<b>\$ 647,449,322</b>
<b>OTHER FUNDS</b>						
102	Santa Ana Regional Center Lease Conveyance	Restricted	\$ 9,077,232	\$ 548,860	\$ 0	\$ 8,528,372
103	OC Methamphetamine Lab Investigation Team	Restricted	245,488	245,488	0	0
104	Criminal Justice Facilities - ACO	Restricted	9,108,689	7,843,404	0	1,265,285
106	County Tidelands - Newport Bay	Restricted	5,075,583	2,710,325	1,108,200	3,473,458
107	Remittance Processing Equipment Replacement	Restricted	976,778	70,083	0	906,695
108	OC Dana Point Harbor	Restricted	56,264,538	14,659,977	0	41,604,561
109	County Automated Fingerprint Identification	Restricted	90,148	90,148	0	0
113	Building and Safety	Restricted	2,042,136	1,045,000	0	997,136
115	OC Road	Restricted	65,952,608	26,611,375	0	39,341,233
116	Narcotic Forfeiture and Seizure	Restricted	522,817	250,000	0	272,817



FUND	FUND DESCRIPTION	OBLIGATED FUND BALANCE DESCRIPTION	OBLIGATED FUND BALANCES AS OF JUNE 30, 2016	CANCELLATIONS	INCREASES OR NEW RESERVES	ESTIMATED OBLIGATED FUND BALANCES AS OF JUNE 30, 2017
<b>OTHER FUNDS CONTINUED</b>						
117	OC Housing Authority - Operating Reserve	Restricted	11,999,508	5,111,521	0	6,887,987
118	Regional Narcotics Suppression Program – Dept of Justice	Restricted	6,095,720	6,095,720	0	0
119	OC Public Libraries - Capital	Restricted	1,878,081	1,504,080	0	374,001
120	OC Public Libraries	Restricted	22,903,955	6,795,961	0	16,107,994
122	Motor Vehicle Theft Task Force	Restricted	2,153,608	285,000	0	1,868,608
123	Dispute Resolution Program	Restricted	185,401	185,401	0	0
124	Domestic Violence Program	Restricted	224,512	72,281	0	152,231
125	Regional Narcotics Suppression Program - Dept of Treasury	Restricted	455,804	455,804	0	0
126	Regional Narcotics Suppression Program - Other	Restricted	1,584,838	1,584,838	0	0
128	Survey Monument Preservation	Restricted	427,073	262,319	0	164,754
12A	MHSA Housing Fund	Restricted	3,023,826	994,226	0	2,029,600
12C	Child Support Program Development	Restricted	13,570,121	3,391,981	0	10,178,140
12D	Clerk-Recorder's Special Revenue Fund	Restricted	15,048,875	3,740,000	0	11,308,875
12E	Clerk Recorder Operating Reserve Fund	Restricted	3,170,336	990,000	0	2,180,336
12G	Real Estate Prosecution Fund	Restricted	8,000	0	0	8,000
12H	Proposition 64 - Consumer Protection	Restricted	6,285,419	2,395,000	0	3,890,419
12J	Proposition 69 - DNA Identification Fund	Restricted	905,333	630,500	0	274,833
12K	Dana Point Marina DBW Emergency Repair Fund	Restricted	2,937,370	0	0	2,937,370
12P	Assessor Property Characteristics Revenue	Restricted	255,980	0	0	255,980
12S	SSA Donations and Fees	Restricted	1,838,334	717,696	0	1,120,638
12W	SSA Wraparound	Restricted	45,578,198	0	0	45,578,198
132	Sheriff Narcotics Program – Dept of Justice	Restricted	3,352,968	3,352,968	0	0
133	Sheriff Narcotics Program - Other	Restricted	497,509	497,506	0	3
134	Orange County Jail Fund	Restricted	1,319,679	1,311,268	0	8,411
135	Real Estate Development Program	Restricted	1,442,186	1,442,186	0	0
137	Parking Facilities	Restricted	624,265	321,668	0	302,597
138	Medi-Cal Admin. Activities/Targeted Case Mgmt.	Restricted	1,717,330	44,151	0	1,673,179
139	Sheriff Narcotics Program - CALMMET - Treasury	Restricted	580,138	580,138	0	0
13B	Traffic Violator Fund	Restricted	957,150	904,777	0	52,373
13N	Orange County Tobacco Settlement Fund	Restricted	10,332,420	9,820,182	0	512,238







FUND	FUND DESCRIPTION	OBLIGATED FUND BALANCE DESCRIPTION	OBLIGATED FUND BALANCES AS OF JUNE 30, 2016	CANCELLATIONS	INCREASES OR NEW RESERVES	ESTIMATED OBLIGATED FUND BALANCES AS OF JUNE 30, 2017
<b>OTHER FUNDS CONTINUED</b>						
13P	State Criminal Alien Assistance Program (SCAAP)	Restricted	353,192	342,196	0	10,996
13R	Sheriff-Coroner Replacement & Maintenance Fund	Restricted	10,013,003	9,989,462	0	23,541
13S	Emergency Medical Services	Restricted	66,608	0	0	66,608
13T	HCA Purpose Restricted Revenues	Restricted	7,734,328	332,240	0	7,402,088
13U	HCA Interest Bearing Purpose Restricted Revenue	Restricted	6,128,518	0	0	6,128,518
13W	HCA Realignment	Restricted	4,941,247	0	0	4,941,247
13W	HCA Realignment	Assigned	13,588,218	0	0	13,588,218
<b>SUBTOTAL FOR FUND 13W</b>			<b>18,529,465</b>	<b>0</b>	<b>0</b>	<b>18,529,465</b>
13Y	Mental Health Services Act	Restricted	236,195,751	19,863,238	0	216,332,513
13Z	Bioterrorism Center for Disease Control Fund	Restricted	52,873	0	0	52,873
140	Air Quality Improvement	Restricted	367,309	202,503	0	164,806
141	Sheriff's Substation Fee Program	Restricted	3,362,807	911,672	0	2,451,135
143	Jail Commissary	Nonspendable for Inventory	330,751	0	0	330,751
143	Jail Commissary	Restricted	3,881,588	2,709,099	0	1,172,489
<b>SUBTOTAL FOR FUND 143</b>			<b>4,212,339</b>	<b>2,709,099</b>	<b>0</b>	<b>1,503,240</b>
144	Inmate Welfare Fund	Restricted	7,244,684	7,028,714	0	215,970
148	Foothill Circulation Phasing Plan	Restricted	430,632	430,632	0	0
14C	Class B-27 Registered Warrants	Restricted	2,637	0	0	2,637
14D	Cal-ID Operational Costs	Restricted	180,794	180,794	0	0
14E	Cal-ID System Costs	Restricted	25,905,952	25,905,952	0	0
14G	Sheriff's Supplemental Law Enforcement Service	Restricted	2,475,689	2,011,725	0	463,964
14H	DA's Supplemental Law Enforcement Services	Restricted	472,517	3,475	0	469,042
14J	Excess Public Safety Sales Tax	Restricted	5,876,849	5,429,259	0	447,590
14Q	Sheriff-Coroner Construction and Facility Dev.	Restricted	2,047,738	2,047,738	0	0
14R	Ward Welfare	Restricted	294,903	98,912	0	195,991
14T	Facilities Development and Maintenance Fund	Restricted	22,446,954	6,654,705	0	15,792,249
14U	Court Facilities Fund	Restricted	1,351,964	0	0	1,351,964
15B	CEO Single Family Housing	Restricted	10,873,481	706,455	0	10,167,026
15D	Countywide Capital Projects Non General Fund	Assigned for Capital Projects	83,564,550	78,991,080	0	4,573,470

FUND	FUND DESCRIPTION	OBLIGATED FUND BALANCE DESCRIPTION	OBLIGATED FUND BALANCES AS OF JUNE 30, 2016	CANCELLATIONS	INCREASES OR NEW RESERVES	ESTIMATED OBLIGATED FUND BALANCES AS OF JUNE 30, 2017
<b>OTHER FUNDS CONTINUED</b>						
15F	Orange County Housing Authority (OCHA)	Restricted	3,858,455	3,858,455	0	0
15G	OC Housing	Restricted	1,481,579	1,369,441	0	112,138
15H	CalHome Program Reuse Fund	Restricted	582,667	582,667	0	0
15J	Pension Obligation Bonds Debt Service	Restricted for Debt Service	46,341,752	18,146,984	0	28,194,768
15K	Limestone Regional Park Mitigation Endowment	Nondisposable for Endowment	178,444	0	0	178,444
15L	800 MHz CCCS	Restricted	1,626,967	1,410,803	0	216,164
15N	Delta Special Revenue	Restricted	153,732	26,790	0	126,942
15Q	Pension Obligation Bond Amortization	Nondisposable for Prepaid Costs	112,544,217	0	0	112,544,217
15T	El Toro Improvement Fund	Restricted	556,567	556,567	0	0
15U	Strategic Priority - Affordable Housing	Restricted	4,403,210	408,461	0	3,994,749
15W	1996 Recovery Certificates of Participation (A)	Restricted	3,829,241	0	0	3,829,241
15Y	Teeter Series A Debt Service Fund	Restricted	52,442,723	26,635,000	0	25,807,723
15Z	Plan of Adjustment Available Cash	Restricted	12,289,421	6,905,205	0	5,384,216
170	Housing Asset Fund	Restricted	31,127,751	11,745,846	0	19,381,905
400	OC Flood	Nondisposable for Inventory	452,874	0	0	452,874
400	OC Flood	Restricted	210,820,423	52,899,632	0	157,920,791
		<b>SUBTOTAL FOR FUND 400</b>	<b>211,273,297</b>	<b>52,899,632</b>	<b>0</b>	<b>158,373,665</b>
403	OC Santa Ana River	Restricted	79,327	79,087	0	240
404	OC Flood - Capital	Restricted	170,304,923	30,027,044	0	140,277,879
405	OC Parks CSA26	Restricted	35,850,001	10,640,839	2,500,000	27,709,162
406	OC Parks Capital	Restricted	26,610,350	12,526,969	4,000,000	18,083,381
431	Special Assessment-Top of the World Improvement	Restricted	56,226	56,225	0	1
433	Golden Lantern Reassess. Dist. 94-1 - Debt Serv.	Restricted	363,827	363,825	0	2
459	N. Tustin Landscape & Lighting Assessment Dist.	Restricted	2,903,480	2,903,478	0	2
468	County Service Area #13 - La Mirada	Restricted	9,205	0	0	9,205
475	County Service Area #20 - La Habra	Restricted	210,732	0	0	210,732
477	County Service Area #22 - East Yorba Linda	Restricted	58,752	58,752	0	0
479	CFD 99-1 Series A of 1999 Ladera - Debt Service	Restricted for Debt Service	1,401,734	1,111,250	0	290,484
484	Rancho Santa Margarita CFD 86-2 - Debt Service	Restricted for Debt Service	134,547	134,000	0	547





FUND	FUND DESCRIPTION	OBLIGATED FUND BALANCE DESCRIPTION	OBLIGATED FUND BALANCES AS OF JUNE 30, 2016	CANCELLATIONS	INCREASES OR NEW RESERVES	ESTIMATED OBLIGATED FUND BALANCES AS OF JUNE 30, 2017
<b>OTHER FUNDS CONTINUED</b>						
486	CFD 2002-1 Ladera - Construction	Restricted	737,842	0	0	737,842
487	CFD 2002-1 Ladera - Debt Service	Restricted for Debt Service	6,654,243	495,850	0	6,158,393
488	R.S. Margarita CFD 86-1 (Series 1988) - Debt Svc	Restricted for Debt Service	5,988,101	3,198,060	0	2,790,041
490	Dimensions/Serrano Creek CFD 87-1 - Debt Service	Restricted for Debt Service	236,208	236,200	0	8
492	Mission Viejo CFD 87-3 (A) - Debt Service	Restricted for Debt Service	1,508,103	1,508,100	0	3
494	Aliso Viejo CFD 88-1 - Debt Service	Restricted for Debt Service	645,063	644,439	0	624
496	Lomas Laguna CFD 88-2 - Debt Service	Restricted for Debt Service	463,938	463,935	0	3
501	R. Santa Margarita CFD 87-5 (A) - Debt Service	Restricted for Debt Service	405,771	363,255	0	42,516
503	Portola Hills CFD 87-2 (A) - Debt Service	Restricted for Debt Service	389,265	389,260	0	5
505	Foothill Ranch CFD 87-4 - Debt Service	Restricted for Debt Service	13,764,225	5,713,240	0	8,050,985
507	Irvine Coast Assess. District 88-1 - Debt Serv.	Restricted for Debt Service	11,516,007	5,265,500	0	6,250,507
509	Rancho Santa Margarita CFD 87-5B - Debt Service	Restricted for Debt Service	3,161,989	1,265,521	0	1,896,468
511	Baker Ranch CFD 87-6 - Debt Service	Restricted for Debt Service	188,491	188,485	0	6
513	Coto De Caza CFD 87-8 - Debt Service	Restricted for Debt Service	4,382,931	4,116,140	0	266,791
515	Santa Teresita CFD 87-9 - Debt Service	Restricted for Debt Service	145,268	145,260	0	8
516	Assess. Dist. 01-1 Ziani Project - Debt Service	Restricted for Debt Service	782,039	758,500	0	23,539
517	Rancho Santa Margarita CFD 87-5C - Debt Service	Restricted for Debt Service	1,908,644	1,714,570	0	194,074
519	Los Alisos CFD 87-7 - Debt Service	Restricted for Debt Service	632,713	632,710	0	3
521	R. Santa Margarita CFD 87-5D (A) - Debt Service	Restricted for Debt Service	1,596,323	1,576,500	0	19,823
523	Newport Coast AD 01-1 Group 2 Debt Service	Restricted for Debt Service	1,212,493	1,086,250	0	126,243
529	CFD 2004-1 Ladera - Construction	Restricted	1,436,645	0	0	1,436,645
52T	Assess. Dist. 01-1 Newport Coast Conv. #1 - DS	Restricted for Debt Service	1,906,907	1,830,825	0	76,082
530	CFD 2004-1 Ladera - Debt Service	Restricted for Debt Service	9,677,454	2,537,950	0	7,139,504
533	CFD 01-1 Ladera - Debt Service	Restricted for Debt Service	1,784,288	1,588,250	0	196,038
534	Assess. Dist. 01-1 Group 3 Debt Service	Restricted for Debt Service	1,547,348	1,502,750	0	44,598
536	Newport Coast AD 01-1 Grp 4 Conversion Debt Svc.	Restricted for Debt Service	801,898	743,400	0	58,498
540	CFD 2015-1 RMV (Village of Esencia) Construction	Restricted for Debt Service	19,060,937	19,047,656	0	13,281
541	CFD 2015-1 RMV (Village of Esencia) Debt Service	Restricted for Debt Service	11,291,358	2,021,600	0	9,269,758
547	CFD 00-1 (Series A of 2000) Ladera - Debt Serv.	Restricted for Debt Service	1,752,870	1,641,370	0	111,500



FUND	FUND DESCRIPTION	OBLIGATED FUND BALANCE DESCRIPTION	OBLIGATED FUND BALANCES AS OF JUNE 30, 2016	CANCELLATIONS	INCREASES OR NEW RESERVES	ESTIMATED OBLIGATED FUND BALANCES AS OF JUNE 30, 2017
<b>OTHER FUNDS CONTINUED</b>						
549	R. S. Marg CFD 87-5E (A of 1993) - Debt Service	Restricted for Debt Service	1,995,449	1,041,050	0	954,399
551	Assess. Dist. 92-1 Newport Ridge - Debt Service	Restricted for Debt Service	3,713,156	2,977,385	0	735,771
555	CFD 2003-1 Ladera - Debt Service	Restricted for Debt Service	5,251,824	1,541,300	0	3,710,524
590	In-Home Supportive Services Public Authority	Restricted	350,472	0	0	350,472
<b>NON-GENERAL FUNDS SUBTOTAL</b>			<b>\$ 1,598,458,881</b>	<b>\$ 518,205,656</b>	<b>\$ 7,608,200</b>	<b>\$ 1,087,861,425</b>
<b>GENERAL FUND TOTAL</b>			<b>\$ 649,449,322</b>	<b>\$ 2,000,000</b>	<b>\$ 0</b>	<b>\$ 647,449,322</b>
<b>NON-GENERAL FUNDS TOTAL</b>			<b>\$ 1,598,458,881</b>	<b>\$ 520,084,314</b>	<b>\$ 7,608,200</b>	<b>\$ 1,085,982,767</b>
<b>TOTAL ALL FUNDS</b>			<b>\$ 2,247,908,203</b>	<b>\$ 522,084,314</b>	<b>\$ 7,608,200</b>	<b>\$ 1,733,432,089</b>



## FY 2016-17 Position Summary

Program Name	FY 2015-2016			FY 2016-2017					Total	
	Adopted Positions	Mid-Year Changes As of 3/31	Total	Augmentations Included In Base Request	Other Position Changes	Position Subtotal	Augmentations Approved	Total Positions	Position Variance	% Variance
<b>PROGRAM I - PUBLIC PROTECTION</b>										
026 District Attorney	776	11	787	(67)	0	720	83	803	16	2.03
029 District Attorney - Public Administrator	18	0	18	(4)	0	14	4	18	0	0.00
032 Emergency Management Division	19	0	19	0	0	19	0	19	0	0.00
047 Sheriff Court Operations	378	6	384	0	0	384	0	384	0	0.00
051 Office of Independent Review	1	0	1	1	0	2	0	2	1	100.00
055 Sheriff-Coroner Communications	82	1	83	0	0	83	0	83	0	0.00
057 Probation	1,446	(100)	1,346	0	0	1,346	0	1,346	0	0.00
058 Public Defender	397	2	399	0	0	399	0	399	0	0.00
060 Sheriff-Coroner	3,386	10	3,396	(97)	0	3,299	103	3,402	6	0.18
<b>GENERAL FUND SUBTOTAL</b>	<b>6,503</b>	<b>(70)</b>	<b>6,433</b>	<b>(167)</b>	<b>0</b>	<b>6,266</b>	<b>190</b>	<b>6,456</b>	<b>23</b>	<b>0.36</b>
109 County Automated Fingerprint Identification	14	0	14	0	0	14	0	14	0	0.00
143 Jail Commissary	40	0	40	0	0	40	0	40	0	0.00
144 Inmate Welfare	38	(4)	34	0	0	34	0	34	0	0.00
14R Ward Welfare	1	0	1	0	0	1	0	1	0	0.00
<b>OTHER FUNDS SUBTOTAL</b>	<b>93</b>	<b>(4)</b>	<b>89</b>	<b>0</b>	<b>0</b>	<b>89</b>	<b>0</b>	<b>89</b>	<b>0</b>	<b>0.00</b>
<b>TOTAL - PUBLIC PROTECTION</b>	<b>6,596</b>	<b>(74)</b>	<b>6,522</b>	<b>(167)</b>	<b>0</b>	<b>6,355</b>	<b>190</b>	<b>6,545</b>	<b>23</b>	<b>0.35</b>
<b>PROGRAM II - COMMUNITY SERVICES</b>										
012 OC Community Resources	278	(18)	260	0	0	260	6	266	6	2.31
027 Department of Child Support Services	571	(1)	570	(10)	0	560	0	560	(10)	-1.75
030 Health Care Agency - Public Guardian	42	(6)	36	0	0	36	0	36	0	0.00
042 Health Care Agency	2,537	82	2,619	0	0	2,619	0	2,619	0	0.00
063 Social Services Agency	4,350	9	4,359	0	0	4,359	50	4,409	50	1.15
<b>GENERAL FUND SUBTOTAL</b>	<b>7,778</b>	<b>66</b>	<b>7,844</b>	<b>(10)</b>	<b>0</b>	<b>7,834</b>	<b>56</b>	<b>7,890</b>	<b>46</b>	<b>0.59</b>
106 County Tideland - Newport Bay	8	0	8	0	0	8	0	8	0	0.00
120 OC Public Libraries	397	(3)	394	0	0	394	0	394	0	0.00
15F Orange County Housing Authority (OCHA)	113	0	113	1	0	114	0	114	1	0.88



Program Name		FY 2015-2016			FY 2016-2017					Total Position Variance    % Variance	
		Adopted Positions	Mid-Year Changes As of 3/31	Total	Augmentations Included In Base Request	Other Position Changes	Position Subtotal	Augmentations Approved	Total Positions		
15G	OC Housing	11	0	11	0	0	11	0	11	0	0.00
405	OC Parks CSA26	282	0	282	0	0	282	26	308	26	9.22
<b>OTHER FUNDS SUBTOTAL</b>		<b>811</b>	<b>(3)</b>	<b>808</b>	<b>1</b>	<b>0</b>	<b>809</b>	<b>26</b>	<b>835</b>	<b>27</b>	<b>3.34</b>
<b>TOTAL - COMMUNITY SERVICES</b>		<b>8,589</b>	<b>63</b>	<b>8,652</b>	<b>(9)</b>	<b>0</b>	<b>8,643</b>	<b>82</b>	<b>8,725</b>	<b>73</b>	<b>0.84</b>
<b>PROGRAM III - INFRASTRUCTURE &amp; ENVIRONMENTAL</b>											
034	OC Watersheds	45	(2)	43	0	0	43	0	43	0	0.00
040	Utilities	23	0	23	0	0	23	0	23	0	0.00
071	Building & Safety General Fund	17	9	26	0	0	26	0	26	0	0.00
080	OC Public Works	285	0	285	0	0	285	3	288	3	1.05
<b>GENERAL FUND SUBTOTAL</b>		<b>370</b>	<b>7</b>	<b>377</b>	<b>0</b>	<b>0</b>	<b>377</b>	<b>3</b>	<b>380</b>	<b>3</b>	<b>0.80</b>
108	OC Dana Point Harbor	14	0	14	0	0	14	0	14	0	0.00
115	OC Road	222	(7)	215	(2)	0	213	(3)	210	(5)	-2.33
137	Parking Facilities	3	1	4	0	0	4	0	4	0	0.00
280	Airport - Operating Enterprise	177	1	178	0	0	178	0	178	0	0.00
299	OC Waste & Recycling Enterprise	274	(7)	267	0	0	267	0	267	0	0.00
400	OC Flood	246	(2)	244	2	0	246	0	246	2	0.82
<b>OTHER FUNDS SUBTOTAL</b>		<b>936</b>	<b>(14)</b>	<b>922</b>	<b>0</b>	<b>0</b>	<b>922</b>	<b>(3)</b>	<b>919</b>	<b>(3)</b>	<b>-0.33</b>
<b>TOTAL - INFRASTRUCTURE &amp; ENVIRONMENTAL</b>		<b>1,306</b>	<b>(7)</b>	<b>1,299</b>	<b>0</b>	<b>0</b>	<b>1,299</b>	<b>0</b>	<b>1,299</b>	<b>0</b>	<b>0.00</b>
<b>PROGRAM IV - GENERAL GOVERNMENT SERVICES</b>											
002	Assessor	315	0	315	0	0	315	0	315	0	0.00
003	Auditor-Controller	419	21	440	3	0	443	2	445	5	1.14
006	Board of Supervisors - 1st District	8	2	10	0	0	10	0	10	0	0.00
007	Board of Supervisors - 2nd District	8	2	10	0	0	10	0	10	0	0.00
008	Board of Supervisors - 3rd District	8	2	10	0	0	10	0	10	0	0.00
009	Board of Supervisors - 4th District	8	2	10	0	0	10	0	10	0	0.00
010	Board of Supervisors - 5th District	8	2	10	0	0	10	0	10	0	0.00
011	Clerk of the Board	29	0	29	0	0	29	0	29	0	0.00
017	County Executive Office	121	(3)	118	0	0	118	0	118	0	0.00
025	County Counsel	99	2	101	0	0	101	1	102	1	0.99
031	Registrar of Voters	49	0	49	0	0	49	0	49	0	0.00



Program Name		FY 2015-2016			FY 2016-2017					Total Position Variance    % Variance	
		Adopted Positions	Mid-Year Changes As of 3/31	Total	Augmentations Included In Base Request	Other Position Changes	Position Subtotal	Augmentations Approved	Total Positions		
050	Office of the Performance Audit Director	4	0	4	0	0	4	0	4	0	0.00
052	Orange County Ethics Commission	0	0	0	0	0	0	2	2	2	0.00
054	Human Resource Services	140	(4)	136	0	0	136	0	136	0	0.00
059	Clerk-Recorder	101	0	101	0	0	101	0	101	0	0.00
074	Treasurer-Tax Collector	91	0	91	0	0	91	0	91	0	0.00
079	Internal Audit	16	(16)	0	0	0	0	0	0	0	0.00
<b>GENERAL FUND SUBTOTAL</b>		<b>1,424</b>	<b>10</b>	<b>1,434</b>	<b>3</b>	<b>0</b>	<b>1,437</b>	<b>5</b>	<b>1,442</b>	<b>8</b>	<b>0.56</b>
<b>TOTAL - GENERAL GOVERNMENT SERVICES</b>		<b>1,424</b>	<b>10</b>	<b>1,434</b>	<b>3</b>	<b>0</b>	<b>1,437</b>	<b>5</b>	<b>1,442</b>	<b>8</b>	<b>0.56</b>
<b>PROGRAM VII - INSURANCE, RESERVES &amp; MISCELLANEOUS</b>											
037	I.T. Support Services	30	47	77	3	0	80	0	80	3	3.90
056	Employee Benefits	15	1	16	(3)	0	13	0	13	(3)	-18.75
<b>GENERAL FUND SUBTOTAL</b>		<b>45</b>	<b>48</b>	<b>93</b>	<b>0</b>	<b>0</b>	<b>93</b>	<b>0</b>	<b>93</b>	<b>0</b>	<b>0.00</b>
289	Information Technology Internal Service Fund	57	7	64	(4)	0	60	0	60	(4)	-6.25
293	Workers' Compensation Internal Service Fund	17	3	20	0	0	20	1	21	1	5.00
294	Property and Casualty Risk Internal Service Fund	13	(1)	12	0	0	12	0	12	0	0.00
296	OC Fleet Services	80	0	80	0	0	80	0	80	0	0.00
297	Reprographics Internal Service Fund	21	(9)	12	1	0	13	0	13	1	8.33
<b>OTHER FUNDS SUBTOTAL</b>		<b>188</b>	<b>0</b>	<b>188</b>	<b>(3)</b>	<b>0</b>	<b>185</b>	<b>1</b>	<b>186</b>	<b>(2)</b>	<b>-1.06</b>
<b>TOTAL - INSURANCE RESERVES &amp; MISCELLANEOUS</b>		<b>233</b>	<b>48</b>	<b>281</b>	<b>(3)</b>	<b>0</b>	<b>278</b>	<b>1</b>	<b>279</b>	<b>(2)</b>	<b>-0.71</b>
<b>GENERAL FUNDS TOTAL</b>		<b>16,120</b>	<b>61</b>	<b>16,181</b>	<b>(174)</b>	<b>0</b>	<b>16,007</b>	<b>254</b>	<b>16,261</b>	<b>80</b>	<b>0.49</b>
<b>NON-GENERAL FUNDS TOTAL</b>		<b>2,028</b>	<b>(21)</b>	<b>2,007</b>	<b>(2)</b>	<b>0</b>	<b>2,005</b>	<b>24</b>	<b>2,029</b>	<b>22</b>	<b>1.10</b>
<b>TOTAL ALL FUNDS</b>		<b>18,148</b>	<b>40</b>	<b>18,188</b>	<b>(176)</b>	<b>0</b>	<b>18,012</b>	<b>278</b>	<b>18,290</b>	<b>102</b>	<b>0.56</b>

## Summary of Net County Costs

Program	Program Name	FY 2016-2017 Appropriations	FY 2016-2017 Revenue	FY 2016-2017 Net County Cost
I	PUBLIC PROTECTION	\$ 1,186,663,611	\$ 773,297,575	\$ 413,366,036
II	COMMUNITY SERVICES	1,656,366,512	1,529,138,630	127,227,882
III	INFRASTRUCTURE & ENVIRONMENTAL RESOURCES	94,953,678	72,626,273	22,327,405
IV	GENERAL GOVERNMENT SERVICES	173,691,755	52,415,919	121,275,836
V	CAPITAL IMPROVEMENTS	61,533,233	41,226,101	20,307,132
VI	DEBT SERVICE	17,096,719	16,224,490	872,229
VII	INSURANCE, RESERVES & MISCELLANEOUS	60,772,350	766,148,870	(705,376,520)
<b>TOTAL GENERAL FUND PROGRAMS</b>		<b>\$ 3,251,077,858</b>	<b>\$ 3,251,077,858</b>	<b>\$ 0</b>
I	PUBLIC PROTECTION	\$ 123,696,940	\$ 123,696,940	\$ 0
II	COMMUNITY SERVICES	712,646,420	712,646,420	0
III	INFRASTRUCTURE & ENVIRONMENTAL RESOURCES	1,112,746,868	1,112,746,868	0
IV	GENERAL GOVERNMENT SERVICES	10,376,410	10,376,410	0
V	CAPITAL IMPROVEMENTS	146,847,474	146,847,474	0
VI	DEBT SERVICE	190,500,585	190,500,585	0
VII	INSURANCE, RESERVES & MISCELLANEOUS	522,623,705	522,623,705	0
<b>TOTAL NON-GENERAL FUND PROGRAMS</b>		<b>\$ 2,819,438,402</b>	<b>\$ 2,819,438,402</b>	<b>\$ 0</b>
I	PUBLIC PROTECTION	\$ 1,310,360,551	\$ 896,994,515	\$ 413,366,036
II	COMMUNITY SERVICES	2,369,012,932	2,241,785,050	127,227,882
III	INFRASTRUCTURE & ENVIRONMENTAL RESOURCES	1,207,700,546	1,185,373,141	22,327,405
IV	GENERAL GOVERNMENT SERVICES	184,068,165	62,792,329	121,275,836
V	CAPITAL IMPROVEMENTS	208,380,707	188,073,575	20,307,132
VI	DEBT SERVICE	207,597,304	206,725,075	872,229
VII	INSURANCE, RESERVES & MISCELLANEOUS	583,396,055	1,288,772,575	(705,376,520)
<b>TOTAL ALL PROGRAMS</b>		<b>\$ 6,070,516,260</b>	<b>\$ 6,070,516,260</b>	<b>\$ 0</b>



## PROGRAM I: PUBLIC PROTECTION

### Summary of Appropriations and Revenues

Budget Control	Budget Control Name	FY 2016-2017	FY 2016-2017	FY 2016-2017
		Appropriations	Revenue	Net County Cost
026	District Attorney	138,771,822	82,624,194	56,147,628
029	District Attorney - Public Administrator	3,158,598	1,028,233	2,130,365
032	Emergency Management Division	4,198,182	2,995,878	1,202,304
041	Grand Jury	583,898	0	583,898
045	Juvenile Justice Commission	178,367	0	178,367
047	Sheriff Court Operations	59,604,329	55,260,902	4,343,427
048	Detention Release	1,632,490	10,000	1,622,490
051	Office of Independent Review	454,949	0	454,949
055	Sheriff-Coroner Communications	12,698,649	6,555,988	6,142,661
057	Probation	180,660,429	77,199,000	103,461,429
058	Public Defender	74,114,729	3,675,007	70,439,722
060	Sheriff-Coroner	640,049,249	519,609,501	120,439,748
073	Alternate Defense	5,757,674	86,000	5,671,674
081	Trial Courts	64,800,246	24,252,872	40,547,374
<b>GENERAL FUND SUBTOTAL</b>		<b>1,186,663,611</b>	<b>773,297,575</b>	<b>413,366,036</b>
103	O.C. Methamphetamine Lab Investigation Team	436,988	436,988	0
109	County Automated Fingerprint Identification	1,496,436	1,496,436	0
116	Narcotic Forfeiture and Seizure	452,520	452,520	0
118	Regional Narcotics Suppression Program - Dept of Justice	6,145,720	6,145,720	0
122	Motor Vehicle Theft Task Force	3,051,800	3,051,800	0
125	Regional Narcotics Suppression Program - Dept of Treasury	458,304	458,304	0
126	Regional Narcotics Suppression Program - Other	2,749,125	2,749,125	0
12G	Real Estate Prosecution Fund	1,652,950	1,652,950	0
12H	Proposition 64 - Consumer Protection	3,653,800	3,653,800	0
12J	Proposition 69 - DNA Identification Fund	1,400,500	1,400,500	0
132	Sheriff's Narcotics Program - Dept of Justice	3,912,968	3,912,968	0
133	Sheriff Narcotics Program - Other	516,706	516,706	0
134	Orange County Jail	1,847,768	1,847,768	0
139	Sheriff's Narcotics Program -CALMMET - Treasury	587,138	587,138	0
13B	Traffic Violator	1,160,897	1,160,897	0
13P	State Criminal Alien Assistance Program (SCAAP)	1,765,071	1,765,071	0
13R	Sheriff-Coroner Replacement & Maintenance (SCRAM)	12,342,705	12,342,705	0
141	Sheriff's Substation Fee Program	3,342,579	3,342,579	0
143	Jail Commissary	10,584,099	10,584,099	0
144	Inmate Welfare	9,026,645	9,026,645	0
14D	CAL-ID Operational Costs	1,245,782	1,245,782	0
14E	CAL-ID System Costs	28,609,952	28,609,952	0
14G	Sheriff's Supplemental Law Enforcement Service	3,114,521	3,114,521	0



## Summary of Appropriations and Revenues (Continued)

Budget Control	Budget Control Name	FY 2016-2017	FY 2016-2017	FY 2016-2017
		Appropriations	Revenue	Net County Cost
14H	DA's Supplemental Law Enforcement Service	1,027,325	1,027,325	0
14J	Excess Public Safety Sales Tax	6,259,061	6,259,061	0
14Q	Sheriff-Coroner Construction and Facility Development	16,664,498	16,664,498	0
14R	Ward Welfare	163,612	163,612	0
15N	Delta Special Revenue	27,470	27,470	0
OTHER FUNDS SUBTOTAL		123,696,940	123,696,940	0
TOTAL - PUBLIC PROTECTION		1,310,360,551	896,994,515	413,366,036

## 026 - DISTRICT ATTORNEY

### Operational Summary

#### Mission:

To enhance public safety and welfare and create a sense of security in the community through the vigorous enforcement of criminal and civil laws in a just, honest, efficient and ethical manner.

#### Strategic Goals:

- The District Attorney represents the People of the State of California in the criminal justice system. Performing this duty requires initiating criminal prosecutions and representing the People in some civil cases. Prosecuting those engaging in criminal conduct to ensure justice for the crime victims, their families and the community at large is essential to maintaining public safety.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>FELONY CONVICTION RATE</b> <b>What:</b> The conviction rate measures the percentage of filed adult felony cases resulting in conviction. <b>Why:</b> Measure the Office's ability to effectively represent the People of the State of California.	Adult felony conviction rate exceeded 90%.	To meet or exceed 90% adult felony conviction rate.	The Office has maintained an excellent conviction rate.

#### FY 2015-16 Key Project Accomplishments:

##### ■ DNA

The Orange County District Attorney's Office (OCDA) continues to fully utilize forensic DNA technology to solve crime, exonerate the innocent, and prevent future victimization. Since 2010, the OCDA began searching crime scene suspect DNA profiles against individual DNA profiles in our local DNA database. By the end of March 2016, the OCDA has collected approximately 139,400 voluntary DNA samples from individuals, and the local DNA database contains over 8,000 crime scene suspect DNA profiles provided by accredited law enforcement crime labs. From weekly searches of the local DNA Database since 2010, over 700 persons to crime scene investigative leads have been provided to law enforcement. To preserve the statute of limitations, the OCDA files "John Doe" warrants in cases where a crime scene suspect with a DNA profile exists but a cold hit has yet to occur.

The OCDA has also implemented the county-wide Rapid DNA Program. This program features a validated Rapid DNA instrument that is capable of generating a crime scene suspect DNA profile, from certain types of evidence, in about two hours. The suspect DNA profile that is obtained can be immediately searched against the local OCDA DNA Database. This combination of advanced DNA technology coupled with the use of the local OCDA DNA Database can provide an investigative lead to law enforcement within a few hours from the commission of a crime. The OCDA is one of only a few agencies in the nation utilizing Rapid DNA technology to solve crimes.

Further, in 2015, the OCDA, in cooperation with the Public Defender's Office, successfully submitted a federal grant proposal and was awarded \$250,000 over a two-year period to expand the outreach of the OCDA Innocence Review Panel Program. The grant funding enables members of the Public Defender's Office to examine the cases of convicted defendants to determine if they would qualify for the Innocence Review Panel Program. As the expansion progresses, qualifying cases that are identified for submission will be presented to the Innocence Review Panel Program Committee for consideration.

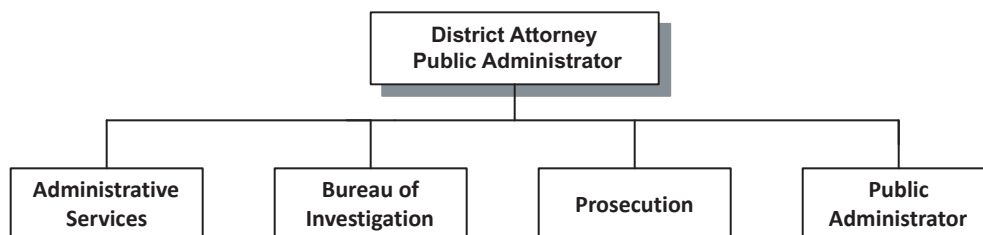
#### ■ GANG INJUNCTIONS

A gang injunction is a civil court order with narrowly tailored restrictions for gang members that prohibits specific gang behavior of the enjoined gang in a small area called the safety zone. In the 13 years since the inception of the program, 14 permanent injunctions have been issued throughout Orange County. These injunctions place restrictions on gang members from the County's most active criminal street gangs in the cities of Anaheim, Fullerton, Garden Grove, Orange, San Clemente, San Juan Capistrano, Santa Ana and Stanton. The injunctions prevent gang members from terrorizing their communities by prohibiting association with gang members, intimidation, drug use or sales, possession of guns or weapons, fighting, blocking free passage, writing graffiti, making gang hand signs, wearing gang clothing, possessing burglary tools, littering, trespassing, being in the presence of alcohol in public, and being out in public past a 10:00 p.m. curfew. Violent crime in the gang injunction safety zones has dramatically decreased since the injunctions were put into place.

#### ■ GRIP

The Orange County Gang Reduction and Intervention Partnership (GRIP) is a law enforcement partnership that identifies at-risk youth and aims to prevent minors from joining a criminal street gang. GRIP is operating in 19 cities and is run by the Orange County District Attorney's Office, Orange County Probation Department, Orange County Sheriff's Department, Buena Park Police Department, Costa Mesa Police Department, Garden Grove Police Department, Orange Police Department, Placentia Police Department, Santa Ana Police Department, Santa Ana Unified School District Police, and the Tustin Police Department. GRIP collaborates with over 500 community partners, including several Orange County School Districts, Orange County Health Care Agency, Orange County Department of Education, Los Angeles Angels of Anaheim, Ford Motor Company, Community Services Programs, Inc., Pepperdine Resource Youth Diversion and Education (PRYDE), and several faith-based groups on gang suppression, interventions for at-risk students, curfew and truancy sweeps, a Parent Greeter program, gang information forums, parent and faculty education, parent involvement meetings, and positive incentive programs. Each of the GRIP schools has seen dramatic decreases in truancy, suspensions and expulsions and on campus crime.

## Organizational Summary



**Administrative Services** - In addition to providing office services support to the prosecution and investigative units mentioned below, the Administrative Services Division provides a myriad of support services including: Accounting, Budgeting, Facilities, Human Resources, Information Technology, Purchasing, and Research.

**Bureau Of Investigation** - The Bureau consists of both sworn and non-sworn personnel responsible for providing investigative and other related technical services to support prosecution. Investigators provide trial support by conducting complex investigations as well as interviewing and subpoenaing witnesses and DNA Collection at the four adult

justice centers and the Central Jail Arraignment Court (CJ-1). The Bureau conducts ground-up investigations in all categories of fraud and other serious offenses. Investigators also assist other County law enforcement agencies with complex investigations and cases involving multiple jurisdictions. Additionally, the Bureau operates four investigative units:

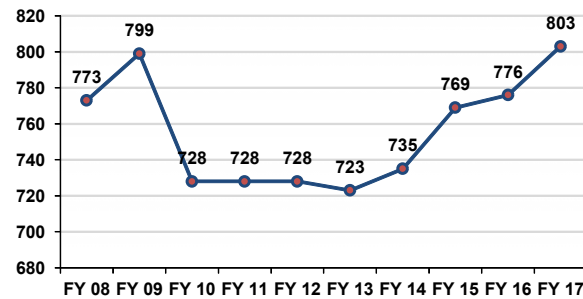
- The Special Investigations Unit investigates all sensitive allegations of criminal misconduct by county and other government employees, including officer-involved shootings and in-custody deaths occurring in Orange County.
- The Anti-Terrorism/Organized Crime/Public Integrity Unit works collaboratively with local, state, and federal agencies. It is the only countywide intelligence unit operating to monitor these types of offenses. Investigations conducted by this unit have resulted in prosecution of serious crimes, including murder.
- The TracKRS (Taskforce review aimed at catching Killers, Rapists and Sexual Offenders) unit provides a variety of resources to assist in the investigation of homicides and sexual assaults and participates in the multijurisdictional Orange County Cold Case Homicide Task Force.
- Public Assistance Fraud investigative staff prevent, detect, and investigate various forms of Welfare Fraud, Section 8 Housing Fraud, and In-Home Support Services (IHSS) Fraud. These operations are funded by county, state and federal sources.

**Prosecution** - Prosecution operations are divided into the following four areas:

- Vertical Prosecutions/Violent Crimes: Prosecutes the majority of violent felony crimes. Units in this area include:
  - The Homicide Unit prosecutes non-gang related homicides, including those with special circumstances.
  - The Sexual Assault Unit prosecutes rapists, sexually violent predators, child molesters and other violent sexual assaults.
- The Gang Unit prosecutes crimes committed by gang members, including murders and attempted murders.
- The TARGET Unit is comprised of anti-gang teams which include a police officer, a probation officer, a District Attorney Investigator, and a prosecutor. These teams are housed in police departments throughout the county. TARGET prosecution is focused on the eradication of gang crime and violence by targeting the gang's "serious offenders."
- The Gang Injunction and GRIP Unit implements proactive gang crime prevention and gang prosecution initiatives with a goal of improving community safety. GRIP is a gang crime prevention initiative that aims to prevent juveniles from joining criminal gangs and being victims of or participants in gang crimes. The Gang Injunction component establishes safety zones in certain communities impacted by gang violence and issues a civil order that includes terms to curb intimidating or harassing behavior by restricting or prohibiting documented gang members from participating in specific acts or activities within the "Safety Zone."
- The DNA Unit is comprised of specialists in the use of DNA evidence in prosecution.
- Branch Court Operations: Prosecutes adult misdemeanor crimes in each of the four Justice Centers (Central Justice Center, Harbor Justice Center-Newport Beach, North Justice Center, and West Justice Center) and felony and misdemeanor juvenile petitions in the Lamoreaux (Juvenile) Justice Center. In addition to misdemeanor prosecution, each of the four adult Justice Centers includes a Felony Charging Unit. The Felony Charging prosecutors review potential felony cases presented by police agencies to the justice centers for filing consideration.
- General Felonies/Economic Crimes: Prosecutes a variety of general felonies and includes:
  - The Felony Panel Unit prosecutes a variety of felony crimes and career criminals.
  - The Family Protection Unit prosecutes violent assaults, attempted murders, felony domestic violence, child abuse, child abduction, stalking and elder abuse.

- The Human Exploitation and Trafficking (HEAT) Unit prosecutes perpetrators who sexually exploit and traffic women and underage girls for financial gain, including pimps, panderers and human traffickers.
  - The Consumer/Environmental and Insurance Fraud Unit prosecutes complex cases involving environmental crimes and also companies and individuals that engage in fraudulent or unlawful business practices affecting large groups of people. The Insurance Fraud Unit prosecutes workers' compensation fraud, auto insurance fraud, medical and disability, and life and annuity fraud crimes. Additionally, this unit prosecutes cases arising out of the Office's Orange County Auto Theft Task Force (OCATT), primarily auto theft rings.
  - The Major Fraud Unit prosecutes real estate fraud, high tech crime, identity theft, and high-dollar fraud crimes and includes the White Collar Crime Prosecution Team.
  - The Major Narcotics Unit prosecutes major narcotic traffickers and illegal drug manufacturers. Additionally, the Narcotic Enforcement Team (NET) handles the distribution of forfeiture proceedings from illegal drug trade.
  - The Public Assistance Fraud Unit prevents, detects and prosecutes crimes related to fraudulent receipt of public assistance. This unit is funded by the Social Services Agency.
- Special Projects: Oversees for special projects, coordination of high profile cases, and two prosecution units:
- The Special Prosecutions Unit prosecutes a variety of specialized felonies (arson, hate crimes, political corruption, and cases dealing with mentally disordered offenders). Additionally, this unit investigates officer involved shootings.
  - The Appellate & Training Unit conducts over 700 pre-trial motions, writs and appeals annually; acts as a legal advisor to prosecutors by responding to over 1500 requests for legal opinion and assistance annually; and develops and implements an annual training curriculum for District Attorney staff and law enforcement partners through both live training events and regular publications.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- The FY 2016-17 Adopted Budget includes the addition of 16 positions to handle increased current workload demands and further projected increases resulting from growing evidentiary and discovery requirements.
- In FY 2015-16, 11 positions were added to comply with the Peace Officers and Supervising Peace Officers and the County General Unit MOUs' definition of extra help employee and to address the continuing workload demands in the Bureau of Investigation and Facilities Operations Units.
- In FY 2014-15, seven positions were added to address increased workload demands and the State-funded Workers' Compensation Insurance Fraud program.
- During the FY 2014-15 budget process, three positions were added to address increased workload demands and for the State-funded In-Home Supportive Services Program, 10 positions were added for increased workloads in Branch Courts and Violent Crimes Units.
- In FY 2013-14, nine positions were added for the State funded Disability & Healthcare Insurance Fraud Program; eight positions were transferred from Funds 116 and 122 as a result of Board-approved consolidation of the District Attorney's budgeted positions; and four positions were added to handle increased CalWORKs cases.
- In FY 2012-13, seven positions were added to address increased workload in the Special Prosecutions and Special Assignments Units; four positions were added to handle the increase in Post Release Community Supervision (PRCS) resulting from the amended AB 109

program requirements; and one position was added for the final implementation phase of the amended AB 109 program requirements.

- In FY 2011-12, five positions were deleted as a result of the Vehicle License Fee (VLF) countywide budget reduction.
- In FY 2009-10, a total of 71 positions were deleted as a result of Prop 172 Sales Tax shortfalls, funding reductions, and as part of the countywide review of vacant positions.
- In FY 2007-08, a total of 28 positions were added to establish several new units in the department including the DNA, Homicide, and Sexual Assault Units. In addition, there was a deletion of two positions identified as a part of the County's Budget Reduction Plan.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Effective prosecution supports the County's strategic objectives of:

1. Promoting a Healthy Community
2. Building for the Future of our Community
3. Protecting our Community

Attaining these objectives requires, first and foremost, a safe community. Clearly, prosecuting those who commit criminal acts upon residents or visitors, as well as individuals who violate environmental protection laws is critical to ensuring community safety today and for generations to come.

Moreover, the work performed by the District Attorney's Office is essential to the County's mission of:

*Making Orange County a safe, healthy, and fulfilling place to live, work and play, today and for generations to come, by providing outstanding, cost-effective regional public services.*

The People of the State of California, in particular the residents of Orange County, rely on the OCDA to bring those engaging in criminal activities to justice.

### Changes Included in the Base Budget:

The base budget includes a \$260K increase to NCC compared to the FY 2015-16 Modified Budget.

The OCDA has continued to evaluate the staffing structure and business processes and monitor its budget prudently to avoid any significant increases to its base budget. As a result of its continued cost cutting measures, the OCDA's NCC request for FY 2016-17 is \$949,957 or approximately 1.8% higher than the 2015 SFP's NCC request for FY 2016-17.

The FY 2016-17 Adopted Budget with augmentation requests represents continued operation at the FY 2015-16 level of service. To meet the FY 2016-17 NCC limit, the OCDA submitted one augmentation request of \$9.1 million to reduce 67 positions including Deputy District Attorneys and Investigators responsible for prosecuting murderers, rapists, child molesters, child abusers, spouse abusers, and other felons to meet basic prosecution. The operations of the OCDA are integrated and interdependent. A restore augmentation of \$9.1M was requested to fund 67 existing positions vital to upholding public safety and to effectively represent the People of the State of California and provide Orange County residents and visitors with a safe community. The restore augmentation was approved for the full number of positions and \$7.5M in NCC. In addition, two expand augmentations were requested for 35 positions and \$3M in NCC. The request was approved for 16 positions with \$1.3M in NCC to address increased current workload demands and further projected increases resulting from growing evidentiary and discovery requirements.

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Restore Sixty-Seven Positions and Net County Cost to Maintain Current Level of Service Amount: \$ 7,463,844</b>	Funding for sixty-seven positions is critical to effectively and efficiently prosecute crime.	Restore funding to ensure adequate staffing to sustain core mandated functions.	7122



## Approved Budget Augmentations and Related Performance Results: (Continued)

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Add Sixteen Positions, Appropriations, and Net County Cost for Increased Evidentiary and Discovery Requirements Amount:\$ 1,281,576</b>	Add sixteen positions for workload demands from growing evidentiary and discovery requirements.	Perform core mandated functions effectively and efficiently prosecute crime to protect the public.	7365

## Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016 Budget	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017 Final Budget	Change from FY 2015-2016 Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Total Positions	776	787	787	803	16	2.03
Total Revenues	85,258,870	86,694,740	84,190,204	82,624,194	(4,070,546)	-4.70
Total Requirements	133,484,023	135,439,214	131,723,587	138,771,822	3,332,608	2.46
Net County Cost	48,225,154	48,744,474	47,533,382	56,147,628	7,403,154	15.19

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: District Attorney in the Appendix on page A37

## Highlights of Key Trends:

- Each year prosecutors review approximately 70,000 crime reports and file cases involving over 60,000 defendants. To avoid significant increases to the base budget, the OCDA continues cost cutting measures by deferring and reducing expenses in services, supplies, and equipment, and eliminating non-essential travel and training.
- The advance of DNA technology is bringing an unprecedented number of cold hit DNA cases into the criminal justice system. These cold hits often identify violent offenders and may implicate statute of limitations so that immediate attention is paramount for public safety. As DNA technology expands, the number of perpetrators identified by DNA cold hits will continue to increase. The DNA Unit is currently exploring the DNA paperless database project to scan all metadata, prints, photographs and currently stored documents to increase efficiency.
- Continue to evaluate staffing levels to ensure sufficient resources are available to address both the volume and complexity of caseloads. Caseload demands are managed through staff rotations and in some instances use of volunteer staff.
- Continue to exercise fiscal prudence and closely monitor revenues and expenses. The FY 2016-17 budget includes a transfer out of the District Attorney's entire estimated Obligated Fund Balance for Fund 14J, Excess Public Safety Sales Tax to fund existing operations.
- Continue to work collaboratively with CEO/Budget Office and highlight variances and issues, which may impact budget requirements.



### Budget Units Under Department Control:

No.	Agency Name	District Attorney	Administrative Services	Bureau Of Investigation	Prosecution	Total
026	District Attorney	0	24,604,493	44,549,910	69,617,419	138,771,822
029	District Attorney - Public Administrator	3,158,598	0	0	0	3,158,598
116	Narcotic Forfeiture and Seizure	0	0	0	452,520	452,520
122	Motor Vehicle Theft Task Force	0	0	0	3,051,800	3,051,800
12G	Real Estate Prosecution Fund	0	0	0	1,652,950	1,652,950
12H	Proposition 64 - Consumer Protection	0	0	0	3,653,800	3,653,800
14H	DA's Supplemental Law Enforcement Service	0	0	0	1,027,325	1,027,325
	Total	3,158,598	24,604,493	44,549,910	79,455,814	151,768,815

## 029 - DISTRICT ATTORNEY - PUBLIC ADMINISTRATOR

### Operational Summary

#### Description:

The Public Administrator is committed, when no viable alternatives exist, to compassionately and effectively protect, assist and manage the affairs of resident decedent estates as mandated pursuant to California Probate Code sections 7601-7604.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	3,161,006
Total FY 2015-2016 Actual Expenditure + Encumbrance:	2,450,123
Total Final FY 2016-2017:	3,158,598
Percent of County General Fund:	0.10%
Total Employees:	18.00

#### Strategic Goals:

- Public Administrator (PA) timely and effectively protects and administers decedent estates when there are no other viable persons or entities to administer the estates. This includes a statutory duty to investigate whether family members can be located and if a will or other testamentary documents can be found; to arrange for indigent burials including honorable military burials for veterans where there is no family who can act; and when appointed by the court, to step in and administer the estate of a decedent including cleaning out residence, marshalling, and sale of assets including vehicles, real estate, personal valuables and securities.
- Continue to evaluate and improve the current methods for earlier identification of property that is subject to loss, injury, waste or misappropriation, and develop procedures that move estate property through the court process more quickly and efficiently.
- Continue to evaluate and improve the methodology and tools available for identifying decedent estate property and heirs.
- Continue to work with County Counsel to reduce and eliminate backlog of estates that remain uncompleted.
- Continue to educate the general public and stakeholders concerning the role of the PA in the location and protection of estate assets.
- Continue to evaluate and improve procedures that enable the PA to communicate with outside organizations regarding administration, including but not limited to, the court system, federal and state tax authorities, and other city, county, state and federal agencies.

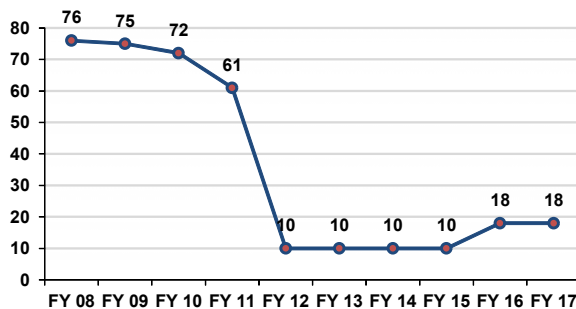
#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>REFERRED/APPOINTED PUBLIC ADMINISTRATOR CASE CLOSURES.</b> <b>What:</b> Percentage of Public Administrator cases closed within 12 months. <b>Why:</b> Measures the efficiency of investigating and administering estates subject to Probate Court process.	Investigation 100%; Administration 35%	Investigation 100%; Administration 40%	Under the Board-directed, consolidated District Attorney-Public Administrator, significant progress has been made in speeding up the process and moving estates to completion more quickly. The number of cases accepted for administration has also continued to increase.

### FY 2015-16 Key Project Accomplishments:

- Completed the physical move of the PA office from the Public Guardian (PG) location to the OCDA building, including the computer connection and remote access integration for shared file usage with PG.
- Successfully relocated the personal property assets of the PA administered estates to a new warehouse location to be jointly used with PG which has allowed for more efficient tracking of estate assets and personnel costs for each department.
- Completed three separate personal property auctions during the year which finalized the liquidation process for several older estates and created space for storage of assets for new incoming cases.
- Conducted two separate real property auctions and successfully selling each property, typically the largest single asset in an estate, for the expected market price.
- Continued Deputy education and training through attendance at in-house and off-site seminars, assuring that all deputies are certified and a member of the State Association of Public Administrators, Public Guardians and Public Conservators.
- Continued to maintain professional relationships with other County Public Administrators to allow shared information of processes and techniques of case management in order to increase efficiency. This effort enables an ongoing dialogue with PA offices in Riverside, San Bernardino, Los Angeles, Santa Barbara, Sonoma, Oakland and Imperial Counties resulting in numerous innovative approaches being considered for implementation in FY 2016-17.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- In FY 2015-16, one position was deleted as a result of the consolidation of the Public Administrator's Office into the OCDA.
- In FY 2014-15, the Board of Supervisors adopted ordinance #14-001 to consolidate the PA with the OCDA creating the DA-PA. As a result, three positions were added in order to effectively administer cases, three additional positions were transferred from HCA-Public Guardian (HCA-PG) for case administration, and three fiduciary positions were transferred from HCA-PG.
- In FY 2010-11, the Board of Supervisors approved Resolution #11-043, effective April 22, 2011, to separate the function of the PG Office from the PA to establish a new department known as the Orange County Public Guard-

ian Department (OCPG). As a result, 50 positions were transferred to the newly established OCPG. In addition, one long-term vacant position was deleted.

- In FY 2009-10, 11 positions were deleted in order to stay within the NCC limit.
- In FY 2008-09, three vacant positions were deleted in order to stay within the NCC limit.
- In FY 2007-08, the Board of Supervisors approved the combining of the Public Administrator and the Public Guardian positions effective August 14, 2007 into one position. In doing so, the Public Guardian position was deleted. There was no budgetary impact related to this action.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Continue to offer courteous and professional service to the Public, while accelerating the effective management of all cases in our control. Endeavor to address the needs of heirs, beneficiaries, outside probate counsel, creditors, vendors and those with general interest questions, while at the same time increasing the decision making effort on case issues, allowing the procession of all cases to ultimate discharge.

## Changes Included in the Base Budget:

The Adopted Budget includes \$580,806 NCC reduction compared to the FY 2015-16 Modified Budget.

The FY 2016-17 Budget, with one augmentation request, represents continued operation at the FY 2015-16 level of service. To meet the FY 2016-17 NCC limit, the DA-PA submitted one augmentation request of \$573,425 to reduce four existing positions. Full restoration of the positions and NCC was requested and approved.

## Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Restore Four Positions and Net County Cost to Maintain Current Level of Service</b> <b>Amount: \$ 573,425</b>	Restore four positions to effectively and efficiently administer decedent estates as mandated.	Ensure adequate staffing to perform the essential services and sustain core mandated functions.	7123

## Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016 Budget	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017 Final Budget	Change from FY 2015-2016 Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Total Positions	19	18	18	18	0	0.00
Total Revenues	806,353	1,023,260	1,024,373	1,028,233	4,973	0.49
Total Requirements	1,887,599	3,161,006	2,392,796	3,158,598	(2,408)	-0.08
Net County Cost	1,081,246	2,137,746	1,368,423	2,130,365	(7,381)	-0.35

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: District Attorney - Public Administrator in the Appendix on page A41

## Highlights of Key Trends:

- Cases are trending towards higher value estates in general, with more varied and diverse asset bases for disposition. Deputies are applying innovative ways to shorten the time it takes to marshal financial assets, making case processing less burdensome, while continuing to maintain the high level of fiduciary focus needed to assure highest and best value attainment for distributees.

# 116 - NARCOTIC FORFEITURE AND SEIZURE

## Operational Summary

### Description:

Unit proactively addresses narcotic-related crimes in Orange County and vigorously pursues asset forfeiture actions related to those crimes as mandated by Health & Safety Code Sections 11469-11470.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	572,007
Total FY 2015-2016 Actual Expenditure + Encumbrance:	567,705
Total Final FY 2016-2017:	452,520
Percent of County General Fund:	N/A
Total Employees:	0.00

### Strategic Goals:

- Proactively address narcotic-related crimes.
- Ensure consistent enforcement of Health and Safety Code sections 11469 and 11470.

### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>PERCENTAGE OF ELIGIBLE CASES IN WHICH ASSETS WERE SEIZED.</b> <b>What:</b> Measures level of effectiveness of the program. <b>Why:</b> Indicates the effectiveness of the program.	On target to meet established goal.	Sustain performance level.	Meeting performance targets.

### FY 2015-16 Key Project Accomplishments:

- Continued specialized prosecution of narcotic-related asset forfeiture cases. Opened 187 new cases (seizing \$2,127,936) and closed/dispersed 216 cases (forfeiting \$1,799,270).
- Assisted other Deputy District Attorneys and law enforcement from non-narcotics units in pursuing forfeitures under PC 186.2, the Criminal Profiteering Act.
- Participated in cross-county asset forfeiture round-table meetings regarding current issues in Asset Forfeiture law and procedure.
- Regularly teach an Introduction to Asset Forfeiture Class (including Orange County Asset Forfeiture procedures) at the Orange County Sheriff's Department Narcotic Investigators' School.
- Organized electronic distribution of multiple "Memos to Criminal Files." These documents offer instruction on trying and resolving civil Asset Forfeiture cases in conjunction with the related criminal matters (as a bifurcated trial and/or during plea negotiations).
- The Asset Forfeiture Deputy District Attorney routinely fields calls from agencies throughout the county with specific asset forfeiture questions and requests to initiate state forfeitures.

### Ten Year Staffing Trend Highlights:

- On December 10, 2013, the Board of Supervisors approved a consolidation of the District Attorney's budgeted positions by transferring three positions from Fund 116 to Budget Control 026.

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	435,380	572,007	572,847	452,520	(119,487)	-20.89
Total Requirements	435,380	572,007	572,848	452,520	(119,487)	-20.89
Balance	(1)	0	(1)	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Narcotic Forfeiture and Seizure in the Appendix on page A106

## 122 - MOTOR VEHICLE THEFT TASK FORCE

### Operational Summary

#### Description:

The Motor Vehicle Theft Task Force extensively investigates and vigorously prosecutes violations of the criminal code dealing with auto theft and distribution of stolen vehicles and automotive parts. The Motor Vehicle Theft Task Force is a multi-agency, multi-jurisdictional Countywide unit that concentrates its activities on rings of professional vehicle thieves operating to steal, strip and/or sell motor vehicles and their parts. The Task Force is funded by an earmark of

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	3,022,700
Total FY 2015-2016 Actual Expenditure + Encumbrance:	2,963,622
Total Final FY 2016-2017:	3,051,800
Percent of County General Fund:	N/A
Total Employees:	0.00

vehicle registration fee of \$1 on all registered motor vehicles in Orange County pursuant to Section 9250.14 of the Vehicle Code extended by AB 286 in 2009. This fee funds one-time and on-going operational costs necessary for investigation and prosecution of motor vehicle theft cases.

#### Strategic Goals:

- To prosecute criminal violations involving motor vehicle theft occurring in Orange County in a vigorous, efficient, just and ethical manner.
- To reduce the incidence of motor vehicle theft by increased awareness of the public and providing training to local police agencies.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>PERCENTAGE OF FILED CASES RESULTING IN CONVICTIONS.</b> <b>What:</b> Measures level of effective, just prosecution <b>Why:</b> Indicates effectiveness of prosecution	Conviction rate exceeded 90%	To meet or exceed 2015 Performance Results	This highly experienced unit has been very successful in recovering stolen vehicles and building cases against major auto theft rings.

#### FY 2015-16 Key Project Accomplishments:

- The Task Force recovered 203 stolen vehicles with a value of approximately \$3,553,731 during 309 investigations. The Task Force assisted other law enforcement agencies in the recovery of an additional 58 stolen vehicles with an estimated value of \$758,800. The Task Force made 50 arrests and assisted in an additional 82 arrests. Many of these recoveries were VIN-switched vehicles, which would have never been recovered without the Task Force's efforts.
- The Task Force filed numerous criminal cases during this period, with 21 of these cases originating from the Task Force's own investigations.

### Ten Year Staffing Trend Highlights:

- In FY 2013-14, the Board of Supervisors approved a consolidation of the District Attorney's budgeted positions by transferring five positions from Fund 122 to Budget Control 026.
- In FY 2010-11, one clerical position was deleted.
- In FY 2007-08, the Board of Supervisors approved an additional Attorney position to address caseload increases.

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	Final Budget	Budget	
	As of 6/30/16	As of 6/30/16	As of 6/30/16		Amount	Percent
Total Revenues	3,510,236	3,022,700	2,807,352	3,051,800	29,100	0.96
Total Requirements	3,510,236	3,022,700	2,807,352	3,051,800	29,100	0.96
Balance	0	0	(1)	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Motor Vehicle Theft Task Force in the Appendix on page A112

### Highlights of Key Trends:

- The Task Force has experienced a large number of investigations involving the theft of new and used high-end vehicles by the fraudulent removal of the Lien Holders (Legal Owners) from the vehicle ownership titles. This process is known as "Title Washing." The lien holders are removed by the submission of fraudulent lien sale and/or lien satisfied documents to the California Department of Motor Vehicles (DMV). Once the lien holder/legal owners are removed from the vehicle titles, the suspects use the vehicles in other criminal activities. The suspects will often sell these vehicles to innocent purchasers, trade them in during the purchase of other vehicles, export them out of the country, and/or utilize them as collateral for obtaining cash loans.
- The Task Force also continued to investigate and prosecute "chop shops" (locations where stolen vehicles are stripped and dismantled, and/or identifying numbers are changed); vehicle insurance fraud; and cases involving stolen motorcycles. In the past year, the Task Force has identified an increase in stolen vehicle being VIN switched and sold to innocent purchasers over the internet. In addition, the Task Force has seen an increase in Sport Bike Motorcycle thefts with a low recovery rate and continues to work in conjunction with local agencies regarding this trend.



## 12G - REAL ESTATE PROSECUTION FUND

### Operational Summary

#### Description:

Pursuant to Section 27388 of the California Government Code, Fund 12G was established in April 2009 for deposit of a \$3 fee for the recording of certain real estate instruments by the County Clerk-Recorder. In 2012, Government Code Section 27388 was amended to include additional specific documents and the Clerk-Recorder began collection on those instruments in January of 2013.

The Real Estate Prosecution Fund, authorized and required by the statute, provides a necessary and valuable source of

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,718,921
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,627,264
Total Final FY 2016-2017:	1,652,950
Percent of County General Fund:	N/A
Total Employees:	0.00

funding for investigating and prosecuting real estate fraud crimes. Funds are required to be used exclusively to fund investigation and prosecution of real estate fraud crimes. The amendment to the statute in 2012 also authorized County Boards of Supervisors to increase the recording fee up to \$10 per statutory document.

#### Strategic Goals:

- Continue funding for investigation and prosecution of real estate fraud crimes in Orange County.

#### FY 2015-16 Key Project Accomplishments:

- The Orange County District Attorney's (OCDA) Real Estate Fraud Unit continues to successfully investigate and prosecute real estate fraud crimes in Orange County. The OCDA provides a central location for victims to report real estate fraud in Orange County through a link on the OCDA website.
- As of June 30, 2016, 86 referrals, 12 criminal cases have been filed, 72 cases have been rejected, and 13 convictions have been secured. Notable cases during FY 2015-16 to date include:
  - People v. Abbadi, Roque, Arias, Santana, Grachen, Rossel & Reyes - Advantage Escrow.  
This is a sophisticated real estate fraud ring targeting investors and homeowners of distressed properties. Homeowners were told that their homes would be subject to a short sale if they deeded them over to one of the conspirators. Short sales were not negotiated with the lenders, but instead, false deeds of full reconveyance were filed with the Orange County Clerk - Recorder's Office, falsely reporting that the loans had been paid off. Using these false deeds, they then showed investors valid preliminary title reports to investors who relied on them. Estimated loss was \$4.9 million to investors and \$5.2 million to lenders. Three of the defendants were sentenced to five to eight years in prison. The trial for two defendants is still pending. The last two defendants remain fugitives.
  - People v. Vargas  
Defendant was charged with selling four homes to investors that were not for sale. Estimated loss was over \$1.9 million. The trial for this case is still pending.
  - People v. Arias, Gallardo, Gonzalez & Thai - High Quality Escrow  
Defendants ran a real estate fraud ring that sells homes to investors that were not for sale. Estimated loss was \$695,000. Two defendants pled guilty and were sentenced to three years in prison. The trial for one defendant is pending. The last defendant remains a fugitive.

- **People v. Jocelyn Silva**

On December 4, 2015, the defendant pled guilty to seven counts of Securities Fraud under Corporations Code section 25401 and one count of financial elder abuse under Penal Code section 368(d), with the false representations relating to real estate transactions.

- **People v. Conan Hayes**

The defendant was charged with one count of theft by false pretenses under Penal Code section 487(a)/532 and a sentencing enhancement for great taking under Penal Code section 12022.6 for a short sale fraud perpetrated on Bank of America. In 2010-11, the defendant requested a hardship-based short sale approval from Bank of America relating to a house he owned in Costa Mesa. In his hardship letter, the defendant claimed to be struggling financially when, in fact, he had just sold his interest in the surf clothing company "RVCA" for \$7.7 million. Based on the claimed hardship, Bank of America approved the short sale and waived the deficiency of over \$575,000. This case is currently pending.

- In addition to investigation and prosecution of real estate fraud crimes, members of the OCDA Real Estate Fraud Unit often conduct outreach to civic and professional groups to educate professionals and citizens about real estate schemes. Examples of community outreach activities include a presentation regarding Real Estate Fraud at the annual conference of the Southern California Financial Crimes Investigators on November 4, 2015. Deputy District Attorney Megan Wagner of the OCDA Real Estate Fraud Prosecution unit was named "Prosecutor of the Year" by the Southern California chapter of International Association of Financial Crimes Investigators for her work on the "Prudent Law/Remedy Law" loan modification case. She was the guest speaker on the local radio show OC Housing Connection on February 1, 2016 speaking about Real Estate Fraud and prevention.

### Ten Year Staffing Trend Highlights:

- The OCDA continues to receive a steady number of real estate fraud complaints from citizens. Funding is expected to remain level enabling OCDA to maintain its

efforts and lead in investigating complex loan fraud, foreclosure fraud, real estate investment fraud, and rental fraud schemes.

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016 Budget	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017 Final Budget	Change from FY 2015-2016 Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Total Revenues	1,588,337	1,718,921	1,627,265	1,652,950	(65,971)	-3.84
Total Requirements	1,588,337	1,718,921	1,627,264	1,652,950	(65,971)	-3.84
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Real Estate Prosecution Fund in the Appendix on page A122

### Highlights of Key Trends:

- Home foreclosures continue to occur and result in fraud perpetrated by loan modification scammers. Most of these loan modification entities are fraud mills that generate illegal upfront fees from distressed victim

homeowners. Reporting of fraud involving short sales as well as allegations of real estate investment fraud by those offering high returns on investments are also trends that will result in continuing allegations of criminal real estate fraud.

# 12H - PROPOSITION 64 - CONSUMER PROTECTION

## Operational Summary

### Description:

Pursuant to the November 2004 ballot initiative Proposition 64, Fund 12H was established to earmark civil penalties resulting from District Attorney prosecution of the violation of unfair competition law to be used exclusively for the investigation, prosecution and enforcement of consumer protection laws.

### Strategic Goals:

- District Attorney enforcement of consumer protection laws.

### FY 2015-16 Key Project Accomplishments:

- Collected over \$1.5 million in settlements/penalties pursuant to Proposition 64. In addition to paying civil penalties, some payors were required to pay full restitution to consumers.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	3,559,217
Total FY 2015-2016 Actual Expenditure + Encumbrance:	2,677,098
Total Final FY 2016-2017:	3,653,800
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	Change from FY 2015-2016		
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	FY 2016-2017 Final Budget	Budget Amount	Percent
Total Revenues	3,472,402	3,559,217	2,677,098	3,653,800	94,583	2.66
Total Requirements	3,472,402	3,559,217	2,677,097	3,653,800	94,583	2.66
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Proposition 64 - Consumer Protection in the Appendix on page A123

# 14H - DA'S SUPPLEMENTAL LAW ENFORCEMENT SERVICES

## Operational Summary

### Description:

Funding was appropriated by the legislature in the Budget Act of 1996 for support of the Citizens Option for Public Safety (COPS) Program. These funds are intended to provide for additional criminal prosecution, put additional officers on the street, and increase availability of jail beds.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	989,948
Total FY 2015-2016 Actual Expenditure + Encumbrance:	989,947
Total Final FY 2016-2017:	1,027,325
Percent of County General Fund:	N/A
Total Employees:	0.00

### FY 2015-16 Key Project Accomplishments:

- The Supplemental Law Enforcement Services Fund (SLESF) continues to provide the Office with critically needed revenues to fund criminal prosecution, especially prosecutors and support personnel in homicide and gang units.

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	1,050,054	989,948	1,033,029	1,027,325	37,377	3.78
Total Requirements	1,050,053	989,948	1,033,029	1,027,325	37,377	3.78
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: DA's Supplemental Law Enforcement Services in the Appendix on page A154

## 041 - GRAND JURY

### Operational Summary

#### Description:

The primary responsibility of the Grand Jury is to inquire of public offenses committed or triable within the County. The Grand Jury carries out this responsibility by hearing evidence presented by the County District Attorney to determine if certain persons should be charged with crimes and stand trial in Superior Court.

The County of Orange is required by law to impanel a grand jury of 19 members who serve a term of one year. This body

#### At a Glance:

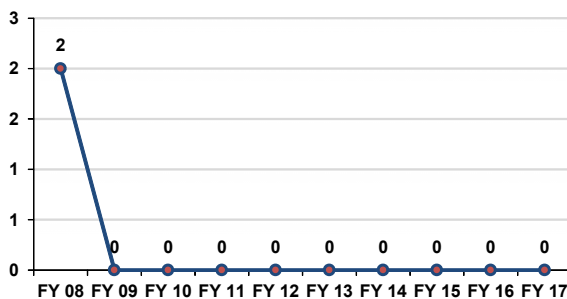
Total FY 2015-2016 Current Modified Budget:	529,121
Total FY 2015-2016 Actual Expenditure + Encumbrance:	529,120
Total Final FY 2016-2017:	583,898
Percent of County General Fund:	0.02%
Total Employees:	0.00

is mandated to investigate and report on both criminal and civil matters within the county. The major functions of the Grand Jury are divided into criminal indictments and civil investigations.

#### Strategic Goals:

- To inquire of public offenses committed or triable within the County and investigate or inquire into matters of civil concern.

#### Ten Year Staffing Trend:



#### Ten Year Staffing Trend Highlights:

- The Grand Jury Administrator and Secretary II positions, which provide administrative and clerical support to the Grand Jury, were transferred to the Court during the FY 2007-08 Quarterly Budget Report process.

### Budget Summary

#### Changes Included in the Base Budget:

FY 2016-17 Adopted Budget for Grand Jury services include \$583,898 Appropriations and Net County Cost, which is \$54,777 (10%) more than FY 2015-16 final budget of \$529,121.

FY 2016-17 \$583,898 Budget include:

1. \$323,371 for reimbursement of mileage claims and stipend (per diem) for Grand Jury members
2. \$145,000 for reimbursement of Grand Jury administrative support cost to OC Superior Court
3. \$113,305 for County Information Technology cost for Grand Jury members
4. \$2,222 for workers' comp cost allocation for Grand Jury members

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	0	0	5	0	0	0.00
Total Requirements	475,890	529,121	529,370	583,898	54,777	10.35
Net County Cost	475,890	529,121	529,365	583,898	54,777	10.35

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Grand Jury in the Appendix on page A53

## 045 - JUVENILE JUSTICE COMMISSION

### Operational Summary

#### Description:

The Juvenile Justice Commission is comprised of 15 members from the community, two of whom are youth members. The Commissioners are appointed by the Presiding Judge of the Superior Court with the concurrence of the Presiding Judge of the Juvenile Court. By statute, the Commission inquires into the administration of the juvenile court law; conducts inspections of publicly administered institutions housing juveniles and the operation of group homes that serve wards or dependents of the juvenile court; and prepares written reports and recommendations for the Presiding Judge of the Juvenile Court.

#### Ten Year Staffing Trend Highlights:

- The two positions providing support to the Juvenile Justice Commission were transferred to the Court during the FY 2007-08 quarterly budget report process. The cost of the positions is an obligation of the County, thus, this agency is still required.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	179,357
Total FY 2015-2016 Actual Expenditure + Encumbrance:	179,356
Total Final FY 2016-2017:	178,367
Percent of County General Fund:	0.01%
Total Employees:	0.00

### Budget Summary

#### Changes Included in the Base Budget:

FY 2016-17 Adopted Budget for Juvenile Justice Commission services include \$178,367 Appropriations and Net County Cost, which is \$990 (1%) less than FY 2015-16 final budget of \$179,357.

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Requirements	164,790	179,357	176,648	178,367	(990)	-0.55
Net County Cost	164,790	179,357	176,648	178,367	(990)	-0.55

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Juvenile Justice Commission in the Appendix on page A58

## 048 - DETENTION RELEASE

### Operational Summary

#### Description:

Provides pretrial release services for persons charged with felonies. Officers ensure that bail information is available at the time of arraignment and/or make recommendations to the judges as to whether a person should be released on their own recognizance. Detention Release Officers handle on-call magistrate requests and domestic violence matters 24 hours a day.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,665,931
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,654,671
Total Final FY 2016-2017:	1,632,490
Percent of County General Fund:	0.05%
Total Employees:	0.00

#### Ten Year Staffing Trend Highlights:

- The 16 Detention Release positions were transferred to the Court in the FY 2007-08 quarterly budget report process. The cost of the positions is a County obligation, thus, this agency is still required.

### Budget Summary

#### Changes Included in the Base Budget:

FY 2016-17 Adopted Budget for Detention Release services includes \$1,632,490 Appropriations and \$1,622,490 Net County Cost, which is \$33,441 (2%) less than FY 2015-16 final budget of \$1,655,931. The OC Superior Court provides administrative support to Detention Release and receives reimbursement from the County.

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	6,455	10,000	42,381	10,000	0	0.00
Total Requirements	1,321,804	1,665,931	1,272,346	1,632,490	(33,441)	-2.01
Net County Cost	1,315,349	1,655,931	1,229,965	1,622,490	(33,441)	-2.02

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Detention Release in the Appendix on page A60



## 051 - OFFICE OF INDEPENDENT REVIEW

### Operational Summary

#### Mission:

The Office of Independent Review (OIR) was established by the Board of Supervisors in February 2008 in order to provide a public safety oversight mechanism. In December 2015, the Board of Supervisors (Board) adopted Ordinance 15-022 amending the purpose and intent of the OIR to perform the following functions:

- (a) Review systemic issues involving the Orange County Sheriff-Coroner Department, Probation Department, Office of the District Attorney, Office of the Public Defender and the Social Services Agency and serve as an independent resource and counsel for the Board in order to ensure accountability with regard to the performance and operations of relevant County Departments;

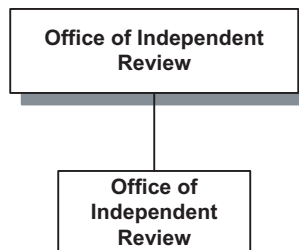
#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	450,445
Total FY 2015-2016 Actual Expenditure + Encumbrance:	259,277
Total Final FY 2016-2017:	454,949
Percent of County General Fund:	0.01%
Total Employees:	2.00

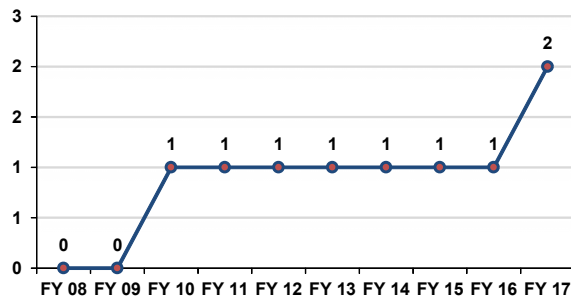
- (b) Review specific incidents occurring in relevant County Departments which may identify systemic issues with regard to the performance and operations of relevant County Departments; and
- (c) Provide a resource to ensure that high risk and potential liability issues are identified and addressed through corrective actions.

The Office of Independent Review shall exercise all powers vested in the Board under federal and state law that may be delegated by the Board.

### Organizational Summary



### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- The County utilized one support staff and contracted services to meet the needs of the department. Pursuant to the Board's adoption of Ordinance 15-022, an Executive Manager, Director of the Office of Independent Review, was added in FY 2015-16.

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016 Budget	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017 Final Budget	Change from FY 2015-2016 Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Total Positions	1	1	2	2	1	100.00
Total Requirements	389,968	450,445	259,277	454,949	4,504	1.00
Net County Cost	389,968	450,445	259,277	454,949	4,504	1.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Office of Independent Review in the Appendix on page A62

## 057 - PROBATION

### Operational Summary

#### Mission:

As a public safety agency, the Orange County Probation Department (Probation) serves the community using efficient and research-supported corrections practices to: reduce crime, assist the courts in managing offenders, promote lawful and productive lifestyles, and assist victims.

The mission of the Orange County Probation Department is to protect the community by conducting investigations for the court, enforcing court orders, assisting victims, and

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	179,511,979
Total FY 2015-2016 Actual Expenditure + Encumbrance:	174,849,110
Total Final FY 2016-2017:	180,660,429
Percent of County General Fund:	5.56%
Total Employees:	1,346.00

facilitating the re-socialization of offenders. Our pursuit of this mission drives our activities and serves as the philosophical basis and guidance for operational procedures and professional conduct.

#### Strategic Goals:

Probation has identified four key service areas to measure performance in achieving its mission: Community Safety, Court Support, Victim Services, and Workforce.

##### ■ COMMUNITY SAFETY

Probation is committed to working toward safer communities by employing methods and programs designed to foster better decision making and behavioral changes. Probation focuses on adults and juveniles with a high risk of reoffending with a goal of finding targeted programs designed to reduce recidivism and increase the number of probationers that terminate probation without a new law violation. Probation continues to develop programs offered at the Orange County Day Reporting Center, The Center for Opportunity, Reentry & Education (CORE), and other facilities that provide educational opportunities, job preparation and employment referral services to aid probationers in successful transitions. Finally, Probation continues to employ evidence-based programming for all offenders such as Thinking for a Change (T4C) and the Accountability Commitment Program as a means toward reducing recidivism.

##### ■ COURT SUPPORT

Probation embraces coordinated efforts among all stakeholders with a goal of improving efficiencies and ensuring relevant information is available for making appropriate decisions. Probation strives to build strong relationships with the Court who is often, for the offender, the first to address victim impact, offender accountability, and may dictate the type of supervision and/or rehabilitation and treatment programs the probationer will be subject to.

##### ■ VICTIM SERVICES

Probation is committed to assisting victims as part of its core mission. Probation assists victims in understanding their rights to reparation, including assisting them in documenting losses and claims, enforcing restitution orders, pursuing collections, and disbursing funds collected.

##### ■ WORKFORCE

Probation recognizes that success is dependent on a highly-trained professional staff. Probation is committed to building technical skills, encouraging staff input, and providing a safe and efficient workplace for our employees.

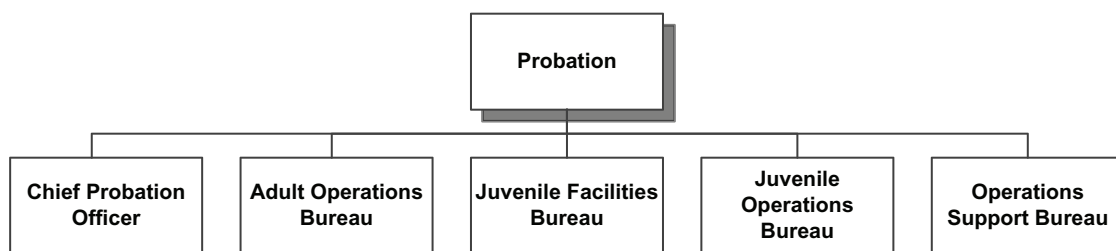
## Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>PERCENTAGE OF PROBATIONERS TERMINATING FROM FORMAL PROBATION WITHOUT A NEW LAW VIOLATION</b> <b>What:</b> The percent of probationers terminating from formal probation without a new law violation. <b>Why:</b> Measures Probation's success with probationers who do not commit a new violation while supervised.	In FY 2014-15, 66% of 9,687 adults and 52% of 1,493 juveniles were terminated from formal supervision without an arrest for a new law violation.	Maintain resources and supervision level needed to attain target goal: meet or exceed a rate of 60% or better of adults and juveniles terminating formal probation without any new law violation. Probation will continue to implement Evidence-Based Practice (EBP) recidivism reduction outcome measures.	66% of adults and 52% of juveniles terminated formal probation in FY 2014-15 without committing a new law violation. Probation supervises a higher concentration of high-risk juvenile offenders compared to the past few years. The violation rate is not diluted by over-supervised non-recidivists.
<b>PERCENTAGE CHANGE IN ADULT PROBATIONERS SATISFACTORILY EMPLOYED AT BEGINNING AND END OF PROBATION</b> <b>What:</b> The change in percent of adult probationers employed at the beginning and completion of probation. <b>Why:</b> Regular gainful employment is an evidence-based key indicator of progress on probation.	A 46% gain in the percent of individuals terminated from supervision with satisfactory employment (10.3% at probation entry compared to 15% at the point of termination).	Meet or exceed a gain of 40% with one year satisfactory employment at termination.	The FY 2014-15 result exceeded the target goal. Probation's day reporting center (DRC), for the AB 109 population offers job readiness and employment assistance programs that help drive these strong results. In June 2015, the DRC began providing services to general supervision adult probationers.
<b>ON-TIME FILING OF COURT REPORTS</b> <b>What:</b> The percentage of adult and juvenile court reports completed and delivered on time to the Courts. <b>Why:</b> Measures success of Probation providing timely information to the Courts for appropriate decisions.	During FY 2014-15, 100% of the 455 adult investigations and reports, and 100% of the 539 reports from the juvenile investigation officers were completed on time.	Deliver 95% of adult and juvenile court reports within court filing deadlines. These outcome objectives assume continuation of current resource levels.	Adult and Juvenile Investigations complete a variety of reports for the Court and continues to submit 100% in a timely manner.
<b>TOTAL DOLLAR AMOUNT OF RESTITUTION COLLECTED FROM OFFENDERS IN THE CURRENT FISCAL YEAR</b> <b>What:</b> Dollars collected from offenders for restitution to victims and welfare fraud repayment. <b>Why:</b> Represents a tangible way of holding offenders accountable and assists victims and the community.	In FY 2014-15, Probation collected \$2,341,077 in restitution, less than 6% below the \$2,473,570 collected in FY 2013-14.	The annual target is to meet or exceed collections of the prior year.	Restitution to the victims continued to be the main focus of Probation's collection efforts. Probation continues enhancing collection tools and working to provide management with data reports that can be used to cost-effectively target staffing resources.
<b>TOTAL NUMBER OF WORKERS' COMPENSATION CLAIMS FILED IN THE CURRENT FISCAL YEAR</b> <b>What:</b> The total number of workers' compensation claims filed during the fiscal year. <b>Why:</b> Reflects Probation's safety record and commitment to ensuring a safe and healthy workplace.	In FY 2014-15, there were 142 workers' compensation claims filed. The total claims are 16% higher than FY 2013-14.	File fewer claims for workers' compensation than in the prior fiscal year.	Total claims for FY 2013-14 of 122 were at historic, 5-year lows. Although there was a slight increase in the total claims in FY 2014-15, less than half were approved. Regular safety training and site visits to business offices and facilities help ensure a safer environment for our workforce.
<b>RECRUITMENT OF PEACE OFFICERS</b> <b>What:</b> Number of applications received for entry-level peace officers in current fiscal year. <b>Why:</b> Recruitment of high quality applicants is critical to maintaining an exceptional workforce.	A total of 1709 Peace Officer applications were received in FY 2014-15.	Conduct recruitment and retention measures as needed to meet operational needs and dependent upon budget conditions.	Recruitment for entry-level Institutional Peace Officer was reopened in November 2014 to fill shortfalls. In FY 2014-15, 1709 applications were received compared to none received in FY 2013-14. Depending on Probation's budget and operational needs, recruitment is to reopen in 2016.

## FY 2015-16 Key Project Accomplishments:

- United States Marshals Service (USMS) Regional Fugitive Task Force (RFTF) - In October 2015, Probation entered into a Memorandum of Understanding with the USMS, authorizing one selected Deputy Probation Officer (DPO) to join the RFTF. The RFTF's mission is to combine the efforts of federal, state and local law enforcement agencies to locate and apprehend fugitives, with priority given to fugitives wanted for violent crime. The RFTF is staffed with several state and local law enforcement officers, including parole agents from the California Department of Corrections. The RFTF had experienced increased encounters with fugitives that were either currently or previously on probation, and that have known associates who are also on probation. Having a DPO assigned to the RFTF has enhanced the ability of the task force to interpret the subject individuals' conditions of supervision, to determine if any violations have occurred or if they are currently absconding. Probation has seen significant benefits through RFTF participation by locating and arresting individuals under Post-release Community Supervision, as well as absconding probationers who have a history of violent crime or sex offenses. Additionally, Probation has gained access to the investigative tools utilized by the USMS and its task force partners.
- SB 81 Multipurpose Rehabilitation Center (MRC) - Probation successfully secured a conditional award from the Board of State and Community Corrections (BSCC) on April 9, 2015, for the construction of a MRC at Juvenile Hall, in the full award amount of \$17.5M. With this funding, Probation will be able to address several longstanding facility and programming needs at minimal cost to the County, strengthening Probation's efforts towards the rehabilitation of the juvenile population. Probation and Public Works continue to work closely with the BSCC to prepare site assurance, real estate due diligence, and other preliminary architecture-engineering documents for submittal to the State Public Works Board in order to achieve formal project establishment. The expected completion date of the MRC construction project is November 23, 2018.
- Inspiring Hope: Orange County Juvenile Justice Summit (Summit) - In November 2015, Probation and the Orange County Superior Court presented the Summit which brought together key city, county and state leaders, police chiefs, and other community stakeholders, representing the 34 cities in Orange County. The Summit provided a forum where participants heard presentations about the Juvenile Justice System and its impact on Orange County. California's Chief Justice, Tani G. Cantil-Sakauye, was the keynote speaker. The summit also provided opportunities for leaders in similar positions to exchange ideas regarding the Juvenile Justice system's impact on the local community. Some of the topics presented included the following: Commercially Sexually Exploited Children (CSEC); mental health, substance abuse and educational needs; and a robust discussion addressing early identification, intervention and prevention programming for youth.

## Organizational Summary



**Chief Probation Officer** - The Chief Probation Officer oversees the overall direction, administration, and coordination of the operations and programs of the Probation Department, including the County's juvenile detention and commitment facilities. The Chief Probation Officer coordinates operation of all Probation Department programs and ser-

vices, directs and consults with the four Chief Deputies of the following Bureaus: Adult Operations, Juvenile Facilities, Juvenile Operations and Operations Support. The Chief Probation Officer works with the Chief Deputies to assign projects and develop goals for their various divisions. The Chief Probation Officer develops and maintains effective working

relationships with other social and law enforcement agencies, public officials, the judiciary, and community organizations to assess needs, develop priorities and maintain efficient/effective services; consults with the Board of Supervisors, County Executive Office, and Courts for policy direction and guidance; and provides fiscal oversight of Probation's budget and expenditures.

**Adult Operations Bureau** - Adult Operations provides services through four distinct operational divisions: Adult Court Services, Adult Field Supervision, Special Supervision and AB109 Field Supervision.

The Adult Court Services (ACS) division completes reports related to pre-plea and sentencing investigations for the criminal courts and provides Resident Probation Officers (RPOs) to the Superior Court Justice Centers operating in Orange County. In addition, the ACS Division processes and monitors a variety of cases subject to Inter-county transfer or the Interstate Compact. The divisional responsibilities also include oversight of Probation's role in the Drug Courts, DUI Courts, Mental Health Courts and the Veterans Treatment Court.

The Adult Field Supervision (AFS) is the largest supervision division, supervising over 4,500 adults on formal probation. In addition to their normal supervision duties, the deputy probation officers also provide cognitive behavior therapy to selected offenders. Thinking for a Change is an evidence-based cognitive restructuring program that teaches offenders thinking, internal control, social skills, and problem solving techniques.

The Special Supervision (SS) division supervises the following high-risk offender populations: adult and juvenile gang members, adult sex offenders, adult domestic violence offenders, and adult high control (weapons and violence) offenders. All supervision units are supervised by armed officers. Furthermore, this division provides the following department-wide services for appropriate populations: Continuous Global Positioning System (GPS) Monitoring Center, Supervised Electronic Confinement (SEC), Radio Dispatch, Forensic Devices Analysis, and K-9 operations. Probation's GPS Monitoring Center, managed by this division, oversees offenders on GPS for tracking and enhanced supervision purposes and is operated pursuant to Penal Code (PC)

1210.07-.12. SEC is an electronic home detention program for adults, i.e. house arrest, and is operated pursuant to PC 1203.016, where offenders committed to a county jail or other county correctional facility, or granted probation, may voluntarily participate in a home detention program during their sentence, in lieu of confinement in the county jail.

The AB 109 Field Supervision division supervises offenders under the "Public Safety Realignment Act" or simply "Realignment," signed by Governor Brown in 2011. Per PC Sections 3450 through 3465, offenders released from state prison on or after October 1, 2011, who had been incarcerated for a non-serious offense, pursuant to PC 1192.7(c), a non-violent offense, pursuant to PC 667.5(c), or a sex offender deemed not high-risk, as defined by California Department of Corrections and Rehabilitation (CDCR), were released to a local jurisdiction, based on their county of residence for supervision under Post-release Community Supervision. Supervision of these offenders is not to exceed three years. In addition, individuals convicted of a non-serious offense, pursuant to PC 1192.7(c), non-violent offense, pursuant to PC 667.5(c), non-sex offense, past or present that are placed on Mandatory Supervision under PC 1170(h), are supervised in this division.

These four divisions enforce court orders and assist with the re-socialization of offenders through a combination of direct and supportive actions, based on ensuring community safety, addressing offender accountability, and promoting competency building in adults and juveniles under supervision.

**Juvenile Facilities Bureau** - The Juvenile Facilities Bureau provides oversight and direction for Juvenile Hall and three camp/ranch correctional facilities - Joplin Youth Center, Youth Guidance Center, and Youth Leadership Academy. All of the facilities operate 24-hours-per-day, 7-days-per-week and must meet stringent guidelines established by the California Board of State and Community Corrections. Primary responsibilities include: providing a safe environment for the juveniles in custody, ensuring sufficient well-trained staff are available, developing and providing a broad range of treatment programs to meet the juveniles' needs, adhering to all laws/regulations/licensing requirements for correctional facilities, and overseeing correctional facility maintenance and development.

In addition to the facilities, programs are provided that offer alternatives to confinement. The Juvenile Court Work Program allows offenders to work on weekend work crews in lieu of serving a commitment. The Accountability Commitment Program allows offenders to be released home on electronic confinement to a day-treatment program.

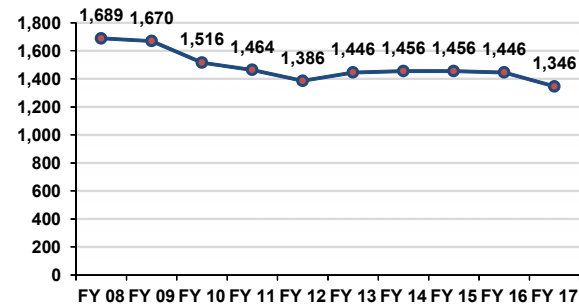
**Juvenile Operations Bureau** - The Juvenile Operations Bureau provides services through two distinct operational divisions: Juvenile Field Supervision and Juvenile Court Services.

The Juvenile Field Supervision (JFS) division supervises juvenile offenders in the community for formal probation, including probation foster care youth. In addition, this division is also responsible for Probation's Youth Reporting Centers (YRCs). The YRCs provide services for juvenile offenders in violation, or with a high-risk potential or ongoing delinquency, as well as transitional after care services for juveniles released from juvenile institutions.

The Juvenile Court Division provides a multitude of services. This Division provides intake screening services for all juveniles referred by law enforcement agencies for alleged violations of the law, conducts preliminary investigations to determine if further referrals to the District Attorney and Court are necessary, provides Juvenile Court Officers to the Juvenile Court, conducts investigation for the Juvenile Court, administers truancy court and drug court, and monitors diversion and administrative cases.

**Operations Support Bureau** - The Operations Support Bureau provides primary support services for Probation's overall operation through five divisions: 1) Administrative and Fiscal, 2) Strategic Support, 3) Information Technology, 4) Professional Standards, and 5) Employee Support Division. This branch of Probation provides administrative and fiscal services, information systems, human resource services, and research and evidence-based practices support for all functions in the Department. The bureau supports Departmental long-range planning, pursuit of outside funding, contract and purchasing administration, community resource monitoring, employee recruitment, hiring, training and operation of the Volunteers in Probation (VIP) and Volunteer Probation Officer (VPO) functions.

## Ten Year Staffing Trend:



## Ten Year Staffing Trend Highlights:

- In FY 2015-16, the Probation department deleted 100 vacant positions in an effort to offset position needs in the County that were available due to a decrease in the juvenile detention population.
- In FY 2014-15, 10 positions were deleted pertaining to Juvenile Hall operations.
- In FY 2012-13, 18 positions were added as a result of increased workloads due to the implementation of AB109 and eight positions were transferred to Human Resource Services as part of the centralization.
- In FY 2011-12, 60 positions were added to handle the increased workload anticipated from the implementation of AB109.
- In FY 2010-11, 78 vacant positions were deleted as a result of budget reduction measures outlined by the County Executive Office and the Board of Supervisors.
- In FY 2009-10, 50 vacant positions and two vacant limited-term positions were deleted as a result of the budget reduction measures outlined by the County Executive Office and the Board of Supervisors.
- In FY 2008-09, the Probation Department added 19 positions due to increased workload at the adult and youth reporting centers and deleted 173 vacant positions primarily due to State and County budget cuts.



## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Probation submitted a balanced budget, which will continue to serve the public and strive to protect public safety. While Probation recognizes the County's need to structure services consistent with available resources, Probation's current levels of service are critical to ensure its ability to deliver its mission to Orange County. Probation continues to accept leadership roles on a statewide basis to help facilitate County goals, and continues its lead role related to Criminal Justice Realignment. The Chief Probation Officer continues to actively support the Chief Probation Officers of California in the state-wide pursuit of new revenue and the protection of existing revenue sources. Probation continues its commitment to Performance Metrics through regular convening of all managers to examine progress made and make continued strategic refinements, especially as it relates to best practices.

### Changes Included in the Base Budget:

Probation's base budget includes the adjusted vacancy rate of approximately 10% to meet the Net County Cost limit, which takes into account the deletion of 100 vacant positions within FY 2015-16. Carrying a vacancy rate of this level is only possible due to the low population levels in Probation's juvenile institutions. In the event these populations rise, Probation will not be able to hold at a 10% vacancy.

The Adopted Budget includes restoration of a fourth Chief Deputy Probation Officer to oversee the Juvenile Operations Bureau. The Juvenile Operations Bureau is comprised of the Juvenile Supervision and Juvenile Court Services Divisions moved from the Adult Operations Bureau (formerly Field Operations Bureau) and the Juvenile Facilities Bureau (formerly Juvenile Intake and Detention Bureau) respectively. Organizational changes resulting from this addition will be fully implemented in FY 2016-17.

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Add One Position for Juvenile Operations Bureau Amount: \$ 0</b>	Improve the ability of Probation to manage populations and meet State and Juvenile Court needs.	Improve the ability to manage adult and juvenile populations and address State and Court needs.	7129

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	1,446	1,346	1,346	1,346	0	0.00
Total Revenues	71,528,455	77,074,921	74,549,639	77,199,000	124,079	0.16
Total Requirements	161,424,331	179,511,979	174,035,428	180,660,429	1,148,450	0.64
Net County Cost	89,895,876	102,437,058	99,485,788	103,461,429	1,024,371	1.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Probation in the Appendix on page A67

### Highlights of Key Trends:

■ Probation continues to focus on the efficient and effective use of staff resources by reviewing the deployment of existing resources. Performance Metrics and Evidence-Based Practices initiatives are being used in this effort.

■ Probation continues to manage with limited resources to protect public safety, as well as the health and security of youthful offenders in custody.



- Probation will continue its joint efforts with the Courts, other County departments, and community law enforcement and stakeholders, especially as it relates to Criminal Justice Realignment activities.
- Probation continues to make priority improvements to its infrastructure to increase efficiency, while striving for data sharing compatibility with state, county, and local agencies.
- Probation continues to look for grant opportunities to help fund needed department-wide services consistent with its use of best practices.
- Probation and other criminal justice partners are addressing the impacts of Proposition 47 by monitoring caseloads and shifting staff resources as appropriate.

### Budget Units Under Department Control:

No.	Agency Name	Chief Probation Officer	Adult Operations Bureau	Juvenile Facilities Bureau	Juvenile Operation Bureau	Operations Support Bureau	Total
057	Probation	7,529,629	60,105,534	71,197,410	0	41,827,856	180,660,429
14R	Ward Welfare	0	0	163,612	0	0	163,612
	Total	7,529,629	60,105,534	71,361,022	0	41,827,856	180,824,041

## 14R - WARD WELFARE

### Operational Summary

#### Description:

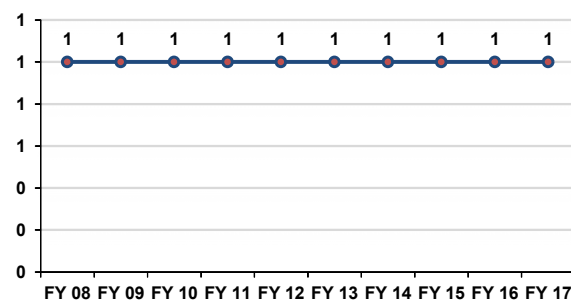
The Ward Welfare Fund is controlled by the Chief Probation Officer and is used for the benefit, education and welfare of detainees confined to Juvenile Hall or other County juvenile facilities and/or for the maintenance of these facilities.

Ward Welfare funds are comprised of proceeds from commissary operations and commissions from the use of collect-only telephones in the County's four juvenile facilities. Proceeds are used to support cultural, educational, and motivational activities for minors in the facilities.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	178,525
Total FY 2015-2016 Actual Expenditure + Encumbrance:	155,935
Total Final FY 2016-2017:	163,612
Percent of County General Fund:	N/A
Total Employees:	1.00

#### Ten Year Staffing Trend:



#### Ten Year Staffing Trend Highlights:

- Reduced revenue has resulted in Probation staffing this function nominally during the past several years, a trend that continues into FY 2016-17.

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	1	1	1	1	0	0.00
Total Revenues	152,287	178,525	244,610	163,612	(14,913)	-8.35
Total Requirements	152,287	178,525	244,610	163,612	(14,913)	-8.35
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Ward Welfare in the Appendix on page A157

## 058 - PUBLIC DEFENDER

### Operational Summary

#### Mission:

To provide effective, compassionate and high quality representation to the indigent client, and do so in a cost effective manner.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	74,239,813
Total FY 2015-2016 Actual Expenditure + Encumbrance:	71,664,670
Total Final FY 2016-2017:	74,114,729
Percent of County General Fund:	2.28%
Total Employees:	399.00

#### Strategic Goals:

The Public Defender has a legal and ethical obligation to represent clients who lack the resources to hire an attorney, as appointed by the courts. All persons charged in criminal cases are entitled to be represented by counsel at all stages of proceedings as guaranteed by the Sixth and Fourteenth Amendments to the United States Constitution, Article I, Section 15 of the California Constitution, and Penal Code section 987.

- The goal of the Offices of the Public Defender is to protect the constitutional rights, privileges and freedoms of individuals by providing the highest quality legal advocacy for all clients in the courts of Orange County in a cost-effective manner.
- This goal will be achieved through the efforts of the staff in each of the primary units of the Offices of the Public Defender.
- These efforts focus on a variety of activities including:
  - Advocating for all clients in the Criminal Courts of Orange County.
  - Advocating for all clients in the Delinquency Courts of Orange County.
  - Advocating the parental rights of clients by providing the highest quality representation in Dependency cases.
  - Advocating and protecting the rights of individuals by ensuring that they are treated fairly and equitably in the Mental Health Courts of Orange County.
  - Advocating for clients in the Collaborative Courts of Orange County.

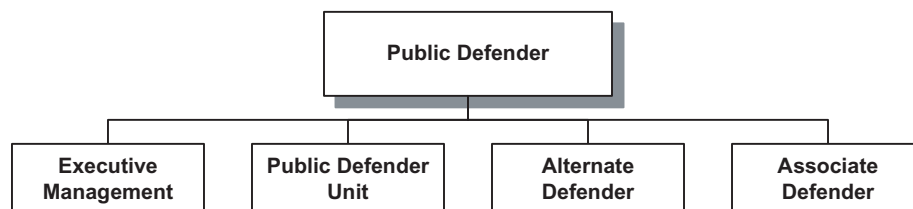
#### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>PROFICIENCY INDEX RATING USED INTERNALLY AS METHOD TO EVALUATE LEVEL OF SERVICES PROVIDED IN CASES.</b> <b>What:</b> An internal measurement tool to monitor and evaluate quality representation by the Public Defender. <b>Why:</b> The mission of the Public Defender is to provide high quality legal representation to clients.	Maintained high quality and efficient representation in the courts consistent with relevant state and national guidelines and continued to work toward compliance with each of these.	To continue to maintain high quality and efficient representation in the courts consistent with relevant state and national guidelines and continue to work toward compliance with each of these.	The Public Defender began tracking performance measures in 2002 using this Proficiency Index. Findings show above satisfactory performance levels at 99.63% for calendar year 2015.

## FY 2015-16 Key Project Accomplishments:

- In October 2015, department staff volunteered at the 5th Annual Orange County Stand Down at the South Hangar in Tustin. The Stand Down was a three day event that provided veterans with a one-stop location to provide a wide variety of services such as free medical, dental, and vision exams, clothing, veteran's benefit assessments, housing, legal advice, and resource support.
- In October 2015, the Recovery Court collaborative team, which includes Deputy Public Defender Kimberly Stevens, was the recipient of a Collaborative Partner Team Award given by Chief Probation Officer Steven Sentman.
- In February 2016, the department was given the Mock Trial Attorney Scorekeeper of the Year Award. The department was honored because the Orange County Public Defender's Office provided the most attorney volunteers of all the participating law firms to serve as scorekeepers and mentors during the mock trial competition. Attorneys volunteered their services three evenings a week after performing their daily full time jobs.
- In May 2016, department staff participated in the Orange County Re-entry Resource Fair and provided legal and resource assistance to people who have previously been incarcerated. The vendors provided participants employment, education, medical and legal resources to assist with their reentry into society.
- In June 2016, the National Association of Drug Court Professionals held their 22nd Annual Training Conference along with the Justice for Vets 4th Annual Vet Court Conference. The training contained the latest in cutting edge education and best practices to assist Collaborative Court practitioners regarding Adult Drug Court, Driving Under the Influence Courts, Mental Health Courts, and other Collaborative Courts. It was attended by over 5,000 criminal justice and treatment professionals from around the nation. Public Defender staff prepared and conducted four of the training sessions for the attendees.
- In FY 2015-16, in order to continue to promote leadership development, the Offices of the Public Defender enrolled seventeen managers and supervisors in the County's Professional Development Experience classes.
- In 2015, the department provided a training series for attorneys in which a sample criminal case was followed and studied from the beginning of a jury trial to the completion of a jury trial. Training was provided for each step in the process from selecting a jury to the disposition of the case.

## Organizational Summary



**Executive Management** - The Public Defender is the Department Head over the Offices of the Public Defender which consists of three distinct and separate law offices. These are the Public Defender Office, the Alternate Defender Office and the Associate Defender Office.

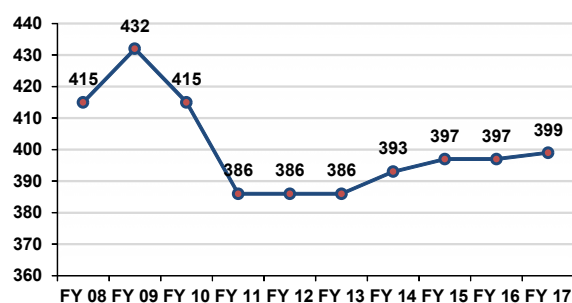
**Public Defender Unit** - The main unit is referred to as the Public Defender Office and is made up of several distinct sections. The main office is located in the Santa Ana Civic Center and consists of the Felony Panel, the Writs and Appeals section, the Mental Health section which contains

the W&I Code 6600 section, the Training section, the Information and Technology section, the Administrative section and the Senior Management Team. In the City of Orange there is a juvenile court branch consisting of the Child Dependency section and the Delinquency section. There are also four branch offices located in Fullerton (North Justice Center) Santa Ana (Central Justice Center), Westminster (West Justice Center), and Newport Beach (Harbor Justice Center). Attorneys and support staff work at each of these locations.

**Alternate Defender** - The Alternate Defender Office is located in Santa Ana. Attorneys and support staff handle the first level of conflict cases (except for conflict cases arising in capital cases, Juvenile Court, frauds, W&I Code 6600 cases, and Mental Health). The Alternate Defenders represent clients who, because of a conflict of interest, cannot be represented by the main unit, often because more than one defendant is charged.

**Associate Defender** - The Associate Defender Office is located in Santa Ana and is staffed by attorneys with a small support staff. This unit primarily handles capital cases and complex homicide cases. These are cases that, because of a conflict of interest, would previously have been handled by court-appointed private attorneys at a greater cost to the County.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Staffing trends for the Public Defender often reflect demographic, economic, and sociopolitical changes. As a result of the bankruptcy in January of 1995, the Board of Supervisors directed that the Office of the Public Defender be divided into three independent units. These units undertook representation of conflict clients previously represented by court-appointed private lawyers, and the intended effect of this change was to produce annual savings to County taxpayers. The net effect of segmentation in the first year was a savings of \$6 million and savings have since been approximately \$6 million annually.
- Over the years changes in staffing have occurred in part due to the complexity of casework, Proposition 47, realignment and revocation workloads, other workload increases, the three strikes law, changes in Proposition 36, changes in how some juvenile offenders are prose-

cuted, expansion of attorney responsibilities in delinquency matters, laws mandating increased sentencing, expanded filing of "cold cases" arising from advances in the use of DNA evidence, arraignment court responsibilities, and District Attorney filing practices.

- In January 2016 the Board of Supervisors approved the addition of two part-time, limited term positions for the Public Defender's Office. The positions will perform tasks to support the grant received from the U.S. Department of Justice titled Post-Conviction Testing of DNA Evidence to Exonerate the Innocent. The grant is a collaborative effort by the Orange County Public Defender's Office and the Orange County District Attorney's Office to review cases for defendants who have been erroneously convicted.
- In FY 2014-15, four positions were added as a result of the Orange County Board of Supervisors adopting a resolution on May 13, 2014, authorizing implementation of Assisted Outpatient Treatment, AB 1421 also known as "Laura's Law". The Public Defender's Office is mandated to provide legal representation to those clients affected by Laura's Law and was approved to add four additional positions in July 2014.
- In FY 2013-14, two positions were added to handle the additional responsibilities associated with the State Parole Violation Hearings in conjunction with AB109.
- In FY 2009-10, the department deleted 29 positions as a result of the budget reduction measures outlined by the County Executive Office and the Board of Supervisors
- In FY 2008-09, 17 positions were deleted as the Offices of the Public Defender participated in all the budget reduction measures outlined by the County Executive Office and our Board of Supervisors

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Offices of the Public Defender work diligently to support the County-wide mission, vision, values and goals which focus on excellence and integrity while remaining fiscally responsible in serving the community of Orange County.

The Public Defender services are core business functions mandated by law to represent clients under appointment by the courts. The budget is approximately 85% salaries and benefits and is monitored closely along with any initiatives that may impact services provided.

### Changes Included in the Base Budget:

The Public Defender's Adopted Budget for FY 2016-17 increased by \$697K from the FY 2015-16 Modified Budget. There were no augmentation requests.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Positions	397	399	399	399	0	0.00
Total Revenues	3,079,662	4,497,514	3,620,707	3,675,007	(822,507)	-18.29
Total Requirements	70,727,222	74,239,813	72,007,571	74,114,729	(125,084)	-0.17
Net County Cost	67,647,560	69,742,299	68,386,864	70,439,722	697,423	1.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Public Defender in the Appendix on page A70

### Highlights of Key Trends:

■ The Offices of the Public Defender continue to provide quality services on approximately 66,000 cases annually and is proactive in addressing workload impacts resulting from the complexity of casework, Proposition 47, realignment, revocation hearings, parole violation hearings, the three strikes law, changes in Proposition 36, changes in how some juvenile offenders are prosecuted, expansion of attorney responsibilities in delinquency matters, expanded filing of "cold cases" arising from advances in DNA evidence and other impacts of the evolving legal environment.

■ The Offices of the Public Defender, in partnership with the Community Corrections Partnership and other County Departments, continue to evaluate and employ best practices to ensure the continued successful implementation of services required as a result of AB109.

### Budget Units Under Department Control:

No.	Agency Name	Executive Management	Public Defender Unit	Alternate Defender	Associate Defender	Total
058	Public Defender	411,833	66,575,700	5,873,603	1,253,593	74,114,729
15N	Delta Special Revenue	0	27,470	0	0	27,470
	Total	411,833	66,603,170	5,873,603	1,253,593	74,142,199

## 15N - DELTA SPECIAL REVENUE

### Operational Summary

#### Description:

To provide competent representation to each court-appointed client in an efficient, cost-effective manner and in accordance with professional standards and ethics as established by the courts and by national and state legal organizations.

The Delta Special Revenue Fund was created on behalf of the Orange County Board of Supervisors in an agreement regarding the funding of Case No. 94ZF0195, by Calaveras County. It authorized the Public Defender to hire staff, arrange for space, contract services and arrange for equipment to undertake the action of representation of the defendant. It also authorized costs incurred by other Orange County departments as a result of the defendant's case.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	27,575
Total FY 2015-2016 Actual Expenditure + Encumbrance:	2,220
Total Final FY 2016-2017:	27,470
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	7,245	27,575	1,979	27,470	(105)	-0.38
Total Requirements	7,245	27,575	1,979	27,470	(105)	-0.38
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Delta Special Revenue in the Appendix on page A170

## 060 - SHERIFF-CORONER

### Operational Summary

#### Mission:

The men and women of the Orange County Sheriff-Coroner Department are dedicated to the protection of all we serve. We provide exceptional law enforcement services free from prejudice or favor, with leadership, integrity and respect.

#### Strategic Goals:

- Respond in a timely and effective manner to public safety concerns.
- Provide safe, secure, and efficient incarceration for pre-and post-trial inmates.
- Lead and support County-wide law enforcement efforts.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	
	Results	Target	How are we doing?
<b>NUMBER OF INMATE-ON-INMATE AND INMATE-ON-STAFF ASSAULTS REPORTED IN COUNTY JAILS.</b> <b>What:</b> Promote a safe and secure housing environment for incarcerated inmates as well as staff. <b>Why:</b> To maintain control of our correctional facilities and to ensure the safety of inmates and staff.	In FY 2014-15, the number of inmate-on-inmate assaults reported in County jails was 772 cases or 13% of the inmate population, the number of assaults on staff was 82 cases or 1.4% of the inmate population, representing a 14% decrease in inmate-on-inmate and a 49% increase in inmate-on-staff assaults.	Conduct ongoing review of operational procedures to maintain or reduce the number of inmate-on-inmate and inmate-on-staff assaults.	Documenting jail violence statistics has improved substantially since the creation of the Strategy Accountability Focus and Evaluation (S.A.F.E.) Division, which began compiling the statistics. The Department will continue to look for a variety of ways to enhance the safety of our inmates and staff.
<b>NUMBER OF INMATE GRIEVANCES HANDLED BY STAFF.</b> <b>What:</b> A formal process for an inmate to address an issue or condition of confinement that affects him/her. <b>Why:</b> Provides a positive outlet, reduces misconduct and improves custody operations for staff & inmates.	In FY 2014-15, the number of inmate grievances filed was 829.	Maintaining fair and appropriate resolution of the grievances filed by inmates.	In FY 2014-15, grievances filed by inmates decreased by 43% as compared to FY 2013-14's total of 1,456 grievances. The grievance database was upgraded in July 2014 which provides a more robust and stable database to manage the high volume of grievances.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	613,294,904
Total FY 2015-2016 Actual Expenditure + Encumbrance:	606,568,867
Total Final FY 2016-2017:	640,049,249
Percent of County General Fund:	19.69%
Total Employees:	3,402.00



## Key Outcome Indicators: (Continued)

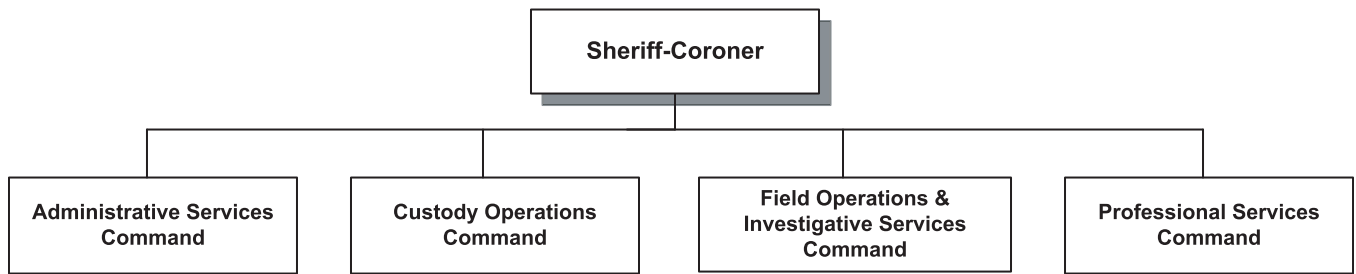
Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>NUMBER OF USE OF FORCE IN CUSTODY OPERATIONS FACILITIES.</b> <b>What:</b> A Use of Force occurs when Deputies have to use force to overcome resistance to control a subject. <b>Why:</b> Deputies are trained to use the amount of force reasonable and necessary to overcome resistance.	The number of use of force incidents reported in County jails during FY 2014-15 was 351 incidents or 0.6% of the number of inmates booked into the Orange County Jail system.	Continue to train Deputies to use the amount of force reasonable and necessary to overcome resistance and maintain the number of use of force equal to or less than 1% of inmate population.	Historically, less than 1% of the inmates booked in the jail system result in a use of force incident. Per the Custom Relation Management Use of Force Database, the Department achieved its planned target of less than 1%.
<b>RESPONSE TIME TO PRIORITY 1 CALLS FOR SERVICE.</b> <b>What:</b> Timely response to Priority 1 calls for service reduces/limits the potential danger to human life. <b>Why:</b> Staying within the allotted response times, Deputies can assist the public more efficiently.	In 2015, Law Enforcement response time to Priority 1 calls for services is on average 5:29 minutes, which did not meet the target average of 5 minutes.	Maintaining Law Enforcement response time to Priority 1 calls for service in less than or equal to the standard of 5 minutes.	In 2015, the Department's response time to Priority 1 calls for service averaged 5:29. Compared with 2014's average of 5:30 minutes, the Department improved its 2014 response time. Priority 1 calls and phone-initiated calls for services decreased by 11% and 5%, respectively, compared to 2014.
<b>CRIME RATE ON AREAS PATROLLED BY THE SHERIFF'S DEPARTMENT.</b> <b>What:</b> Measures Crime rate in areas patrolled by the Sheriff's Department. <b>Why:</b> Committed to keep the citizens of Orange County safe by being proactive in reducing crimes.	In 2014, areas patrolled by the Sheriff's Department had a crime rate of 11 per 1,000 residents, which is lower than the County's average of 22 per 1,000 residents.	Within Sheriff's service areas, we expect the crime rate to be lower than the County average.	Sheriff's patrol overall crime rates did not increase from 2013 to 2014. According to the Crime Statistics from the FBI's "Crime in the United States", the Department has achieved its planned target crime rates in Sheriff patrol areas were lower than the crime rates of other cities in the County.

## FY 2015-16 Key Project Accomplishments:

- The Sheriff Department was able to secure \$100 million from the State of California for County jail funding. The first phase project at the James A. Musick Facility received State Public Works Board (SPWB) approval (Project Establishment) in March 2013 and includes 512 new rated beds for the County of Orange Adult Detention System. The design of this first phase project is nearing completion. The department also secured a second conditional award for \$80 million from the State of California for County jail funding in January 2014. This second phase project at the James A. Musick Facility received SPWB approval (Project Establishment) in January 2015 and includes 384 rated beds for rehabilitation, treatment and housing. The design of this second phase project started in February 2015 and is well underway. These two phases have been combined for construction and will be built almost simultaneously. Construction is anticipated to begin in the Spring of 2017.
- In less than two years from the program's implementation, the Orange County Crime Lab's (OCCL) new OCBULLET 3D imaging database has obtained over 50 confirmed case hits, including the advanced 10 bullet-to-bullet hits. Most hits are from cross-jurisdictional cases involving different police agencies.
- The OCCL continues to work with California Office of Traffic Safety and state-wide crime laboratories to develop and implement state-of-the-art methodology for rapid testing of prescription drugs and marijuana in driving arrests. The legalization of marijuana in many states creates concern over a possible increase in driving under the influence, and Orange County implemented forensic analyses to prepare and protect the public.
- The OCCL was one of the few forensic laboratories in California to implement receipt and analysis of every sexual assault evidence kit collected in Orange County. By partnering with sexual assault nurses and police investigators, the evidence is delivered to the Crime Lab directly after collection, and analysis begins shortly thereafter. During the previous year, the number of rape kit submissions has doubled, and the Orange County Crime Laboratory has maintained efficiency so major crime DNA casework continues at peak efficiency without change.

- Synthetic cannabinoids are a growing problem in Orange County and the nation, and the OCCL is implementing methods and instrumentation techniques to address this threat to public health and safety. Additionally, the increased occurrence of fentanyl in both seizures and biological samples is being addressed by the Laboratory with leading-edge instruments and methods.
- In partnership with the Orange County Remote Access Network (RAN) Board, the OCCL implemented the new modern biometrics identification system, which provides rapid identification of fingerprints and other modalities such as palm-prints, iris, tattoos, etc. This assists local law enforcement with identifying suspects in criminal investigations and jail admissions. Orange County has piloted and is currently partnering with other counties to implement and expand Mobile ID searches, or on-site fingerprint identification of individuals by law enforcement.
- The Sheriff's Department has implemented a multi-year strategic plan to modernize all of the Information Technology Systems. The new systems will provide improved functionality and a better migration path to future technologies. These systems will improve efficiencies department-wide by consolidating multiple disparate systems into a single integrated system that will provide one source for real time information, crime analytics and statistics.
- The threat of terrorist attacks continues to be a nationwide issue. The Sheriff-Coroner Department maintains a proactive approach to reduce the risk of terrorist attacks through the establishment of the Homeland Security Division in 2008. It is the Sheriff's duty and responsibility to insure that all residents and guests of our county are adequately protected from the threat of any and all forms of terrorism, specific natural disasters and other critical incidents. During FY 2015-16, the Sheriff's Department created a maritime operations element capable of conducting high risk operations within the County's three harbors and along the Southern California coastline. The element consists of highly trained members of the Sheriff's Special Weapons and Tactics (SWAT) Team that have received specialized training in maritime operations and vessel interdiction. The element currently supports the Sheriff's Harbor Patrol Bureau, as well as Customs Border Protection and the United States Coast Guard in securing the waterways from Human/Narcotics Trafficking and Terrorism related activities.
- The S.A.F.E. Division (Strategy, Accountability, Focus, and Evaluation) was formed in October 2008. The S.A.F.E. Division is comprised of the following: Civil Litigation, Worker's Compensation, Safety & Training, Office of Continuous Improvement, Crime Intelligence and Analysis Unit, Policy Development, and Labor Relations Units. The Division also oversees a Risk Liaison Officer Program, a Critical Incident Review Board, Traffic Collision Review Board, Use of Force Review Board, and the Gold Star Program. The vision of S.A.F.E. is to increase accountability and consolidate all aspects of risk management. The S.A.F.E. Division successfully implemented Microsoft's CRM platform to develop new tools to reduce the department's risk exposure and implements use of force and risk management tracking. S.A.F.E. is committed to excellence in service to Sheriff's employees and the public.
- The Orange County Sheriff's Advisory Council (O.C.S.A.C.) was formed in 1979 as a California non-profit corporation for the purpose of supporting local law enforcement. There are approximately 560 business and community leaders who are members of the Advisory Council. The Advisory Council has raised funds for projects such as the Drug Education Program and PROJECT 999 (supports families of officers killed or injured in the line of duty); built the Laser Village, a state of-the-art firearms training complex located at the Sheriff's Katella Training Center, with money and materials donated by O.C.S.A.C. members; provided police dogs trained to aid in routine patrol or to sniff out narcotics and bombs; and many of the bulletproof vests worn by the deputies in Orange County were provided through donations by O.C.S.A.C. members. The Advisory Council is responsible for the building of the Peace Officers' Memorial which is located at the Orange County Sheriff's Regional Training Center in Tustin and donated over \$100,000 of in-kind services to rebuild the Laser Village at the Katella Training Facility. In the 37 years since O.C.S.A.C. was founded, over \$10.0 million in funding has been contributed for a safer Orange County.

## Organizational Summary



**Field Operations Command** - Provides patrol services to all unincorporated areas of the County and to 17 independent entities, including 13 municipalities that partner with the Department for law enforcement services. Manages the following Divisions: Airport Operations, North Operations, Southeast and Southwest Operations, Homeland Security.

Initiates and investigates public offenses and violations relating to crimes against persons and property, sex crimes, family violence, homicide, computer crimes, checks and fraud, vice and gang enforcement and narcotics offenses, as well as the implementation of specialized services and task forces, including special operations. Conducts investigations into circumstances surrounding deaths falling within the Sheriff-Coroner's jurisdiction.

Provides emergency management and preparedness services to the unincorporated areas of Orange County and supports the efforts of the Orange County Operational Area.

The Reserves Bureau is one of the most innovative law enforcement reserve forces in the nation. Reserve officers provide a wide variety of services in the community, volunteering their time to work alongside career law enforcement personnel.

**Professional And Court Services Command** - Provides critical countywide forensic science services in support of the investigation and prosecution of criminal cases. Conducts investigations into circumstances surrounding deaths falling within the Sheriff-Coroner's jurisdiction. Provides personnel, media relations, and record keeping to support the operation of the Department. Conducts law enforcement training for sworn peace officers, reserve peace officers, and professional staff in all phases of state and federal mandated training and continues law enforcement training courses for Sheriff-Coroner personnel and law enforcement agencies

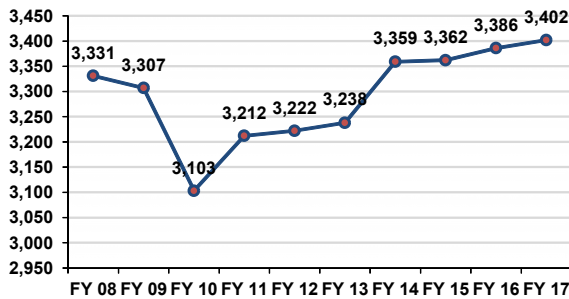
throughout Orange County and the State of California. Reviews, enhances, and creates department policies, improves safety through compliance with all mandates, reduces liability, decreases crime through statistical analysis and mapping, assists injured employees in their recovery and return to work and tracks employee performance to increase our commitment to excellence in service to the public.

The Court Operations Division provides bailiffing for all Superior Courts, staffing courthouse holding facilities, Courthouse security, enforcement of warrants of arrest, service and enforcement of civil process, and transportation of mental health conservatees for hearings.

**Custody Operations Command** - Provides jail functions to hold 65,000 arrestees annually and custodial services to inmates sentenced to serve time in Orange County, including housing, record keeping, recreational activity, food services, commissary and services associated with the secure custody of inmates. Correctional programs offer a variety of life skills and responsibility classes to help inmates re-enter the community as productive, law abiding citizens upon their release from jail. Jail population includes Immigration and Customs Enforcement (ICE) detainees and Assembly Bill (AB) 109 Realignment prisoners.

**Administrative Services Command** - Provides financial, budget, contract administration for law enforcement services, payroll, building maintenance and construction management, information systems, evidence storage and other business services in support of the Department's law enforcement mission. Provides centralized, coordinated communications systems for all local public safety agencies (law enforcement, fire, paramedic and lifeguard) and general government agencies on a 24-hour basis.

## Ten Year Staffing Trend:



## Ten Year Staffing Trend Highlights:

- Over the last ten years, staff expansion is primarily due to jail expansion, contract cities, John Wayne Airport, Joint Terrorism Task Force (JTTF), Orange County Intelligence Assessment Center, OC Crime Lab, patrol operations and security services for other agencies.
- The FY 2016-17 Adopted Budget includes six new positions to address increased service demands in unincorporated areas and a new Cyber Crime Unit.
- In FY 2015-16, two positions were added to assist in the development of the Closed Circuit Television (CCTV) upgrade and one position was added to support the OC Crime Lab.
- In FY 2014-15, 21 positions were added for the Security Bureau, Support Services, OC Crime Lab and the new Saddleback Station for Southeast Patrol Operations.
- In FY 2013-14, one position was added for the Law Enforcement Contract, City of Yorba Linda and two limited-term positions were added for the OC Crime Lab.
- In FY 2012-13, 122 positions were added to handle the increased needs of the department as a result of a new Law Enforcement Contract with the City of Yorba Linda, Deputy Sheriff Training, Central Jails and the OC Crime Lab. One position was transferred to CEO Risk Management.

- In FY 2012-13, 17 positions were transferred from Sheriff Court Operations, Budget Control 047, and one position was transferred to the Emergency Management Division, Budget Control 032.
- In FY 2011-12, seven positions were transferred into Budget Control 047 from other areas within the Sheriff's Department for Court Security.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Sheriff's Department will continue to provide exceptional law enforcement services to the residents of Orange County. The Department will continue to ensure the security, protection and welfare of those incarcerated in our facilities. We have reformed custody operations for the safety of staff and inmates and continually implement changes without reducing the public's safety or services provided.

### Changes Included in the Base Budget:

The Adopted Budget has a \$256 thousand Net County Cost (NCC) increase compared to the FY 2015-16 Modified Budget and includes a one percent growth increase of \$1 million and a net decrease in one-time NCC of \$744 thousand.

The FY 2016-17 budget, with augmentation requests, represents continued operations at the FY 2015-16 level of service with expansion to meet demands of servicing the unincorporated areas and cyber-crime. To meet the FY 2016-17 NCC limit, the Sheriff's Department submitted one augmentation request to reduce 97 position and \$16.3 million for their budget pertaining to jail operations. A restore augmentation was requested for the full 97 positions and \$15.5 million of which the Adopted Budget includes \$14.8 million.

## Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Restore Ninety-Seven Positions, Services &amp; Supplies and Net County Cost to Maintain Current Level of Service</b> Amount: \$ 14,822,249	Restoration of ninety-seven positions and \$14.8M to sustain jail operations.	Maintain low number of incidents in County jails involving inmate violence.	7124

## Approved Budget Augmentations and Related Performance Results: (Continued)

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Increase Appropriations and Net County Cost for Closed Circuit Television System</b> Amount:\$ 2,000,000	Upgrade of CCTV system will improve coverage and reliability of video captured in jail facilities.	Increase coverage, reliability and quality of video captured in key areas of the jail facilities.	7131
<b>Add Four Positions, Appropriations, and Net County Cost for Expansion of Services in Unincorporated Areas</b> Amount:\$ 724,759	Add four Deputy Sheriff II's to the Southeast Patrol Operations to serve public protection needs.	Increase patrol and response times and decrease officer and safety concerns.	7132
<b>Add Two Positions, Appropriations and Net County Cost for Cyber Crime Investigations</b> Amount:\$ 341,545	The Cyber Crime Unit will increase public protection related to computer-crime intrusion.	Cyber Crime Unit aligns County mission, values and goals and increases protection of its citizens.	7133

## Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016 Budget	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017 Final Budget	Change from FY 2015-2016 Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Total Positions	3,383	3,396	3,396	3,402	6	0.18
Total Revenues	472,489,691	493,111,283	483,716,133	519,609,501	26,498,218	5.37
Total Requirements	555,162,759	613,294,904	602,025,523	640,049,249	26,754,345	4.36
Net County Cost	82,673,068	120,183,621	118,309,390	120,439,748	256,127	0.21

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Sheriff-Coroner in the Appendix on page A75

## Highlights of Key Trends:

- Prop 172 Public Safety Sales Tax Revenue (Prop 172) remains a significant funding source for the Sheriff's Department, but fluctuated with the economy and declined significantly in the past years. Although Prop 172 revenue has experienced growth, it is not significant enough to offset the ongoing operational costs increase in the areas of Salaries & Employee Benefits, Workers' Compensation Insurance, Property & Liability Insurance, fuel, food and other Services & Supplies.
- In response to overall operational cost increases and the decline in State and Federal grants as well as other revenues, the department is focused on reducing the budget

without impacting public safety. One of the measures has been to delay in filling vacant positions in order to save costs. In addition, the department reduced/deferred facility maintenance and equipment purchases.

- The Department faces a fluctuating jail population which may impact revenues. The passage of Proposition 47 has reduced the inmate population, however, those same convicts may be re-incarcerated as they miss court dates and fail to pay citations. The AB109 population has also decreased with the passage of Prop 47 due to the reclassification of inmates and ICE beds fluctuate which impacts revenue.

## Budget Units Under Department Control:

No.	Agency Name	Field Operations and Investigative Services Command	Professional And Court Services Command	Custody Operations Command	Administrative Services Command	Total
032	Emergency Management Division	4,198,182	0	0	0	4,198,182
047	Sheriff Court Operations	0	59,604,329	0	0	59,604,329
055	Sheriff-Coroner Communications	0	0	0	12,698,649	12,698,649
060	Sheriff-Coroner	260,869,647	32,772,435	216,214,207	130,192,960	640,049,249
103	O.C. Methamphetamine Lab Investigation Team	436,988	0	0	0	436,988
109	County Automated Fingerprint Identification	0	1,496,436	0	0	1,496,436
118	Sheriff - Regional Narcotics Suppression Program	6,145,720	0	0	0	6,145,720
125	Sheriff - Regional Narcotics Suppression Program	458,304	0	0	0	458,304
126	Regional Narcotics Suppression Program - Other	2,749,125	0	0	0	2,749,125
132	Sheriff's Narcotics Program	3,912,968	0	0	0	3,912,968
133	Sheriff Narcotics Program - Other	516,706	0	0	0	516,706
134	Orange County Jail	0	0	1,847,768	0	1,847,768
139	Sheriff's Narcotics Program	587,138	0	0	0	587,138
13B	Traffic Violator	1,160,897	0	0	0	1,160,897
13P	State Criminal Alien Assistance Program (SCAAP)	0	0	0	1,765,071	1,765,071
13R	Sheriff-Coroner Replacement & Maintenance	0	0	0	12,342,705	12,342,705
141	Sheriff's Substation Fee Program	3,342,579	0	0	0	3,342,579
143	Jail Commissary	0	0	10,584,099	0	10,584,099
144	Inmate Welfare	0	0	9,026,645	0	9,026,645
14D	CAL-ID Operational Costs	0	1,245,782	0	0	1,245,782
14E	CAL-ID System Costs	0	28,609,952	0	0	28,609,952
14G	Sheriff's Supplemental Law Enforcement Service	0	0	0	3,114,521	3,114,521
14Q	Sheriff-Coroner Construction and Facility Development	0	0	0	16,664,498	16,664,498
15L	800 MHz CCCS	0	0	0	17,769,536	17,769,536
	Total	284,378,254	123,728,934	237,672,719	194,547,940	840,327,847



## 032 - EMERGENCY MANAGEMENT DIVISION

### Operational Summary

#### Description:

The Emergency Management Division leads, promotes, facilitates and supports County and Operational Area efforts to mitigate, prepare for, respond to, and recover from disasters. Members of the Emergency Management Division respond to direction provided by the Orange County Emergency Management Council and the Operational Area Executive Board. Duties include direct emergency response, disaster planning, responder training, public education and

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	4,363,798
Total FY 2015-2016 Actual Expenditure + Encumbrance:	3,780,048
Total Final FY 2016-2017:	4,198,182
Percent of County General Fund:	0.13%
Total Employees:	19.00

agency-specific training for fire, flood, earthquake, civil disturbance, tsunami, San Onofre Nuclear Generating Station (SONGS) and terrorism. The Emergency Management Division is responsible to respond and activate the County Emergency Operations Center during times of emergency.

#### Strategic Goals:

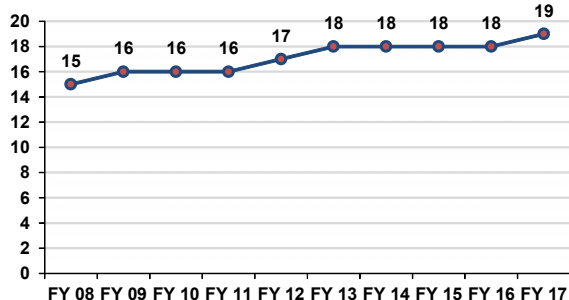
- Maintain the County and Operational Area Emergency Operations Center (EOC) in a constant state of readiness for emergency activation and disaster response, ensuring a cadre of trained responders, capable of managing a large, catastrophic emergency event.
- Update County Emergency Operations Plan and Annexes with corresponding training programs for responders including topics such as: weapons of mass destruction, aviation disasters, tsunamis, dam failures, fires, floods, mutual aid, care and shelter, and volunteer management.
- Produce Department specific emergency plans and procedures to ensure business continuity and internal response protocols.
- Conduct specialized training for County and Operational Area Field Level and EOC responders in preparation for the planned EOC Exercises and real emergency incidents through the building of Type 3 All Hazards Incident Management Teams.
- Expand the County-wide web based emergency management software with additional components, including resource tracking and mapping. Improve the usability of this system to benefit Orange County and the Cities within the County boundaries.
- Manage the AlertOC system and coordinate the County-wide emergency mass notification system in collaboration with Orange County Cities.
- Develop a plan for establishing an alternate EOC, addressing the findings of the 2015 Grand Jury Report, "Orange County Emergency Operations." This includes developing a plan to mobilize people and equipment to an alternate location, as well as researching a longer-term solution to the technical limitations of the existing EOC.

#### FY 2015-16 Key Project Accomplishments:

- The County and Operational Area continue to demonstrate innovation and effectiveness in emergency management, forming a dynamic program capitalizing on continuous improvement in order to provide the best level of service to the whole community including people with disabilities and those with access and/or functional needs.

- Activated the Emergency Operations Center (EOC) for incidents including: Laguna Canyon Road Fire, 241 Fire, Silverado Canyon Rain, Excessive Heat, and September 2015 Tsunami Event. Continued to respond to the debris flow risk associated with the burn area from the 2014 Silverado Fire, including agency coordination, hazard mitigation and community outreach.
- Enhanced the EOC facility including: upgrading the facilities 800MHz equipment, installing AT&T in-building coverage, replacing the HVAC system, and implementing a data and communications redundancy solution.
- Conducted El Niño preparedness training and outreach, including a Winter Weather Workshop, local cable access show appearances, City Manager presentations, and community group outreach.
- Consolidated and updated the EOC responder training into a 1-day course hosted at the EOC and open to all jurisdictions.
- Coordinated a large increase in public information related to the San Onofre Nuclear Generating Station (SONGS), Southern California Edison, and the Nuclear Regulatory Commission. This included numerous public meetings which were held in Orange County, all with high profile and controversial issues.
- Negotiated a Memorandum of Understanding with Southern California Edison detailing the responsibilities and funding for emergency management activities around the decommissioning SONGS facility.
- Coordinated and managed a multi-agency exercise schedule, which included City of Laguna Hills Tabletop Exercise, Pacific Tsunami Exercise, Operational Area Earthquake Functional Exercise, SONGS conference calls, AlertOC Regional Tests, and the Great California Shakeout Earthquake Drill.
- Provided support and input to the Orange County Emergency Managers Organization (OCOMO), which represents 115 signatory members of the Orange County Operational Area Agreement and whose mission is to mitigate, prepare for, respond to and recover from the next emergency or catastrophic disaster impacting Orange County.
- Coordinated the Orange County California Citizen Corp Council, including collaboration with program representatives from the Citizen Emergency Response Teams (CERT), Volunteers in Police Services (VIPS), Medical Reserve Corps (MRC), Radio Amateur Civil Emergency Service (RACES), Neighborhood Watch and Fire Corp.

### Ten Year Staffing Trend:



- During FY 2008-09, one Administrative Manager I was added. The position was transferred from Sheriff's Budget Control 060 due to increased workload resulting from greater demands for Emergency Management programs, grant mandates and legislative requirements.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

### Ten Year Staffing Trend Highlights:

- During the FY 2015-16 Budget Cycle, one senior emergency management program coordinator position was added to take on Department disaster planning.
- During the FY 2012-13 Budget Process, one Administrative Manager I position was added to the Budget in support of the AlertOC program, which was transferred from CEO to the Emergency Management Division.

The Emergency Management Division will continue to provide emergency response, training, mitigation, and preparedness services to the Orange County Operational Area composed of all County governmental agencies, plus all political subdivisions within the geographical boundary of the County. The County's Emergency Operation Center,



located at Loma Ridge, will continue to remain in a constant state of readiness for all emergencies involving earthquakes, tsunamis, nuclear power plant emergencies, sudden and severe energy shortages, civil disturbances, terrorism and acts of war.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	18	19	19	19	0	0.00
Total Revenues	1,882,489	3,185,723	2,604,115	2,995,878	(189,845)	-5.96
Total Requirements	2,752,128	4,363,798	3,716,752	4,198,182	(165,616)	-3.80
Net County Cost	869,639	1,178,075	1,112,637	1,202,304	24,229	2.06

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Emergency Management Division in the Appendix on page A46

### Highlights of Key Trends:

- Emergency Management is increasingly reliant on information systems to produce detailed information during disaster response, such as automated detection for hazardous chemical plumes, rapid damage assessment tools and the ability to produce a common operational picture for all levels of government. Technical support is now required to manage the informational systems used in everyday emergencies. Moving forward, high tech solutions will be required to address catastrophic emergencies.
- Emergency Management leads the County effort to produce the Orange County Hazard Mitigation Plan. This involves emerging science related to climate change and the adaptability of communities to become disaster resilient.
- Emergency Management is leading the effort to improve emergency planning for people with disabilities, and those with access and/or functional needs through a collaborative effort, which includes the building of partnerships with private, non-profit and advocacy groups.
- Emergency Management continues to work on planning, preparing and training for yearly emergency exercises, including those related to terrorism response, earthquakes, flooding, and the San Onofre Nuclear Generating Station spent fuel pools.
- Emergency Management continues to improve current Emergency Plans (County and Operational Area Emergency Operations Plan, Hazard Mitigation Plan, San Onofre Nuclear Generating Station (SONGS)) and Annexes (Weapons of Mass Destruction, Aviation Disaster, Mass Evacuation, Recovery) and develop new Annexes (Volunteer and Donations Management).
- Emergency Management continues to lead the County/Operational Area effort on terrorism emergency planning.
- Emergency Management is responsible for maintaining the County/Operational Area Emergency Operations Center in a constant state of readiness (per County Board Ordinance) for activation and exercises.
- Emergency Management continues to receive a high number of requests for public education and preparedness expos, which fall into an unfunded area. There is no staff dedicated to working with the unincorporated County area residents and community groups. This is an area in which requests will continue to increase as incidents and emergency situations increase.

## 047 - SHERIFF COURT OPERATIONS

### Operational Summary

#### Description:

In keeping with the Mission and Core Values of the Orange County Sheriff's Department, the Court Operations Division is committed to protect and serve the judiciary and the public with integrity and professionalism by ensuring a safe environment in the Superior Court of Orange County.

#### Strategic Goals:

- All orders of the Court and civil processes shall be served and enforced with a pledge to providing those services in the most vigilant, efficient and courteous manner.

#### FY 2015-16 Key Project Accomplishments:

- Court Security Services: The Sheriff and Orange County Superior Court principals continue to meet regularly to converse Court Security Services from an operational and fiscal perspective and to anticipate financial impacts of Federal and State legislation and budget policies. The staffing plan negotiated in FY 2011-12 was modified in FY 2015-16 with the addition of court security positions. Sheriff Court Operations and Financial managers closely monitor Security costs and have exigency plans in place to modify staffing and reduce costs if the State should change its committed allocation for Court Security Services. The Court Operations Division Commander meets quarterly with his peers around the state to discuss operational and budget trends and to ensure that Orange County is maximizing our resources in providing services to the court.
- Civil Process Services: The backlog of civil process cases has been effectively eliminated through the restoration of previously deleted Civil Process Technician positions and the cautious use of extra help personnel. Those costs, in excess of Net County Cost, are being offset with Civil Trust Fund collections.
- The Civil Process Office Services Bureau has been reorganized to increase efficiencies. An Administrative Manager I oversees the operations in Santa Ana and Newport Beach. Additional Civil Process Supervisor positions have also been added. An Accountant/Auditor II position was added (reclassified from an existing Civil Process Supervisor position) which streamlined fund reconciliation and improved collections of county fees.

**Sheriff Court Operations** - Custody Operations Command - Court Operations Division: One of the primary responsibilities of the Department is security of the Courts. Courtroom security is achieved by Deputies and Sheriff's Special Officers (SSOs) assigned as bailiffs for the courtrooms. Bailiffs maintain and preserve order in courtrooms, ensure proper decorum by remaining ready to meet and control unusual situations, and act to protect judges, witnesses, defendants, other members of the courtroom staff and the public. Addi-

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	57,632,728
Total FY 2015-2016 Actual Expenditure + Encumbrance:	57,632,727
Total Final FY 2016-2017:	59,604,329
Percent of County General Fund:	1.83%
Total Employees:	384.00

tionally, bailiffs sequester juries during deliberations, provide information to Court clientele, schedule arrival and departure of prisoners, maintain custody of prisoners who have matters scheduled in their courtrooms, patrol courthouse hallways, and operate airport-style screening for the purpose of weapons interdiction. In 2015, 3.51 million people passed through weapons screening stations on visiting Orange County Courthouses. Costs for all court security activities are reimbursed by Trial Court Funding.

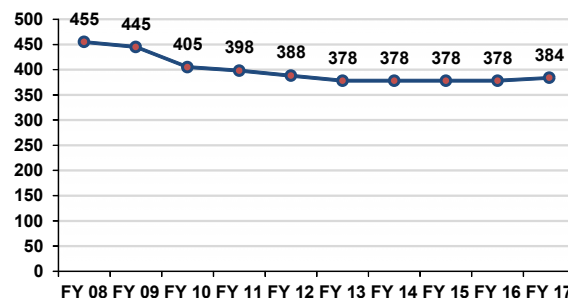
**Detention:** In addition to limited bailiff assignments, Deputies are assigned to transport and guard prisoners while at Court. Their duties include operation of court holding cells, booking defendants ordered into custody from the courtrooms, and standing guard while high-risk trials are in progress. In calendar year 2015, 102,608 adult prisoners were processed in the Orange County Courts. In that same period, 5,635 juvenile offenders were safeguarded at the Lamoreaux Justice Center (LJC) during court appearances. Temporary holding functions, unlike 24-hour jail functions, are allowable costs under Rule 810 and are also reimbursed through Trial Court Funding. Special Officers in Court Security transport conservatees to and from locked-down mental health facilities and Central Justice Center (CJC). In 2015, 1,524 conservatees were transported over 34,115 miles to ensure their safe attendance at court hearings.

**Civil Process Services:** This Unit is comprised of Deputy Sheriff IIs, Sheriff's Technicians and professional staff, all committed to case management/processing and field enforcement of Civil Process. These employees serve and enforce the subpoenas, orders, notices, summonses and other processes of the Court. Civil fields Deputies seize property under Court order, sell property seized to satisfy judgments and enforce orders to evict tenants. The Unit has made great strides in reorganizing and streamlining this activity in ways that will ultimately improve services and enhance revenue collections. All of these complementary goals provide a platform upon which an integrated network of user-friendly data gathering services may be expanded and connected with the Superior Court's system to track a case from start to finish. In calendar year 2015, 42,616 individual processes (including temporary restraining orders) were processed and/or served and generated \$2.4 million in County fee revenue.

**Administration:** Sheriff Court Operations Administration includes three Lieutenants who have oversight responsibility for Justice Center Court Security, Civil Process Services and general administration of the Division.

**Executive Management:** This activity includes a Captain for Sheriff Court Operations and the Captain's Secretary.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- During the FY 2015-16 Budget Process, a total of six positions were added for court security.
- In the FY 2012-13 and FY 2011-12 Budget Process, 17 positions were transferred to Budget Control 060 due to the Department consolidation.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Court Operations Division will continue to provide security at all Orange County Justice Centers, provide a safe and secure environment for defendants at Justice Centers, and provide services to residents and businesses in Orange County and to serve civil process and enforce court orders.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Positions	378	384	384	384	0	0.00
Total Revenues	39,136,251	53,332,305	53,335,064	55,260,902	1,928,597	3.62
Total Requirements	51,252,500	57,632,728	57,473,049	59,604,329	1,971,601	3.42
Net County Cost	12,116,249	4,300,423	4,137,985	4,343,427	43,004	1.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Sheriff Court Operations in the Appendix on page A59

## Highlights of Key Trends:

■ Assembly Bill 118, effective July 1, 2011 made certain changes to the manner in which Court Security services are funded. Funds for Court Security come directly to the County from the State and have been deposited in a unique Trial Court Security Account. This account will be "billed" each month for reimbursement of all allowable security costs as detailed by the Sheriff's Department. State funding for Court Security should be stable through FY 2016-17 Superior Court and the Sheriff will continue to negotiate a staffing and security plan.

■ The Sheriff's Court Operations Division continues to maintain a working partnership with the Superior Court and will seek to maximize security services while working within available funding levels.

## 055 - SHERIFF-CORONER COMMUNICATIONS

### Operational Summary

#### Description:

The Department provides centralized county-wide coordinated communications systems for all local public safety agencies (law enforcement, fire, paramedic and lifeguard) and for general government agencies on a 24-hour basis. Sheriff's Communications & Technology Division provides centralized operation, maintenance and financial management of the 800 MHz Countywide Coordinated Communications System (CCCS). The Division has a staff of engineers, technicians and support staff that provide a high level of technical expertise to various public safety functions as follows: the Technical Services Section is a resource for government agencies in the planning, design, implementation and maintenance of technology-based systems, such as radio maintenance and repair, jail automation, multimedia, closed circuit television, video conferencing and other custom applications; the Engineering Section provides engineering

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	13,867,522
Total FY 2015-2016 Actual Expenditure + Encumbrance:	13,167,638
Total Final FY 2016-2017:	12,698,649
Percent of County General Fund:	0.39%
Total Employees:	83.00

services to evaluate and implement state-of-the-art technologies, provide frequency management, engineering, design, installation, maintenance and repair of communications and electronic equipment at backbone sites and public safety dispatch centers; and the Emergency Communications Section coordinates all emergency communications plans with local, State, Federal and volunteer organizations, provides end-user radio training, and supplements emergency and disaster communications resources and services for all Orange County public safety agencies with trained Amateur Radio volunteers through the Radio Amateur Civil Emergency Service (RACES) program.

#### Strategic Goals:

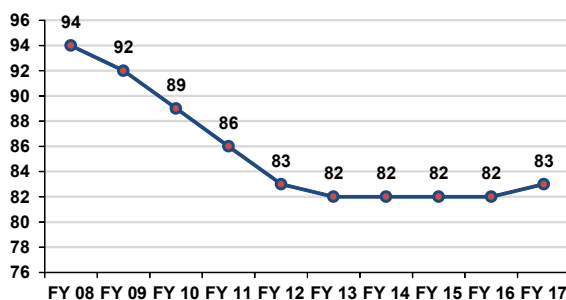
- Continue to provide a reliable interoperable two-way radio communications system to the Public Safety and Local Government Community in Orange County.
- Provide a technical resource for all governmental agencies in Orange County for their communications and high technology needs.
- Provide high quality, cost effective design, installation and maintenance for all critical communications and electronic systems used by City and County Law Enforcement, Fire, Lifeguard, OC Public Works, Health Care Agency, Social Services Agency, and other governmental departments in Orange County.

#### FY 2015-16 Key Project Accomplishments:

- Continued the 800 MHz CCCS system life extension program to extend the useful life of the network and subscriber equipment to the year 2018. This included the replacement of obsolete Quantar radios with GTR8000 radios at Northwest and Southwest Cell remote radio sites and starting the replacement at Laguna and North Cell remote radio sites.
- Finalized a Joint Agreement Amendment that included a system migration plan and budget estimates with our key partners including the Orange County City Managers Association, Orange County Chiefs' of Police and Sheriff's Association, Orange County Fire Chiefs Association, Orange County Lifeguard Association, 800 MHz User Group and 800 MHz Governance Committee.

- Continued the engineering and planning for the Moro Ridge 800 MHz radio site to improve public safety radio coverage between Laguna Beach and Newport Beach along Pacific Coast Highway.
- 800 MHz Rebanding planning efforts continued for this FCC mandated program designed to mitigate interference being caused to public safety. A frequency reconfiguration agreement was approved and we received the FCC approved frequency plan for our area. The Division continues non frequency specific Rebanding work as allowed by law including continued development of over 1,000 radio templates.
- Started the design and engineering of all security electronics (video, access control, control systems, duress, paging, intercom) for Musick expansion project.
- Continued engineering and testing for the implementation of body worn video cameras for OCSD.
- Initiated projects to design and install Closed Circuit Television (CCTV) upgrades for Juvenile Hall, Sheriff Headquarters, Sheriff Jails and Sheriff Commissary to include a digital IP video and management system.
- Began the engineering and design of P25 templates for 800 MHz subscriber programming.
- Completed the installation of equipment that allows for AT&T cellular coverage inside the Loma Ridge Emergency Operations Center.
- Completed the upgrade of dispatch consoles for ten public safety agencies (law enforcement, fire services, lifeguard, animal control). Assisted with implementation of Probation Department providing dispatching services for the District Attorney.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- During FY 2015-2016, one position was transferred from Sheriff-Coroner, Budget Control 060, due to increased demands and funded by Prop 172.
- In FY 2011-12, a total of two positions were transferred to other areas in the department. One position was transferred to Court Operations, Budget Control 047, and

one position was transferred to Sheriff-Coroner, Budget Control 060 which was offset by a transfer of one position from Sheriff-Coroner.

- In FY 2010-11 and prior years, a total of eleven positions were deleted primarily due to budget reduction measures outlined by the County Executive Office and the Board of Supervisors.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Sheriff-Coroner Communications & Technology Division will continue to provide centralized operation, maintenance and financial management of the 800 MHz CCCS. The division supports the County's strategic priorities by providing reliable communications and technical support, which enables first responders, public works and government employees to efficiently perform their duties while using a wide variety of communications and technology platforms.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	82	83	83	83	0	0.00
Total Revenues	5,044,437	5,530,988	4,831,331	6,555,988	1,025,000	18.53
Total Requirements	10,331,950	13,867,522	12,987,499	12,698,649	(1,168,873)	-8.43
Net County Cost	5,287,513	8,336,534	8,156,168	6,142,661	(2,193,873)	-26.32

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Sheriff-Coroner Communications in the Appendix on page A65

## Highlights of Key Trends:

- Interoperable communications for first responders.
- Digital audio and video recording systems and services.
- Video conferencing/visitation systems.
- Jail electronics/control systems and services.
- Extending 800 MHz CCCS network and subscriber fleet, as a migration path towards the next generation system.
- FCC required Rebanding planning and implementation.



# 103 - O.C. METHAMPHETAMINE LAB INVESTIGATION TEAM

## Operational Summary

### Description:

The Orange County Proactive Methamphetamine Laboratory Investigation Team, also known as "PROACT" for its pro-active enforcement posture, was established in 1998 pursuant to an agreement between Orange County law enforcement agencies. The task force is composed of personnel from the Orange County Sheriff's Department, other city and law enforcement entities within Orange County. The primary objective for the deployment of PROACT is to proactively target and investigate those individuals and organizations involved in the illicit manufacturing and trafficking of methamphetamine. Fund 103 was created to track Federal grant and asset forfeiture expenditures associated with PROACT's operational response.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	436,427
Total FY 2015-2016 Actual Expenditure + Encumbrance:	277,991
Total Final FY 2016-2017:	436,988
Percent of County General Fund:	N/A
Total Employees:	0.00

Personnel assigned to PROACT are also tasked as the Orange County Lab Response Team (OCLRT), an active offspring of the Regional Methamphetamine Task Force, which was designed to serve the extremely diverse methamphetamine enforcement/intelligence needs of the entire four counties within the Los Angeles High Intensity Drug Trafficking Area (LAHIDTA).

### Strategic Goals:

- From its inception to the present day, PROACT has continued to be the primary law enforcement group tasked with the disruption of clandestine methamphetamine laboratory manufacturing organizations and traffickers within Orange County. The Task Force has evolved into the primary clandestine laboratory response team for all laboratory incidents that occur in the County. Through its enforcement efforts, PROACT has and continues to have a profound impact on the number and frequency of clandestine methamphetamine laboratory incidents in Orange County. The actions of PROACT also influences child welfare and health systems, which are affected by the methamphetamine epidemic, including its manufacturing and use.
- PROACT has subscribed to the philosophy that the existence of methamphetamine laboratories is a basic three-pronged cycle: Facilitation, Manufacturing and Distribution. The Task Force continues to focus on disrupting each of these prongs, thereby reducing both the number of clandestine laboratories and chemical supply in Orange County.

### FY 2015-16 Key Project Accomplishments:

- During the calendar year 2015, PROACT personnel continued in their pursuit of those involved in the manufacturing, transportation and distribution of methamphetamine along with precursor chemicals in and around Orange County. PROACT conducted numerous investigations resulting in the following arrests/seizures: one Clandestine Lab incident, 7 lbs of methamphetamine, 70 kg of cocaine, 5 lbs of heroin, 6 lbs of Marijuana, \$868,465 in U.S. Currency. In addition, the team made eight felony arrests, seized two guns and conducted numerous probation/parole searches.
- Due to state budget reductions, the PROACT Team lost a portion of its funding resulting in the loss of the office space in which they worked. The Regional Narcotic Suppression Program (RNSP) facility is equipped with a state of the art wire room and functions as a multi-agency task force headquarters, training and conference facility. The move was seamless and had minor impact on RNSP operations. Since the merge and recent change in administrative oversight, additional



personnel previously assigned to the RNSP were reassigned to the PROACT to further enhance their enforcement efforts as well provide an additional support team for the RNSP. The PROACT & RNSP now pursue a collaborative effort towards targeting, disrupting and dismantling clandestine laboratory manufacturing organizations and traffickers within Orange County. Accomplishments noted above are in addition to the support provided to the RNSP and their key accomplishments.

## Budget Summary

### Changes Included in the Base Budget:

FY 16-17 consists of PROACT's Department of Justice Asset Forfeiture remaining balances.

### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016 Budget	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017 Final Budget	Change from FY 2015-2016 Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Total Revenues	256,104	436,427	371,849	436,988	561	0.13
Total Requirements	256,104	436,427	371,850	436,988	561	0.13
Balance	0	0	(1)	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: O.C. Methamphetamine Lab Investigation Team in the Appendix on page A95

### Highlights of Key Trends:

- Orange County and Southern California continue to be the pipeline for major drug trafficking organizations (MDTO's) bringing their methamphetamine into the United States. Once in the Southern California area, the methamphetamine is often cleaned with a process called "Icing" which involves the washing of drugs with solvent, allowing it to be sold at a higher price. The presence of methamphetamine manufacturing labs in Southern California has dropped significantly; however, the team continues to encounter these "Icing" labs in and around Orange County. The drug cartels have moved some of their production into Mexico where they have more access to the precursor chemicals needed for production and less of a presence from law enforcement.
- During 2015, PROACT continued to focus on disrupting drug trafficking organizations in the facilitation, manufacturing and distribution of methamphetamine. Since

the aggressive movement of production to Mexico, the PROACT has experienced a shift in trend from production to smuggling. PROACT continues to identify laboratories throughout the region as well as the identification of leads related to the transportation of methamphetamine in liquid form.

- In addition to Methamphetamine, Orange County is also experiencing an increase in the use of Hash/honey oil, as well as an increase in butane honey oil extraction labs. This new designer drug is a new focus of law enforcement agencies within the boundaries of Orange County. As a result, law enforcement incidents include buy/bust operations, enforcement investigations, clandestine methamphetamine and butane honey oil laboratories and search warrants. Furthermore, the PROACT is experiencing a more critical threat to the exposure of the growing trend of Fentanyl, due to the laboratory environments they more often are exposed.

## 109 - COUNTY AUTOMATED FINGERPRINT IDENTIFICATION

### Operational Summary

#### Description:

The State Department of Justice maintains an automated system, known as the California Identification (CAL-ID) System, for retaining and identifying fingerprints. CAL-ID is a computer system which stores fingerprint information and provides a remarkably high-speed comparison to crime scene prints or prisoners' prints. This budget funds the Sheriff Department's costs for operating the system in Orange County.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,363,580
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,299,408
Total Final FY 2016-2017:	1,496,436
Percent of County General Fund:	N/A
Total Employees:	14.00

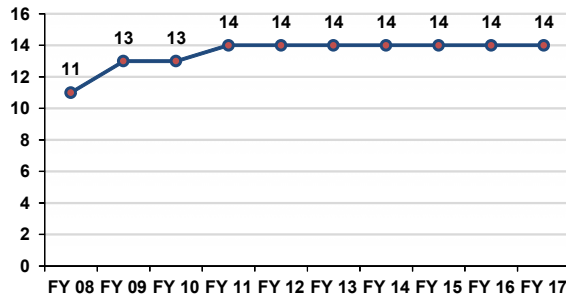
#### Strategic Goals:

- Resolve remaining data issues in the newly deployed Automated Biometric Identification System. Establish Memorandums of Understanding (MOUs) with various law enforcement trading partners to allow mutual searching of fingerprints and palmprints in other jurisdictions' systems.
- Conduct a competitive procurement and select a provider for new live scan devices/biometric booking stations for police agencies and county jails.
- Procure a county-wide Mobile Identification solution to be used by mobile law enforcement units for tactical fingerprint identification.

#### FY 2015-16 Key Project Accomplishments:

- Significant data migration cleanup was completed for the newly operational Automated Biometric Identification System.
- Completed a Mobile Identification pilot project.
- Implemented digital fingerprint capture by live scan at the Coroner Division.

## Ten Year Staffing Trend:



## Budget Summary

### Changes Included in the Base Budget:

The County Automated Fingerprint Identification Fund is a self-balancing budget with restrictive revenue from Court Fines. The base budget for Fiscal Year 2016-17 includes \$1,064,288 transfer in from Fund 14D to fund operational costs in Fund 109 when revenue is insufficient to offset the expenditures for that year.

### Ten Year Staffing Trend Highlights:

- Staffing has remained consistent at 14 positions since FY 2010-11.

### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016	FY 2015-2016	FY 2016-2017 Final Budget	Change from FY 2015-2016	
		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Positions	14	14	14	14	0	0.00
Total Revenues	1,161,319	1,363,580	1,300,499	1,496,436	132,856	9.74
Total Requirements	1,161,318	1,363,580	1,300,499	1,496,436	132,856	9.74
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: County Automated Fingerprint Identification in the Appendix on page A103

### Highlights of Key Trends:

- The trend continues to expand from traditional fingerprint identification databases to multi-modal biometric identification systems, capable of storing and matching several types of physical features for identification. Fingerprint and palmprint identification are widely used by local law enforcement. Mobile fingerprint identification and facial recognition are the next most commonly used biometric modalities. Iris pattern recognition, voice pattern recognition and DNA profile matching are among the emerging biometric modalities being considered by local law enforcement to maximize the ability to identify criminals. Attention continues to focus on the standardization of automated biometric identification systems and the interoperability among disparate local, state, national and international databases.
- These trends will impact the Cal-ID operation and will result in more technically skilled staff with more diverse skill sets. The national trend is toward standardization of all aspects of forensic science, to include mandatory examiner certification and laboratory accreditation.

# 118 - REGIONAL NARCOTICS SUPPRESSION PROGRAM - DEPARTMENT OF JUSTICE

## Operational Summary

### Description:

The Regional Narcotics Suppression Program (RNSP) - Department of Justice (DOJ) is one of three revenue generating funds established to support the mission of RNSP. RNSP is a multi-agency task force initiative composed of narcotics officers from the Sheriff's Department, cities within the County, and Federal Agencies. The program is administered by the Sheriff's Department under the direction of the Sheriff's Department Investigations Captain, who reports to an Executive Board comprised of Police Chiefs, the Sheriff and Federal personnel. The mission of this Program is to identify, disrupt and dismantle high-level major Drug Trafficking

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	5,227,962
Total FY 2015-2016 Actual Expenditure + Encumbrance:	3,854,493
Total Final FY 2016-2017:	6,145,720
Percent of County General Fund:	N/A
Total Employees:	0.00

Organizations that utilize the County of Orange as a nexus for their Organization. RNSP directs drug enforcement efforts throughout the County of Orange, encouraging coordination and cooperation between Law Enforcement and Prosecuting Agencies. This fund is used to manage equitably shared asset forfeiture funds from the U.S. Department of Justice.

### Strategic Goals:

- Continue to channel funding resources and administer investigations in a manner that augments the National effort by communicating and coordinating with Law Enforcement Agencies throughout the Country and other High Intensity Drug Trafficking Area (HIDTA) regions by utilizing the "best case approach with maximum effect on the target" concept as a primary guideline in the development of all cases.
- Continue to improve investigative techniques utilizing advanced technology both operationally and administratively to enhance case development and minimize duplication with improved coordination, specifically in the areas of wire-intercept communications, Global Positioning Systems and covert camera systems.
- Continue to focus on upgrading and implementing a variety of surveillance related equipment, which assists aerial and ground surveillance teams in monitoring key targets within an organization.
- Continue to direct all operations in a combined effort to effectively impact both established and emerging drug trafficking organizations with a focused approach on convictions, and the seizure of assets and narcotics.

### FY 2015-16 Key Project Accomplishments:

- During the 2015 calendar year, the RNSP effectively utilized each funding source from Budget Control 118 (DOJ), Budget Control 125 (Treasury), and Budget Control 126 (Misc) to negatively impact 26 major drug trafficking or money laundering organizations resulting in the arrest of 81 narcotics trafficker/money launderers and the seizure of approximately 383 Kg of cocaine, 206 lbs. of methamphetamine, 430 lbs. of heroin, 3,840 lbs. of marijuana, and seven guns. In addition, RNSP seized approximately \$13.6 million in U.S. currency and \$142,700 in seized vehicles/property. The RNSP location continues to function as a multi-agency task force headquarters, training center and conference facility. Additionally,

RNSP continued to use advanced technology in the area of Global Positioning Systems (GPS), covert camera surveillance systems and sophisticated air support, allowing RNSP to assist other agencies as well as effectively fulfill its own goals with large scale narcotic trafficking investigations.

## Budget Summary

### Changes Included in the Base Budget:

The RNSP-DOJ fund is a self-balancing fund with restricted revenue from the U.S. Department of Justice. This budget, in conjunction with the budgets established for Funds 125 - RNSP Dept. of Treasury and Fund 126 - RNSP Other, is intended to support the RNSP's operational expenses, and to reimburse overtime costs worked by participating agencies.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	Change from FY 2015-2016		
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	FY 2016-2017 Final Budget	Budget Amount	Percent
Total Revenues	4,361,036	5,227,962	3,841,869	6,145,720	917,758	17.55
Total Requirements	4,361,036	5,227,962	3,841,870	6,145,720	917,758	17.55
Balance	1	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Regional Narcotics Suppression Program - Department of Justice in the Appendix on page A108

### Highlights of Key Trends:

- The Regional Narcotics Suppression Program (RNSP) continues to maintain a key role in targeting Major Drug Trafficking and Money Laundering Organizations throughout the region. As these Organizations continue to use Orange County as a major thoroughfare for their transportation and trafficking activities, RNSP's continued status as an active initiative of the Los Angeles High Intensity Drug Trafficking Area (HIDTA), provides the Program access to the critical intelligence necessary to maintain the innovative and far reaching approach carried throughout many of its active investigations.
- Mexican Drug Trafficking Organizations continue to be the primary large-scale drug traffickers in the Southern California Region. As a result, there has been no change to the violence experienced along the southwest border area of Mexico, while the different cartels compete to control the drug trafficking routes into the United States. This violence has a direct impact on the domestic market. Drug trafficking organizations continue to use not only land routes to smuggle their drugs into the

United States, but cross border tunnels and air routes to include ultra-light aircrafts. As the violence in Mexico lingers, a shift in the method of transportation has changed. RNSP is experiencing a multiple vehicle transport approach for couriers. Traffickers are dispersing the currency and product throughout multiple vehicles, making it more difficult for surveillance teams to target a specific vehicle, spreading surveillance efforts thin.

- In addition, RNSP experienced a significant increase in the seizure of Heroin. For one on-going investigation, RNSP seized a total of 146 Kg of Heroin; of that 113 Kg was discovered while serving just one search warrant. More concerning, Heroin laced with Fentanyl is also a rising trend amongst addicts. The US Drug Enforcement Administration (DEA) issued a nationwide alert in early 2015, about the dangers of Fentanyl and Fentanyl analogues/compounds. Furthermore, DEA also issued warnings to law enforcement as Fentanyl can be absorbed through the skin and accidental inhalation of airborne powder can occur, which can be lethal depending on the level of exposure.

## 125 - REGIONAL NARCOTICS SUPPRESSION PROGRAM - DEPARTMENT OF TREASURY

### Operational Summary

#### Description:

The Regional Narcotics Suppression Program (RNSP) - Department of Treasury is one of three revenue generating funds established to support the primary mission of RNSP. RNSP is a multi-agency task force initiative composed of narcotics officers from the Sheriff-Coroner Department, cities within the County, and Federal Agencies. RNSP is administered by the Sheriff-Coroner Department under the direction of the Department's Investigations Captain, who reports to an Executive Board comprised of Police Chiefs, the Sheriff and Federal personnel. The purpose of this Program is to identify, disrupt and dismantle high-level major Drug

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	320,831
Total FY 2015-2016 Actual Expenditure + Encumbrance:	144,772
Total Final FY 2016-2017:	458,304
Percent of County General Fund:	N/A
Total Employees:	0.00

Trafficking Organizations that utilize the County of Orange as a nexus to their Organization. RNSP promotes a directed drug enforcement effort throughout the County of Orange, encouraging coordination and cooperation between Law Enforcement and Prosecuting Agencies. This fund is used to manage equitably shared asset forfeiture funds from the U.S. Department of Treasury.

#### Strategic Goals:

- Continue to channel funding resources and administer investigations in a manner that augments the National effort by communicating and coordinating with Law Enforcement Agencies throughout the Country and other High Intensity Drug Trafficking Area (HIDTA) regions by utilizing the "best case approach with maximum effect on the target" concept as a primary guideline in the development of all cases.
- Continue to improve investigative techniques utilizing advanced technology both operationally and administratively to enhance case development and minimize duplication with improved coordination, specifically in the areas of wire-intercept communications, Global Positioning Systems and covert camera systems.
- Continue to focus on upgrading and implementing a variety of surveillance related equipment, which assists aerial and ground surveillance teams in monitoring key targets within an organization.
- Continue to direct all operations in a combined effort to effectively impact both established and emerging drug trafficking organizations with a focused approach on convictions, and the seizure of assets and narcotics.

#### FY 2015-16 Key Project Accomplishments:

- During the 2015 calendar year, the RNSP effectively utilized each funding source from Budget Control 118 (DOJ), Budget Control 125 (Treasury), and Budget Control 126 (Misc) to negatively impact 26 major drug trafficking or money laundering organizations resulting in the arrest of 81 narcotics trafficker/money launderers and the seizure of approximately 383 Kg of cocaine, 206 lbs. of methamphetamine, 430 lbs. of heroin, 3,840 lbs. of marijuana, and seven guns. In addition, RNSP seized approximately \$13.6 million in U.S. currency and \$142,700 in seized vehicles/property. The RNSP location continues to function as a multi-agency task force headquarters, training center and conference facility. Additionally, RNSP continued to use advanced technology in the area of Global Positioning Systems (GPS), covert camera surveillance systems and sophisticated air support, allowing RNSP to assist other agencies as well as effectively fulfill its own goals with large scale narcotic trafficking investigations.

## Budget Summary

### Changes Included in the Base Budget:

The RNSP-Treasury fund is a self-balancing fund with restricted revenue from the U.S. Department of Treasury. This budget, in conjunction with the budgets established for Funds 118 - RNSP Dept. of Justice and Fund 126 - RNSP Other, is intended to support the RNSP's operational expenses, and to reimburse overtime costs worked by participating agencies.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	195,815	320,831	397,156	458,304	137,473	42.85
Total Requirements	195,814	320,831	397,157	458,304	137,473	42.85
Balance	0	0	(1)	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Regional Narcotics Suppression Program - Department of Treasury in the Appendix on page A115

### Highlights of Key Trends:

- The Regional Narcotics Suppression Program (RNSP) continues to maintain a key role in targeting Major Drug Trafficking and Money Laundering Organizations throughout the region. As these Organizations continue to use Orange County as a major thoroughfare for their transportation and trafficking activities, RNSP's continued status as an active initiative of the Los Angeles High Intensity Drug Trafficking Area (HIDTA), provides the Program access to the critical intelligence necessary to maintain the innovative and far reaching approach carried throughout many of its active investigations.
- Mexican Drug Trafficking Organizations continue to be the primary large-scale drug traffickers in the Southern California Region. As a result, there has been no change to the violence experienced along the southwest border area of Mexico, while the different cartels compete to control the drug trafficking routes into the United States. This violence has a direct impact on the domestic market. Drug trafficking organizations continue to use not only land routes to smuggle their drugs into the United States, but cross border tunnels and air routes to include ultra-light aircrafts. As the violence in Mexico lingers, a shift in the method of transportation has changed. RNSP is experiencing a multiple vehicle transport approach for couriers. Traffickers are dispersing the currency and product throughout multiple vehicles, making it more difficult for surveillance teams to target a specific vehicle, spreading surveillance efforts thin.
- In addition, RNSP experienced a significant increase in the seizure of Heroin. For one on-going investigation, RNSP seized a total of 146 Kg of Heroin; of that 113 Kg was discovered while serving just one search warrant. More concerning, Heroin laced with Fentanyl is also a rising trend amongst addicts. The US Drug Enforcement Administration (DEA) issued a nationwide alert in early 2015, about the dangers of Fentanyl and Fentanyl analogues/compounds. Furthermore, DEA also issued warnings to law enforcement as Fentanyl can be absorbed through the skin and accidental inhalation of airborne powder can occur, which can be lethal depending on the level of exposure.



## 126 - REGIONAL NARCOTICS SUPPRESSION PROGRAM - OTHER

### Operational Summary

#### Description:

The Regional Narcotics Suppression Program (RNSP) - Other is one of three revenue generating funds established to support the mission of the RNSP. RNSP is a multi-agency task force initiative composed of narcotics officers from the Sheriff-Coroner Department, cities within the County, and Federal Agencies. RNSP is administered by the Sheriff-Coroner Department under the direction of the Department's Investigations Captain, who reports to an Executive Board comprised of Police Chiefs, the Sheriff and Federal personnel. The purpose of this Program is to identify, disrupt and dismantle high-level major Drug Trafficking Organizations

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	2,409,102
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,084,840
Total Final FY 2016-2017:	2,749,125
Percent of County General Fund:	N/A
Total Employees:	0.00

that utilize the County of Orange as a nexus to their Organization. RNSP promotes a directed drug enforcement effort throughout the County of Orange, encouraging coordination and cooperation between Law Enforcement and Prosecuting Agencies. This fund is used to manage equitably shared asset forfeiture funds from the State of California, federal grant programs and other miscellaneous revenues.

#### Strategic Goals:

- Continue to channel funding resources and administer investigations in a manner that augments the National effort by communicating and coordinating with Law Enforcement Agencies throughout the Country and other High Intensity Drug Trafficking Area (HIDTA) regions by utilizing the "best case approach with maximum effect on the target" concept as a primary guideline in the development of all cases.
- Continue to improve investigative techniques utilizing advanced technology both operationally and administratively to enhance case development and minimize duplication with improved coordination, specifically in the areas of wire-intercept communications, Global Positioning Systems and covert camera systems.
- Continue to focus on upgrading and implementing a variety of surveillance related equipment, which assists aerial and ground surveillance teams in monitoring key targets within an organization.
- Continue to direct all operations in a combined effort to effectively impact both established and emerging drug trafficking organizations with a focused approach on convictions, and the seizure of assets and narcotics.

#### FY 2015-16 Key Project Accomplishments:

- During the 2015 calendar year, the RNSP effectively utilized each funding source from Budget Control 118 (DOJ), Budget Control 125 (Treasury), and Budget Control 126 (Misc) to negatively impact 26 major drug trafficking or money laundering organizations resulting in the arrest of 81 narcotics trafficker/money launderers and the seizure of approximately 383 Kg of cocaine, 206 lbs. of methamphetamine, 430 lbs. of heroin, 3,840 lbs. of marijuana, and seven guns. In addition, RNSP seized approximately \$13.6 million in U.S. currency and \$142,700 in seized vehicles/property. The RNSP location continues to function as a multi-agency task force headquarters, training center and conference facility. Additionally, RNSP continued to use advanced technology in the area of Global Positioning Systems (GPS), covert camera surveillance systems and sophisticated air support, allowing RNSP to assist other agencies as well as effectively fulfill its own goals with large scale narcotic trafficking investigations.



## Budget Summary

### Changes Included in the Base Budget:

The RNSP-Other fund is a self-balancing fund with restricted revenue guidelines from State Asset Forfeiture and grant funding. This budget, in conjunction with the budgets established for Funds 125 - RNSP Dept. of Treasury and Fund 118 - RNSP Dept. of Justice, is intended to support the RNSP's operational expenses, and to reimburse overtime costs worked by participating agencies.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	1,806,971	2,409,102	1,598,453	2,749,125	340,023	14.11
Total Requirements	1,806,971	2,409,102	1,598,453	2,749,125	340,023	14.11
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Regional Narcotics Suppression Program - Other in the Appendix on page A116

### Highlights of Key Trends:

- The Regional Narcotics Suppression Program (RNSP) continues to maintain a key role in targeting Major Drug Trafficking and Money Laundering Organizations throughout the region. As these Organizations continue to use Orange County as a major thoroughfare for their transportation and trafficking activities, RNSP's continued status as an active initiative of the Los Angeles High Intensity Drug Trafficking Area (HIDTA), provides the Program access to the critical intelligence necessary to maintain the innovative and far reaching approach carried throughout many of its active investigations.
- Mexican Drug Trafficking Organizations continue to be the primary large-scale drug traffickers in the Southern California Region. As a result, there has been no change to the violence experienced along the southwest border area of Mexico, while the different cartels compete to control the drug trafficking routes into the United States. This violence has a direct impact on the domestic market. Drug trafficking organizations continue to use not only land routes to smuggle their drugs into the United States, but cross border tunnels and air routes to include ultra-light aircrafts. As the violence in Mexico lingers, a shift in the method of transportation has changed. RNSP is experiencing a multiple vehicle transport approach for couriers. Traffickers are dispersing the currency and product throughout multiple vehicles, making it more difficult for surveillance teams to target a specific vehicle, spreading surveillance efforts thin.
- In addition, RNSP experienced a significant increase in the seizure of Heroin. For one on-going investigation, RNSP seized a total of 146 Kg of Heroin; of that 113 Kg was discovered while serving just one search warrant. More concerning, Heroin laced with Fentanyl is also a rising trend amongst addicts. The US Drug Enforcement Administration (DEA) issued a nationwide alert in early 2015, about the dangers of Fentanyl and Fentanyl analogues/compounds. Furthermore, DEA also issued warnings to law enforcement as Fentanyl can be absorbed through the skin and accidental inhalation of airborne powder can occur, which can be lethal depending on the level of exposure.

## 132 - SHERIFF'S NARCOTICS PROGRAM - DEPARTMENT OF JUSTICE

### Operational Summary

#### Description:

The purpose of the Sheriff's Narcotics Program (SNP) - Department of Justice (DOJ) is to record costs and revenue related to narcotics law enforcement activities and is one of three funds established for this purpose. This fund includes the Sheriff's proportional share of revenue from the U.S. DOJ narcotics forfeitures received by the Regional Narcotics Suppression Program (RNSP) and through the efforts of the Special Enforcement Bureau and the Department's Narcotics Detail.

The goal of the Sheriff's Narcotics Program is to investigate and prosecute narcotics violators on a proactive level. The Program is divided into two details: The North Narcotics/ Parcel and Airport Interdiction Team and South Narcotics. Both the North and South Narcotics Details focus on retail drug sales and mid-level traffickers who directly influence the quality of life of Orange County citizens. The Parcel and

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	5,420,975
Total FY 2015-2016 Actual Expenditure + Encumbrance:	4,598,728
Total Final FY 2016-2017:	3,912,968
Percent of County General Fund:	N/A
Total Employees:	0.00

Airport Interdiction Team concentrate their efforts on intercepting narcotics entering the County through the United States Postal Service and through John Wayne Airport. The South Narcotics Detail concentrates its efforts in the South Orange County areas, from south of Irvine to San Clemente, including all South County contract cities. The North Narcotics Detail is responsible for North Orange County, including the cities of Stanton, Villa Park, Yorba Linda and John Wayne Airport. In addition, personnel participating in the Regional Narcotics Suppression Program (RNSP) investigate individuals who engage in high-level narcotics trafficking and money laundering enterprises.

#### Strategic Goals:

- Continue a high level of investigation and enforcement regarding narcotics trafficking in Orange County communities focusing primarily on street-level and mid-level narcotics dealers, illegal marijuana operations, domestic highway interdictions, parcel interdictions, airport interdictions and narcotics currency seizures.

#### FY 2015-16 Key Project Accomplishments:

- During calendar year 2015, the Sheriff's Narcotics Program continued a high level of investigation and enforcement regarding narcotics trafficking in Orange County communities. The Sheriff's Narcotics Program focused primarily on street-level and mid-level narcotics dealers, illegal marijuana operations, domestic highway interdictions, parcel interdictions, airport interdictions and narcotics currency seizures. During the year, the Sheriff's Narcotics Program was involved in numerous narcotics-related investigations and most of the narcotics and currency seizures were equal to or greater than calendar year 2014. The Sheriff's Narcotics Program saw significant increases in methamphetamine, marijuana and firearm seizures. As a result, the Sheriff's Narcotics Program served 102 search warrants, made 168 felony drug arrests and seized 393 pounds of methamphetamine, 54 pounds of cocaine, 24 grams of heroin, 96 pounds of marijuana, 473 marijuana plants, 52 firearms and \$523,573 in U.S. currency.

## Budget Summary

### Changes Included in the Base Budget:

The SNP-DOJ fund is a self-balancing fund with restricted revenue from the U.S. Department of Justice. This budget is intended to fund services and supplies, overtime, equipment and lease costs for part of the Brad Gates Forensic Science Building. The FY 2016-17 Budget is higher than the FY 2015-16 year-end projections, as a result of fund balance available carry forward that will be used in future years for costs to fight the war on drugs.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	3,615,471	5,420,975	4,621,515	3,912,968	(1,508,007)	-27.82
Total Requirements	3,615,471	5,420,975	4,621,516	3,912,968	(1,508,007)	-27.82
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Sheriff's Narcotics Program - Department of Justice in the Appendix on page A128

### Highlights of Key Trends:

- The Sheriff's Narcotics Program (SNP) seized a record amount of methamphetamine in 2015. The price of methamphetamine remains low and has dropped slightly from 2014 prices. The low price indicates there is an ample supply and the cost of methamphetamine has dropped below the cost of some low-grades marijuana.
- Synthetic drugs are an emerging trend with several overdoses occurring in the Sheriff's jurisdiction. In the past, synthetic drugs such as "spice" (synthetic marijuana) and "bath salts" were the hot topic. Recently, MDMA replaced Ecstasy (MDMA is ecstasy without the binder and sold in powder or rock form instead of pill form). And the Sheriff's Narcotics Program has seen juveniles and young adults using synthetic LSD, commonly referred to as "25b." The 25b is purchased over the internet, through countries such as London and Canada. When the United States government declares such drugs illegal, and places them on the banned list, the drug manufacturers just alters the drug's compound or molecular structure, making a slightly altered and legal version of the newly banned substance.
- With the passage of Proposition 47, making most drug possession cases a misdemeanor; the SNP has seen a sharp decrease in calls for assistance from patrol deputies regarding arrestees who will cooperate with law enforcement in exchange for consideration in their new drug cases. The arrestees know they will be cited and released, instead of being booked in the county jail. Therefore, the SNP has been unable to complete as many controlled buys and informant-initiated cases as in the past. Consequently, paid informants now play a larger role than defendant informants in new narcotics cases.
- Heroin use among young adults remains high, and large amounts of heroin continue to be seized. Through calls intercepted during court authorized wiretap investigations, the SNP has learned that Mexico is increasing its heroin production. According to intelligence gathered during these intercepted calls, marijuana fields in Mexico are being converted to poppy fields.
- The SNP continues to encounter mid-level drug dealers using vehicles to stash their narcotics as opposed to their residences, storage facilities and/or stash pads. The dealers move their stash vehicles frequently, making finding the vehicles difficult.

- The SNP continues to see that narcotics traffickers are more aware that law enforcement officers are using GPS trackers to monitor their vehicle's movements. It is common for members of the SNP to observe narcotics traffickers check the undercarriage of their vehicles for GPS trackers that may have been installed by members of law enforcement. Additionally, the SNP have discovered GPS trackers placed on load vehicles have the ability to not only track the vehicle's movement, but can also monitor audio of the interior of a load vehicle.
- The amount of firearms possessed by drug dealers and narcotics traffickers remains high, and is a serious concern to the safety of law enforcement personnel. The number of firearms seized in 2013 was 55, nearly double the number seized in 2012. In 2014, the Sheriff's Narcotics Program seized 69 firearms, a 25% increase. In 2015, the SNP seized 52 firearms. The steady seizure of firearms is not known, but the SNP believes that the investigation into and the targeting of more mid-level narcotics traffickers may be the reason.
- In the airport interdiction realm, smugglers of narcotics proceeds are carrying smaller amounts of cash in order to avoid detection. Drug trafficking organizations are using more than one person on the same flight to smuggle narcotics proceeds, by either splitting the cash into multiple bags or by using a lay-off person to distract law enforcement from the actual smuggler. Also, drug trafficking organizations are using commercial airlines and parcel carriers, such as USPS, UPS, FedEx and independent freight carriers to transport large amounts of currency and narcotics.
- In the parcel interdiction arena, drug trafficking organizations continue to utilize parcels to send narcotics to states east of California and narcotics proceeds are sent from states in the east to California. Many parcels are gift wrapped and currency is often concealed with other items, such as electronics, clothing, magazines and carbon paper. The trafficking organizations are using vacuum sealed bags, distracting odors and gluing the seams of the parcels to avoid detection.
- The continued partnerships with the United States Postal Service, the United Parcel Service, the Department of Homeland Security, the Federal Bureau of Investigation, the Drug Enforcement Agency, and the Santa Ana Police Department, has been successful in the interdiction of narcotics and narcotics proceeds through parcel, freight and mass transit carriers. The Sheriff's Narcotics Program has significantly increased narcotic and narcotic currency seizures at the John Wayne Airport and United States Postal Service through increased enforcement efforts.

## 133 - SHERIFF NARCOTICS PROGRAM - OTHER

### Operational Summary

#### Description:

The purpose of the Sheriff's Narcotics Program (SNP) - Other is to record costs and revenue related to narcotics law enforcement activities and is one of three funds established for this purpose. This fund includes the Sheriff's proportional share of revenue from the State of California narcotics forfeitures through the efforts of the Special Enforcement Bureau and the Department's Narcotics Detail, other grant programs and miscellaneous revenues.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	419,353
Total FY 2015-2016 Actual Expenditure + Encumbrance:	54,255
Total Final FY 2016-2017:	516,706
Percent of County General Fund:	N/A
Total Employees:	0.00

#### Strategic Goals:

- The goal of the Sheriff's Narcotics Program is to investigate and prosecute narcotics violators on a proactive level. The Program is divided into two details: The North Narcotics/Parcel and Airport Interdiction Team and South Narcotics. Both the North and South Narcotics Details focus on retail drug sales and mid-level traffickers who directly influence the quality of life of Orange County citizens. The Parcel and Airport Interdiction Team concentrate their efforts on intercepting narcotics entering the County through the United States Postal Service and through John Wayne Airport. The South Narcotics Detail concentrates its efforts in the South Orange County areas, from south of Irvine to San Clemente, including all South County contract cities. The North Narcotics Detail is responsible for North Orange County, including the cities of Stanton, Villa Park, Yorba Linda and John Wayne Airport. In addition, personnel participating in the Regional Narcotics Suppression Program (RNSP) investigate individuals who engage in high-level narcotics trafficking and money laundering enterprises.

#### FY 2015-16 Key Project Accomplishments:

- During calendar year 2015, the Sheriff's Narcotics Program continued a high level of investigation and enforcement regarding narcotics trafficking in Orange County communities. The Sheriff's Narcotics Program focused primarily on street-level and mid-level narcotics dealers, illegal marijuana operations, domestic highway interdictions, parcel interdictions, airport interdictions and narcotics currency seizures. During the year, the Sheriff's Narcotics Program was involved in numerous narcotics-related investigations and most of the narcotics and currency seizures were equal to or greater than calendar year 2014. The Sheriff's Narcotics Program saw significant increases in methamphetamine, marijuana and firearm seizures. As a result, the Sheriff's Narcotics Program served 102 search warrants, made 168 felony drug arrests and seized 393 pounds of methamphetamine, 54 pounds of cocaine, 24 grams of heroin, 96 pounds of marijuana, 473 marijuana plants, 52 firearms and \$523,573 in U.S. currency.

## Budget Summary

### Changes Included in the Base Budget:

The SNP-Other fund is a self-balancing budget with restricted revenue from the State of California, other grant programs and miscellaneous revenues. This budget is intended to fund services and supplies and equipment related to narcotics law enforcement activities.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	378,605	419,353	637,982	516,706	97,353	23.22
Total Requirements	378,606	419,353	637,983	516,706	97,353	23.22
Balance	(1)	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Sheriff Narcotics Program - Other in the Appendix on page A129

### Highlights of Key Trends:

- The Sheriff's Narcotics Program seized a record amount of methamphetamine in 2015. The price of methamphetamine remains low and has dropped slightly from 2014 prices. The low price indicates there is an ample supply and the cost of methamphetamine has dropped below the cost of some low-grades marijuana.
- Synthetic drugs are an emerging trend with several overdoses occurring in the Sheriff's jurisdiction. In the past, synthetic drugs such as "spice" (synthetic marijuana) and "bath salts" were the hot topic. Recently, MDMA replaced Ecstasy (MDMA is ecstasy without the binder and sold in powder or rock form instead of pill form). And the Sheriff's Narcotics Program has seen juveniles and young adults using synthetic LSD, commonly referred to as "25b." The 25b is purchased over the internet, through countries such as London and Canada. When the United States government declares such drugs illegal, and places them on the banned list, the drug manufacturers just alters the drug's compound, or molecular structure, making a slightly altered and legal version of the newly banned substance.
- With the passage of Proposition 47, making most drug possession cases a misdemeanor; the SNP has seen a sharp decrease in calls for assistance from patrol deputies regarding arrestees who will cooperate with law enforcement in exchange for consideration in their new drug cases. The arrestees know they will be cited and released, instead of being booked in the county jail. Therefore, the SNP has been unable to complete as many controlled buys and informant-initiated cases as in the past. Consequently, paid informants now play a larger role than defendant informants in new narcotics cases.
- Heroin use among young adults remains high, and large amounts of heroin continue to be seized. Through calls intercepted during court authorized wiretap investigations, the SNP has learned that Mexico is increasing its heroin production. According to intelligence gathered during these intercepted calls, marijuana fields in Mexico are being converted to poppy fields.
- The SNP continues to encounter mid-level drug dealers using vehicles to stash their narcotics as opposed to their residences, storage facilities and/or stash pads. The dealers move their stash vehicles frequently, making finding the vehicles difficult.
- The SNP continues to see that narcotics traffickers are more aware that law enforcement officers are using GPS trackers to monitor their vehicle's movements. It is common for members of the SNP to observe narcotics traffickers check the undercarriage of their vehicles for GPS trackers that may have been installed by members of

law enforcement. Additionally, the SNP have discovered GPS trackers placed on load vehicles have the ability to not only track the vehicle's movement, but can also monitor audio of the interior of a load vehicle.

- The amount of firearms possessed by drug dealers and narcotics traffickers remains high, and is serious concern to the safety of law enforcement personnel. The number of firearms seized in 2013 was 55, nearly double the number seized in 2012. In 2014, the Sheriff's Narcotics Program seized 69 firearms, a 25% increase. In 2015, the SNP seized 52 firearms. The steady seizure of firearms is not known, but the SNP believes that the investigation into and the targeting of more mid-level narcotics traffickers may be the reason.
- In the airport interdiction realm, smugglers of narcotics proceeds are carrying smaller amounts of cash in order to avoid detection. Drug trafficking organizations are using more than one person on the same flight to smuggle narcotics proceeds, by either splitting the cash into multiple bags or by using a lay-off person to distract law enforcement from the actual smuggler. Also, drug trafficking organizations are using commercial airlines and parcel carriers, such as USPS, UPS, FedEx and independent freight carriers to transport large amounts of currency and narcotics.
- In the parcel interdiction arena, drug trafficking organizations continue to utilize parcels to send narcotics to states east of California and narcotics proceeds are sent from states in the east to California. Many parcels are gift wrapped and currency is often concealed with other items, such as electronics, clothing, magazines and carbon paper. The trafficking organizations are using vacuum sealed bags, distracting odors and gluing the seams of the parcels to avoid detection.
- The continued partnerships with the United States Postal Service, the United Parcel Service, the Department of Homeland Security, the Federal Bureau of Investigation, the Drug Enforcement Agency, and the Santa Ana Police Department, has been successful in the interdiction of narcotics and narcotics proceeds through parcel, freight and mass transit carriers. The Sheriff's Narcotics Program has significantly increased narcotic and narcotic currency seizures at the John Wayne Airport and United States Postal Service through increased enforcement efforts.



## 134 - ORANGE COUNTY JAIL FUND

### Operational Summary

#### Description:

The primary revenue source for this fund is penalty assessments from the Superior Courts. The revenue is used to fund a portion of the operating costs of the Orange County Jails.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	2,214,401
Total FY 2015-2016 Actual Expenditure + Encumbrance:	751,609
Total Final FY 2016-2017:	1,847,768
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Changes Included in the Base Budget:

The Orange County Jail Fund is a self-balancing fund with restricted revenue. This budget is intended to assist in jail operational costs. Annually, it reimburses Sheriff-Coroner to partially offset positions added in 1989 for expansion of the Theo Lacy Branch Jail and, when additional funds are available, it reimburses one-time jail expenditures. FY 2016-17 Base Budget includes a transfer out of \$500,000 to Sheriff-Coroner.

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	951,647	2,214,401	751,608	1,847,768	(366,633)	-16.56
Total Requirements	951,647	2,214,401	751,609	1,847,768	(366,633)	-16.56
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Orange County Jail in the Appendix on page A130



## 139 - SHERIFF'S NARCOTICS PROGRAM - CALMMET - TREASURY

### Operational Summary

#### Description:

The purpose of the Sheriff's Narcotics Program (SNP) - California Multi-Jurisdictional Methamphetamine Team (CALMMET) - Treasury, is to enable the Sheriff's Narcotic Program to maintain a Highway Interdiction Team (HIT). HIT consists of one Deputy Sheriff, one Reserve Deputy and one narcotic K-9 and conducts surveillance and follow-up on intelligence and viable leads to arrest methamphetamine traffickers. By targeting methamphetamine traffickers, manufacturers and distributors, HIT will reduce the trafficking

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	997,780
Total FY 2015-2016 Actual Expenditure + Encumbrance:	518,546
Total Final FY 2016-2017:	587,138
Percent of County General Fund:	N/A
Total Employees:	0.00

and availability of methamphetamine and precursors, thus reducing the manufacturing, distribution and availability of methamphetamine to the community as well as the youth that are exposed to methamphetamine within the County of Orange.

#### Strategic Goals:

- The goal of the HIT is to target methamphetamine traffickers who produce or sell significant quantities of methamphetamine utilizing Orange County highways to transport significant amounts of methamphetamine and the proceeds of methamphetamine sales. HIT will arrest and incarcerate those responsible and use State and or Federal law to identify and seize assets related to the manufacturing and distribution of methamphetamine.

#### FY 2015-16 Key Project Accomplishments:

- During calendar year 2015, the Sheriff's Narcotics Program continued a high level of investigations and enforcement regarding narcotics trafficking in Orange County communities. The HIT focused primarily on street-level and mid-level narcotics dealers, domestic highway interdictions, and narcotics proceeds seizures. During the year, the HIT was involved in numerous narcotics-related investigations. As a result, the HIT seized 469 pounds of methamphetamine, 345 pounds of cocaine, 32 pounds of heroin, 17 pounds of marijuana, one firearm, 6,000 rounds of ammunition and \$2,355,851 in drug proceeds.

### Budget Summary

#### Changes Included in the Base Budget:

The SNP-CALMMET Treasury fund is a self-balancing budget with restricted revenue. This budget is intended to fund services and supplies and equipment related to Dept. of Treasury activities.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	817,500	997,780	274,599	587,138	(410,642)	-41.16
Total Requirements	817,500	997,780	274,599	587,138	(410,642)	-41.16
Balance	0	0	1	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Sheriff's Narcotics Program - CALMMET - Treasury in the Appendix on page A134

## Highlights of Key Trends:

- The HIT continues to see a rise on drug trafficking organizations equipping their narcotics load vehicles with hard-wired and "slap-on" global positioning satellite tracking systems. The seized trackers were operational when discovered by the HIT and some of the tracing devices were equipped with microphones, which enable the drug trafficking organizations to listen to the load vehicle driver's cell phone conversations and/or any other conversation between the load driver and other individuals within close proximity to the load vehicle. The utilization of these tracking devices has had a significant negative impact on the HIT's ability to attempt controlled deliveries if the load driver agrees to cooperate with law enforcement.
- The HIT has seen an increase in the number of load vehicles utilizing the gasoline tank as a hidden compartment for the transportation of narcotics from Mexico into the United States. In addition, the Highway Interdiction Team has seen an increase in the number of load vehicles occupied by more than a single driver. And as of 2014, the amount of narcotics in a load vehicle remains higher than in years past, averaging 40-plus pounds of narcotics per load vehicle.

## 13B - TRAFFIC VIOLATOR FUND

### Operational Summary

#### Description:

The Traffic Violator Fund was established to collect fees related to the Traffic Violator Apprehension (TVA) Program in the Sheriff's contract cities and unincorporated County areas. The Program is intended to reduce vehicle accidents caused by drivers under the influence, unlicensed drivers and drivers whose licenses are suspended. The accidents are reduced, in part, by impounding their vehicles. The Program also provides for public education regarding the requirements of the Vehicle Code and related safety issues regarding driving under the influence, driver licensing, vehicle registration, vehicle operation and vehicle parking.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,210,897
Total FY 2015-2016 Actual Expenditure + Encumbrance:	210,275
Total Final FY 2016-2017:	1,160,897
Percent of County General Fund:	N/A
Total Employees:	0.00

#### Strategic Goals:

- Continue to reduce the overall collision rate each year in Sheriff's contract cities and County unincorporated areas.

#### FY 2015-16 Key Project Accomplishments:

- Since the implementation in July 2000, the Traffic Violator Apprehension (TVA) and Fee Recovery Program has enhanced traffic enforcement and education efforts within the Sheriff's contract cities. In comparison to 2014, there was a 2.7% reduction in traffic collisions in Sheriff's contract cities in 2015.

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	282,161	1,210,897	224,586	1,160,897	(50,000)	-4.13
Total Requirements	282,161	1,210,897	224,586	1,160,897	(50,000)	-4.13
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Traffic Violator Fund in the Appendix on page A135

# 13P - STATE CRIMINAL ALIEN ASSISTANCE PROGRAM (SCAAP)

## Operational Summary

### Description:

The Sheriff's State Criminal Alien Assistance Program (SCAAP) Fund was established on November 25, 2003 to comply with GASB 34 requirements for fiduciary funds.

This fund receives annual allocations from the Federal SCAAP program administered by the Bureau of Justice Assistance (BJA). SCAAP is a reimbursement program, which provides Federal assistance for costs associated with incarceration of undocumented criminal aliens who have at least one felony offense or two misdemeanor convictions and held in our jails. Disbursements from the fund are for Sheriff's Department correctional needs.

### Strategic Goals:

- Continue to fund costs for correctional purposes.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,978,196
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,419,033
Total Final FY 2016-2017:	1,765,071
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Changes Included in the Base Budget:

This fund is a self-balancing fund with restricted revenue, intended to fund costs for correctional purposes. All unassigned fund balance is being allocated to partially offset anticipated reductions in other revenues.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	2,102,737	1,978,196	1,430,829	1,765,071	(213,125)	-10.77
Total Requirements	2,102,737	1,978,196	1,430,830	1,765,071	(213,125)	-10.77
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: State Criminal Alien Assistance Program (SCAAP) in the Appendix on page A137

### Highlights of Key Trends:

- SCAAP funding is subject to annual budget approval by the Federal Government. In past years, there has been discussion at the Federal level of discontinuing this funding source. However, in each of the years, the Federal Government continued to approve funding at a reduced level. In prior years, the Department had kept fund balances sufficient to cover ongoing costs for five years. However, as a result of economic challenges that have negatively impacted Budget Control 060, the Fund Balance Available in Budget Control 13P has been utilized to offset the revenue shortfall in the Sheriff's Main Operating Budget. Therefore, due to declining revenues, the fund balances are no longer available to offset future year's anticipated costs.

## 13R - SC REPLACEMENT & MAINTENANCE FUND (SCRAM)

### Operational Summary

#### Description:

The Sheriff-Coroner Replacement & Maintenance Fund 13R was established to provide systematic replacement of key equipment and provide major upgrades/maintenance of Mobile Data Computers (MDC) and the Orange County Automated Telecommunications System (OCATS) - Mainframe/Switcher Fee. The MDC program receives ongoing revenue from contract partners for the replacement/upgrade of MDC equipment. The OCATS - Mainframe/Switcher Fee receives revenue from outside agencies and County departments and from the Contract Cities, Orange County Transportation Authority (OCTA) and John Wayne Airport (JWA) for the future replacement of Patrol Video Systems (PVS).

As part of the County's strategic planning process, replacement and maintenance projects were identified as key priorities funded by Prop 172 revenue. These programs consist of:

- 1) Payroll system upgrade;
- 2) Helicopter replacement and major maintenance;

#### Strategic Goals:

- Continue to provide funding for planned replacement and major maintenance requirements of key Department equipment to ensure reliability for officer and public safety.

#### FY 2015-16 Key Project Accomplishments:

- OCSD researched options for a new Mobile Data Computer (MDC) platform that would allow for the phased implementation of new technologies that will provide additional functionality as well as enhanced officer safety. This was accomplished by collaborating with other law enforcement agencies that have or are in the process of updating their MDCs. OCSD also hosted focus groups consisting of all stakeholders to identify viable system options. Finally, OCSD performed bench and field testing of the viable options and ultimately received Executive approval for the most appropriate option.
- Presented City Lieutenants with a proposal for MDC's on patrol motorcycles.
- OCATS II (replacement of the current OCATS on the mainframe) development is near complete. We will be conducting user testing in the few months with implementation into production to follow.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	15,012,188
Total FY 2015-2016 Actual Expenditure + Encumbrance:	3,372,500
Total Final FY 2016-2017:	12,342,705
Percent of County General Fund:	N/A
Total Employees:	0.00

3) Department network upgrade; and

4) Inmate transportation bus replacement.

Two additional replacement and maintenance projects were included as part of a two-phased project to replace and expand the closed circuit television (CCTV) surveillance system in the jails and technology improvements. The revenue source of these projects is also Prop 172. Due to the past reductions of Prop 172 revenue, partial funding for the helicopter replacement and maintenance, network upgrade, inmate transportation bus replacement and CCTV projects had been reallocated to cover basic operating costs within the Sheriff's Main Operating Budget but have since been identified as priorities for the Sheriff Department.

- Access to California Law Enforcement Telecommunications Service (CLETS) via existing OCATS requires second factor authentication. We are building this into the login protocol of the End-user application, Enhanced Law Enforcement Terminal Emulator (ELETE). Currently testing and bug-fixing the application for deployment by the deadline this year.
- OCSD Communications installed three PVS video interview rooms at the Southeast substation. This new video technology will greatly assist OCSD investigators to document their findings. The video is automatically archived and stored on the PVS server.
- OCSD Communications installed two custom PVS systems for the Drug Interdiction team. These units are using the latest High Definition video model and have a total of five video cameras that provide almost a 360 degree coverage from the patrol vehicle.

## Budget Summary

### Changes Included in the Base Budget:

This fund is a self-balancing fund with restricted revenue. The Approved Budget includes planned replacement and major maintenance requirements of key Department equipment.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	2,843,998	15,012,188	3,281,974	12,342,705	(2,669,483)	-17.78
Total Requirements	2,843,997	15,012,188	3,281,974	12,342,705	(2,669,483)	-17.78
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: SC Replacement & Maintenance Fund (SCRAM) in the Appendix on page A138

### Highlights of Key Trends:

- The key trends in mobile computing are the enhancements to connection speed, reliability, coverage and security. The Mobile Data Computer (MDC) Project will continue to remain in the forefront of these advancements.
- With the increase in cyber-threats, we are in the process of improving our security with a combination of new equipment, better applications and the eventual implementation of multi-factor authentication.
- The Department will continue to plan strategically and to identify other major equipment replacement and maintenance items to be included in this Fund in order to maintain future operational needs of the Department.

# 141 - SHERIFF'S SUBSTATION FEE PROGRAM

## Operational Summary

### Description:

This fund was established in FY 1991-92 to account for a new developer fee program for the future construction or purchase of Sheriff Substations.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	3,342,579
Total FY 2015-2016 Actual Expenditure + Encumbrance:	2,575
Total Final FY 2016-2017:	3,342,579
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Sheriff's Department has been working on identifying a suitable property for construction or purchase for an additional substation in South Orange County.

### Changes Included in the Base Budget:

The Sheriff's Substation Fee Program is a self-balancing fund with restricted revenue. The developer deposit fees received will be used for the future construction or purchase of a Sheriff's Substation in South Orange County. The construction project has been deferred for many years.

A new Sheriff's Station (Saddleback Station) in southeast Orange County became operational effective April 2015. The Sheriff's ability to use this fund has ceased since the department is leasing this Saddleback Station rather than purchasing it. The language in the Rancho Mission Viejo Development Agreement restricts the funding to be used for construction and land acquisition. County Counsel, Rancho Mission Viejo and Sheriff's personnel are collaborating on finding alternative ways to use this funding. The optimal use of these funds would be to bring the Aliso Viejo Station (Southwest Station) up to basic functional standards.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	28,550	3,342,579	674,990	3,342,579	0	0.00
Total Requirements	28,550	3,342,579	674,990	3,342,579	0	0.00
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Sheriff's Substation Fee Program in the Appendix on page A145



**Highlights of Key Trends:**

- The existing Southwest Aliso Viejo Station is severely overcrowded. Future population growth in South Orange County will exacerbate the need for the additional space.
- The station serves several law enforcement cities and is occupied 24/7. The parking lot and many areas in the building are in need of repair and/or replacement to keep it running at optimum level.
- Safety, confidentiality and overall effectiveness could be compromised if the building remains in its current condition.

## 143 - JAIL COMMISSARY

### Operational Summary

#### Description:

Commissary Operations is a highly automated, profit-based unit with fiduciary responsibilities over inmate funds. The primary goal for this operation is to provide high quality products and services to those incarcerated in the Sheriff's jail facilities and secondly to provide funding to the Sheriff's Inmate Welfare Fund to support vocational and educational training programs. Under California Penal Code Section 4025, revenue sources for the Inmate Welfare Fund include jail commissary profits.

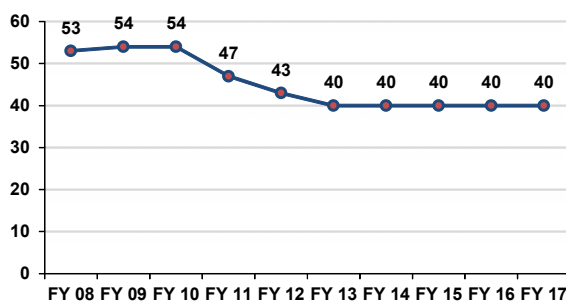
#### Strategic Goals:

- When Proposition 47 passed in late 2014, there was a significant decrease in the inmate population which resulted in a decrease in sales profit in Commissary Operations. Therefore, for some time the division decided to evaluate the impacts over a period of time to determine if these impacts would be long term or just a temporary situation. To responsibly manage the budget and staffing, there was a hold on hiring for attrition. The impacts lasted for several months but slowly balanced out. The division is now in the process of filling several vacancies in order to reduce the overtime costs, but will continue to analyze the various trends that affect the operation.

#### FY 2015-16 Key Project Accomplishments:

- Upgraded Commissary's order processing software to the most current version.
- Replaced a 15 year old safety-hazardous warehousing freezer.
- Upgraded the security software program and finalized a contract to purchase upgraded cameras for the building.

#### Ten Year Staffing Trend:



#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	9,532,774
Total FY 2015-2016 Actual Expenditure + Encumbrance:	7,826,372
Total Final FY 2016-2017:	10,584,099
Percent of County General Fund:	N/A
Total Employees:	40.00

#### Ten Year Staffing Trend Highlights:

- Staffing Count has remained consistent over the past ten years with minor changes due to workload demands and budget reduction measures.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

County Strategic Priorities at the core are to improve the community overall. Commissary's profits are deposited in the Inmate Welfare Fund which provides inmates with education and assistance in a variety of areas. The goal of the education and assistance programs is to help inmates reduce recidivism and alternatively become productive members of the community.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Positions	40	40	40	40	0	0.00
Total Revenues	8,090,198	9,532,774	8,220,188	10,584,099	1,051,325	11.03
Total Requirements	8,090,198	9,532,774	8,220,189	10,584,099	1,051,325	11.03
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Jail Commissary in the Appendix on page A146

### Highlights of Key Trends:

- The number of County inmates decreased due to the passage of Proposition 47 in 2014. Consequently, Jail Commissary profits have decreased and staffing vacancies were not filled which increased overtime costs.

### Changes Included in the Base Budget:

The Jail Commissary Fund is a self-balancing fund that does not rely on support from the County General Fund. Operational and product costs are projected to increase in FY 2016-17.

## 144 - INMATE WELFARE FUND

### Operational Summary

#### Description:

The Inmate Welfare Fund allows the majority of Orange County Sheriff-Coroner Department's inmate rehabilitation programs and services to be provided without cost to taxpayers. This fund is financed primarily through revenue generated from inmate use of telephones, profits from inmate purchases from the Jail Commissary Fund 143, interest earned and contracts related to certified inmate education classes, and conducted in partnership with Rancho Santiago Community College District.

Inmate programs and services related to rehabilitation opportunities are mandated by Title 15 Minimum Jail Standards and related case law. These activities are planned, coordinated, conducted, and evaluated at each of the Sheriff's Department jail facilities by the Correctional Programs

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	11,630,532
Total FY 2015-2016 Actual Expenditure + Encumbrance:	3,976,357
Total Final FY 2016-2017:	9,026,645
Percent of County General Fund:	N/A
Total Employees:	34.00

Unit. Typical programs include certified education in academic studies, vocational education training, and "life skills" classes such as Parenting and Job Development. The Programs Unit also provides opportunities for personal change, including programs focusing on substance abuse recovery, domestic violence and anger management, cognitive based therapy, general and law library services, religious and inspirational programs, and pre-release preparation and post-release assistance, which are all designed to maximize the chances of an inmate's successful transition to the community at release.

#### Strategic Goals:

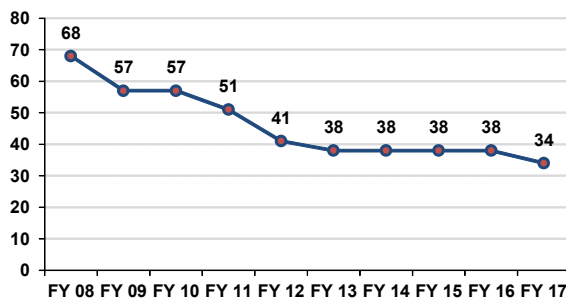
- Provide inmates the opportunity to attend classes to improve their life upon release and to reduce recidivism.
- Continuing education classes offer the opportunity to obtain a High School Equivalency Test (HiSET) Certificate and improve in English skills.
- Expand behavior modification programs such as Anger Management, Alcoholics Anonymous, Narcotics Anonymous and religious services to help inmates improve their responses in negative situations.
- Direct inmates' use of downtime in positive ways by providing inmates with reading materials and recreational equipment.
- Build upon the successes of the In-Custody Transition Program.

#### FY 2015-16 Key Project Accomplishments:

- Re-designed educational services transitioned the grade equivalency diploma program from the company of GED to HiSET. Instituted new test proctor program to integrate Rancho Santiago Community College community-based testing center into the jails allowing a seamless transition for inmates to complete their grade equivalency diploma post-release.
- Engaged with new Adult Education Block Grant Consortia to develop enhanced educational opportunities and future educational guidance counselors in-custody and following release.
- Implemented new vocational development programming known as "Back on Track" which provides targeted job development to eligible inmates.

- Implemented new Department of Labor grant-funded program, through partnership with the Workforce Investment Board and Goodwill Industries to provide in-custody and reentry job development programming to high-risk-to-recidivate inmates.
- The Canines Offering Life Lessons and Rewards (COLLAR) program continues to provide eligible inmates the opportunity to work with shelter rescue dogs with instruction on dog care and training, plus a personalized objective to reduce recidivism.
- Continued to work collaboratively with the Orange County Reentry Partnership (OCREP) on community-based efforts of coordinating care and resources to the formerly incarcerated reentering the community.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- During FY 2015-16, four positions were deleted to business and operational needs.
- During FY 2011-12, three positions were deleted and transferred to Sheriff Court Operations, funded by Trial Court Funding.
- During FY 2010-11, one position was added to the budget, six positions were deleted, and five were transferred to Sheriff Coroner, funded by the Immigration and Customs Enforcement (ICE) Program.

### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016	FY 2015-2016	FY 2016-2017 Final Budget	Change from FY 2015-2016	
		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Positions	38	34	34	34	0	0.00
Total Revenues	4,953,622	11,630,532	5,538,558	9,026,645	(2,603,887)	-22.39
Total Requirements	4,953,622	11,630,532	5,538,558	9,026,645	(2,603,887)	-22.39
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Inmate Welfare Fund in the Appendix on page A147

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

County Strategic Priorities at the core are to improve the community overall. The Inmate Welfare Fund provides inmates with education and assistance in a variety of areas. The goal of the education and assistance programs are to help inmates reduce recidivism by becoming productive members of the community.

### Changes Included in the Base Budget:

The Inmate Welfare Fund is a self-balancing fund with restricted revenue. This budget is intended to fund inmate programs and operational costs. There will be an increase in FY 2016-17 for inmate services programs and operational costs.

### Highlights of Key Trends:

- Inmate population has declined which has affected Commissary sales. In addition, the largest source of revenue is the inmate telephone commissions and current considerations by the Federal Communications Commission (FCC) to regulate calling rates leaves an uncertain future for telephone revenues.

## 14D - CAL-ID OPERATIONAL COSTS

### Operational Summary

#### Description:

This Fund was established by Minute Order dated June 18, 1996, together with an approved Master Joint Agreement with users (33 cities) of the CAL-ID Automated Fingerprint Identification System (AFIS). This Fund charges users of the Cal-ID system for any anticipated shortfall in revenues, which offset operational costs for CAL-ID Fund 109. The Remote Access Network (RAN) Board annually recommends how money will be appropriated and expended.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,015,349
Total FY 2015-2016 Actual Expenditure + Encumbrance:	995,389
Total Final FY 2016-2017:	1,245,782
Percent of County General Fund:	N/A
Total Employees:	0.00

#### Strategic Goals:

- Resolve remaining data issues in the newly deployed Automated Biometric Identification System. Establish Memorandums of Understanding (MOUs) with various law enforcement trading partners to allow mutual searching of fingerprints and palmprints in other jurisdictions' systems.
- Conduct a competitive procurement and select a provider for new live scan devices/biometric booking stations for police agencies and county jails.
- Procure a county-wide Mobile Identification solution to be used by mobile law enforcement units for tactical fingerprint identification.

#### FY 2015-16 Key Project Accomplishments:

- Significant data migration cleanup was completed for the newly operational Automated Biometric Identification System.
- Completed a Mobile Identification pilot project.
- Implemented digital fingerprint capture by live scan at the Coroner Division.

### Budget Summary

#### Changes Included in the Base Budget:

The Cal-ID Operational Cost Fund (14D) is a self-balancing fund with restricted revenue. The revenue includes fees collected from Cal-ID Users (cities). The budget is intended to fund operational costs in Fund 109. The Fiscal Year 2016-2017 Budget includes a \$1,064,288 transfer out to Fund 109.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	973,283	1,015,349	995,389	1,245,782	230,433	22.69
Total Requirements	973,283	1,015,349	995,389	1,245,782	230,433	22.69
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: CAL-ID Operational Costs in the Appendix on page A151

## Highlights of Key Trends:

- The trend continues to expand from traditional fingerprint identification databases to multi-modal biometric identification systems, capable of storing and matching several types of physical features for identification. Fingerprint and palmprint identification are widely used by local law enforcement. Mobile fingerprint identification and facial recognition are the next most commonly used biometric modalities. Iris pattern recognition, voice pattern recognition and DNA profile matching are among the emerging biometric modalities being considered by local law enforcement to maximize the ability to identify criminals. Attention continues to focus on the standardization of automated biometric identification systems and the interoperability among disparate local, state, national and international databases.
- These trends will impact the Cal-ID operation and will result in more technically skilled staff with more diverse skill sets. The national trend is toward standardization of all aspects of forensic science, to include mandatory examiner certification and laboratory accreditation.



## 14E - CAL-ID SYSTEM COSTS

### Operational Summary

#### Description:

This Fund was established by Minute Order dated June 18, 1996, together with an approved Master Joint Agreement with Users (33 cities) of the Cal-ID Automated Fingerprint Identification System (AFIS). This fund provides for system replacement and upgrade costs related to the Sheriff-Coroner Department's automated system for retaining and identifying fingerprints, which links with the State system and allows comparison of fingerprints obtained through local arrests with fingerprints in the Statewide system.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	19,885,103
Total FY 2015-2016 Actual Expenditure + Encumbrance:	259,746
Total Final FY 2016-2017:	28,609,952
Percent of County General Fund:	N/A
Total Employees:	0.00

Resolution R-98-38 dated January 27, 1998, authorized implementing a \$1.00 fee on vehicle registration (Vehicle Code Section 9250.19) to fund fingerprint identification equipment. The fee was to expire on January 1, 2012, however passage of Assembly Bill 674, which was approved by the Governor on September 1, 2011, extended the authorization indefinitely.

#### Strategic Goals:

- Resolve remaining data issues in the newly deployed Automated Biometric Identification System. Establish Memorandums of Understanding (MOUs) with various law enforcement trading partners to allow mutual searching of fingerprints and palmprints in other jurisdictions' systems.
- Conduct a competitive procurement and select a provider for new live scan devices/biometric booking stations for police agencies and county jails.
- Procure a county-wide Mobile Identification solution to be used by mobile law enforcement units for tactical fingerprint identification.

#### FY 2015-16 Key Project Accomplishments:

- Significant data migration cleanup was completed for the newly operational Automated Biometric Identification System.
- Completed a Mobile Identification pilot project.
- Implemented digital fingerprint capture by live scan at the Coroner Division.

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	3,952,385	19,885,103	2,787,813	28,609,952	8,724,849	43.88
Total Requirements	3,952,384	19,885,103	2,787,814	28,609,952	8,724,849	43.88
Balance	1	0	(1)	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: CAL-ID System Costs in the Appendix on page A152

### Highlights of Key Trends:

■ The trend continues to expand from traditional fingerprint identification databases to multi-modal biometric identification systems, capable of storing and matching several types of physical features for identification. Fingerprint and palmprint identification are widely used by local law enforcement. Mobile fingerprint identification and facial recognition are the next most commonly used biometric modalities. Iris pattern recognition, voice pattern recognition and DNA profile matching are among the emerging biometric modalities being considered by local law enforcement to maximize the ability to identify criminals. Attention continues to focus on the standardization of automated biometric identification systems and the interoperability among disparate local, state, national and international databases.

■ These trends will impact the Cal-ID operation and will result in more technically skilled staff with more diverse skill sets. The national trend is toward standardization of all aspects of forensic science, to include mandatory examiner certification and laboratory accreditation.

# 14G - SHERIFF'S SUPPLEMENTAL LAW ENFORCEMENT SERVICES

## Operational Summary

### Description:

The State Budget Act of 1996 appropriated funds for support of the Citizens' Option for Public Safety (COPS) Program. These funds are intended to put additional officers on the street, construction of jail beds, operate jail facilities, and provide for additional prosecutors. Funds must supplement, not supplant, existing law enforcement services and shall be expended exclusively to provide front-line law enforcement services. Recipients of these funds are restricted to California County Sheriffs, District Attorneys, counties, cities and

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	3,114,521
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,163,915
Total Final FY 2016-2017:	3,114,521
Percent of County General Fund:	N/A
Total Employees:	0.00

Special Districts in San Mateo County. The Sheriff-Coroner Department's portion of the FY 2016-17 COPS program is 5.15%, or \$895,965 for jail operations and construction and \$191,831 for front-line law enforcement in the unincorporated areas of the County.

### FY 2015-16 Key Project Accomplishments:

- The COPS Program continues to provide funding for jail operations and South County personnel costs.

## Budget Summary

### Changes Included in the Base Budget:

This fund is a self-balancing fund with restricted revenue, which supplements jail operations and construction costs, as well as supports front-line law enforcement in the unincorporated areas of Orange County. There are no significant, planned changes in FY 2016-17 compared to FY 2015-16.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	Change from FY 2015-2016		
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	FY 2016-2017 Final Budget	Budget Amount	Percent
Total Revenues	1,171,079	3,114,521	1,269,255	3,114,521	0	0.00
Total Requirements	1,171,080	3,114,521	1,269,255	3,114,521	0	0.00
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Sheriff's Supplemental Law Enforcement Services in the Appendix on page A153

### Highlights of Key Trends:

This funding source is subject to State budget approval each year. It is anticipated that the State will continue to approve funding in the future; however, funding levels cannot be projected.

# 14Q - SHERIFF-CORONER CONSTRUCTION AND FACILITY DEVELOPMENT

## Operational Summary

### Description:

This fund is used to track major capital construction projects within the Sheriff-Coroner Department. This budget includes funds for specific projects that were established by previous Board action. Each budgeted project is tracked separately within this fund.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	18,365,746
Total FY 2015-2016 Actual Expenditure + Encumbrance:	8,703,093
Total Final FY 2016-2017:	16,664,498
Percent of County General Fund:	N/A
Total Employees:	0.00

### Strategic Goals:

- Central Jail Complex - Consolidated Maintenance Project (\$600,000): Install current code compliant smoke/fire detection system at Sheriff's Headquarters and Central Men's Jail/Central Women's Jail. This project is intended to follow the completion of the final phase of the consolidated maintenance project work in the Central Men's Jail, which is the electrical switch gear replacement.
- Coroner Facility - Install a new Biological Evidence Freezer Unit (\$500,000): Expand freezer capacity to meet future freezer capacity needs for the facility. The original building was designed to accommodate this additional freezer.
- Katella Firing Range (\$565,000): Replace firing lane systems that will include a target retriever system, digital control, master control computer, PA system, shooting stalls and tables, and appropriate software and equipment.
- Musick Facility - Replace water damaged subfloors and refurbish showers and restrooms at the West Compound Barracks F-M and South Compound Barracks A-C (\$264,160): Wood structure subfloors and structural members require replacement and recoating to support inmate housing.
- Musick Facility - Assembly Bill (AB) 900 Phase II funding / Musick Expansion Design Phase 1 (FY 2016-17 \$5.2 million): Project is in the Construction Document phase (CD).
- Musick Facility - Senate Bill (SB) 1022 / Musick Design Phase 2 (FY 2016-17 \$5.1 million): Project is in the Construction Document phase (CD).
- Loma Ridge Emergency Operations Center - Improve the lower pump system for fire and domestic water (\$187,200): The lower pump system is responsible for delivering adequate water supplies to the facility from a location that is at a lower elevation. New pumps will ensure adequate water supplies and enhance system reliability.
- Loma Ridge Office Renovation (\$550,000): Construct Emergency Management administrative offices and improve office space to accommodate staff growth.
- Theo Lacy - Kitchen floor and drain replacements (\$500,000): Kitchen floors and drains are subjected to constant use in support of 24/7 jail operations. Floors and drains require replacement to meet health and safety requirements and functional operations of this kitchen environment.

- Theo Lacy - Industrial Garbage Grinder in Sanitary Sewer System (\$748,800): Construction of a grinder system to prevent trash items from interfering with the flow of the sewer system.
- The balance of the remaining projects range from \$5,000 to \$300,000 and are in various stages of planning, design or construction phases.

### FY 2015-16 Key Project Accomplishments:

- Completed the refurbishment of the East kitchen at the James A. Musick Facility (\$1,807,630).
- Completed the asphalt repair of parking areas and roads at the James a. Musick Facility (\$472,700).
- Completed the Design Development Drawings for AB 900 James A. Musick Facility, Phase 1 (\$1,367,890).
- Completed the Design Development Drawings for SB 1022 James A. Musick Facility, Phase 2 (\$2,743,481).
- Completed the renovation of the ICE offices at the Theo Lacy Facility (\$1,807,340).
- Completed Phase IV of the rebuild of the Electric Sliding Doors at the Central Men's Jail (\$457,383).
- Completed the repave, slurry and restripe of the IRC-Coroner Driveway and secured parking areas (\$164,858).
- Completed Heating, Ventilation & Air Conditioning system installation for the East Compound at the James A. Musick Facility (\$276,600).
- Completed domestic water pump station replacement that serves Central Men's Jail, Central Women's Jail, and Sheriff's Headquarters (\$154,360).
- Completed replacement of floors, drains and waste lines in the IRC kitchen (\$780,474).

## Budget Summary

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Increase Appropriations and Transfer in from Budget Control 036 for Air Handlers</b> <b>Amount: \$ 1,352,000</b>	The Air Handler units are crucial to maintain indoor air quality and desired temperatures.	Replace the air handlers to mitigate risks and ensure reliable heating and cooling systems.	7134

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	5,006,899	18,365,746	5,962,560	16,664,498	(1,701,248)	-9.26
Total Requirements	5,006,899	18,365,746	5,962,559	16,664,498	(1,701,248)	-9.26
Balance	0	0	1	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Sheriff-Coroner Construction and Facility Development in the Appendix on page A156

## 073 - ALTERNATE DEFENSE

### Operational Summary

#### Description:

This budget accommodates the cost of court-appointed private counsel who provide legal services to indigents when the Public Defender has declared a conflict of interest in Criminal and Juvenile Delinquency cases and, as appropriate, in Family Law, Juvenile Dependency, Mental Health and Probate Cases.

The Alternate Defense program provides legal and ancillary services for indigent clients utilizing private vendors for

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	5,698,254
Total FY 2015-2016 Actual Expenditure + Encumbrance:	5,695,780
Total Final FY 2016-2017:	5,757,674
Percent of County General Fund:	0.18%
Total Employees:	0.00

cases in which the Public Defender's Office declares a conflict of interest or is otherwise unavailable. Ancillary services may include, but are not limited to, psychological evaluations and investigative services.

#### Strategic Goals:

- Alternate Defense Services continues to provide for the cost of indigent legal services in Criminal, Family Law, Conservatorship and Juvenile Delinquency and Dependency caseloads. This budget request is consistent with the legal requirements and projected caseloads based on the trends, cost factors, and County and court policies known at this time.

### Budget Summary

#### Changes Included in the Base Budget:

FY 2016-17 Adopted Budget for Alternate Defense services includes \$5,757,674 Appropriations and \$5,671,674 Net County Cost, which is \$59,420 (1%) more than FY 2015-16 final budget of \$5,612,254. The OC Superior Court provides administrative support to Alternate Defense and receives reimbursement from the County.

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	123,319	86,000	180,638	86,000	0	0.00
Total Requirements	4,355,236	5,698,254	4,361,524	5,757,674	59,420	1.04
Net County Cost	4,231,917	5,612,254	4,180,886	5,671,674	59,420	1.06

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Alternate Defense in the Appendix on page A82

## 081 - TRIAL COURTS

### Operational Summary

#### Description:

With the passage of The Lockyer-Isenberg Trial Court Funding Act of 1997 (AB 233), the State of California assumed fiscal responsibility for the operations of all Orange County Trial Courts. AB 233 requires Orange County to make advance fixed Maintenance of Effort - MOE payment (\$54,449,487) to the State to pay its share of Trial Court costs. It also requires Orange County to directly pay for certain specific types of Trial Court costs. This fund has been established to account for these payments and for revenue used to make these payments that is received from fees, fines, and forfeitures imposed by the Trial Courts.

The Trial Court Facilities Act (SB 1732), established the authority for the transfer of court facilities from the counties to the State. During July 28, 2009 through December 8, 2009,

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	64,866,730
Total FY 2015-2016 Actual Expenditure + Encumbrance:	64,473,422
Total Final FY 2016-2017:	64,800,246
Percent of County General Fund:	1.99%
Total Employees:	0.00

the Board of Supervisors approved transfer agreements and joint occupancy agreements to complete the transfer of court facilities from the County to Judicial Council of California, Administrative Office of The Courts (AOC). SB 1732 requires Orange County to make advance fix County Facility Payment - CFP (\$4,701,336) to the State to pay Court's share of facility maintenance, utility, and insurance cost. The County's share of facility maintenance and utility costs are paid by OC Public Works and insurance costs are paid by Trial Court Fund 081.

### Budget Summary

#### Changes Included in the Base Budget:

FY 2016-17 Net County Cost (NCC) for Trial Court 081 is \$40,547,374, which is the same as the approved budget for FY 2015-16.

FY 2016-17 Budgeted revenue estimated to be less than required Revenue MOE payment to the State, which means there will be negative excess MOE payment to the State. AB233 Revenue MOE payment was set in 1997 based on actual revenue receipts in FY 1994-95, which means FY 2015-16 Trial Court revenue will be lower than FY 1994-95 level.

FY 2015-16 Third Available Financing projections include \$1,609,915 NCC overrun due to lower court revenue. FY 2016-17 Appropriations of \$64,800,246 include:

1. \$54,449,487 AB233 MOE payment to the State,
2. \$4,701,336 SB1732 County Facility Payment (CFP) to the State,
3. Excess AB233 MOE payment to State \$0,
4. Supplemental Judicial Benefits \$1,763,835, and
5. Other \$3,885,588 consist of Victim Witness Services \$3,626,237, insurance and earthquake insurance cost \$189,351 for court facilities, Court transcript costs for Grand Jury Hearings \$45,000 and accounting and telephone services \$25,000.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	24,073,988	24,319,356	21,004,897	24,252,872	(66,484)	-0.27
Total Requirements	64,121,976	64,866,730	64,187,157	64,800,246	(66,484)	-0.10
Net County Cost	40,047,989	40,547,374	43,182,260	40,547,374	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Trial Courts in the Appendix on page A92



## 12J - PROPOSITION 69 - DNA IDENTIFICATION FUND

### Operational Summary

#### Description:

On November 2, 2004, voters approved Proposition 69, the DNA (deoxyribonucleic acid) Fingerprint, Unsolved Crime, and Innocence Protection Act, which expanded the state-wide program of collecting samples of DNA and storing them in a database and data bank. Among the purposes of the DNA program are helping federal, state and local criminal justice and law enforcement agencies quickly and accurately detect and prosecute people responsible for certain crimes, such as sex offenses, and excluding innocent persons under investigation for such crimes. This fund was established to account for fines collected and distributed pursuant to the passage of Proposition 69.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	2,017,145
Total FY 2015-2016 Actual Expenditure + Encumbrance:	807,526
Total Final FY 2016-2017:	1,400,500
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	873,557	2,017,145	807,526	1,400,500	(616,645)	-30.57
Total Requirements	873,557	2,017,145	807,526	1,400,500	(616,645)	-30.57
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Proposition 69 - DNA Identification Fund in the Appendix on page A124

## 14J - EXCESS PUBLIC SAFETY SALES TAX

### Operational Summary

#### Description:

Passage of Proposition 172 The Public Safety Sales Tax (PSST) in 1994, provided counties a method to maintain their funding commitment to public protection after the diversion of property tax dollars by the State to school programs. By law, PSST funds not used within any given fiscal year are placed within a PSST surplus fund to meet future public protection needs. Fund 14B was originally created to account for these surplus PSST funds; however, all surplus funds were exhausted and the Board approved closure of Fund 14B in FY 09-10.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	8,609,344
Total FY 2015-2016 Actual Expenditure + Encumbrance:	6,934,912
Total Final FY 2016-2017:	6,259,061
Percent of County General Fund:	N/A
Total Employees:	0.00

On May 20, 2008, the Board of Supervisors established Fund 14J, Excess Public Safety Sales Tax, and directed that all future excess Prop 172 revenues be transferred to this fund for future allocation to designated public safety departments as recommended by the CEO and approved by the Board. The Board further directed proportional use of Prop 172 and General Fund appropriations in the Sheriff-Coroner and District Attorney budgets. While all excess Prop 172 revenues are transferred to Fund 14J, all excess General Fund appropriations are returned to the General Fund for future allocation as recommended by the CEO and approved by the Board.

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	6,509,410	8,609,344	6,934,911	6,259,061	(2,350,283)	-27.30
Total Requirements	6,509,409	8,609,344	6,934,912	6,259,061	(2,350,283)	-27.30
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Excess Public Safety Sales Tax in the Appendix on page A155

## PROGRAM II: COMMUNITY SERVICES

### Summary of Appropriations and Revenues

Budget Control	Budget Control Name	FY 2016-2017	FY 2016-2017	FY 2016-2017
		Appropriations	Revenue	Net County Cost
012	OC Community Resources	65,486,237	60,460,361	5,025,876
027	Department of Child Support Services	59,100,000	59,100,000	0
030	Health Care Agency - Public Guardian	5,614,482	1,106,872	4,507,610
042	Health Care Agency	628,810,259	560,623,955	68,186,304
063	Social Services Agency	897,355,534	847,847,442	49,508,092
<b>GENERAL FUND SUBTOTAL</b>		<b>1,656,366,512</b>	<b>1,529,138,630</b>	<b>127,227,882</b>
102	Santa Ana Regional Center Lease Conveyance	618,581	618,581	0
106	County Tidelands - Newport Bay	7,173,436	7,173,436	0
117	O.C. Housing Authority - Operating Reserves	5,585,396	5,585,396	0
119	OC Public Libraries - Capital	1,529,609	1,529,609	0
120	OC Public Libraries	53,913,877	53,913,877	0
121	OC Animal Care Donations	100,000	100,000	0
123	Dispute Resolution Program	887,601	887,601	0
124	Domestic Violence Program	973,781	973,781	0
12A	MHSA Housing Fund	1,000,046	1,000,046	0
12C	Child Support Program Development	3,524,481	3,524,481	0
12S	SSA Donations & Fees	1,466,395	1,466,395	0
12W	Wraparound Program	25,866,590	25,866,590	0
138	Medi-Cal Admin. Activities/Targeted Case Mgmt.	1,732,661	1,732,661	0
13N	Orange County Tobacco Settlement	36,119,534	36,119,534	0
13S	Emergency Medical Services	8,664,030	8,664,030	0
13T	HCA Purpose Restricted Revenues	2,466,015	2,466,015	0
13U	HCA Interest Bearing Purpose Restricted Revenue	30,096	30,096	0
13Y	Mental Health Services Act	167,066,044	167,066,044	0
13Z	Bioterrorism Center for Disease Control Fund	4,348,430	4,348,430	0
146	Workforce Investment Act	22,488,913	22,488,913	0
14T	Facilities Development and Maintenance	7,385,961	7,385,961	0
15F	Orange County Housing Authority (OCHA)	168,191,267	168,191,267	0
15G	OC Housing	10,229,310	10,229,310	0
15H	CalHome Program Reuse Fund	1,084,192	1,084,192	0
15K	Limestone Regional Park Mitigation Endowment	2,510	2,510	0
15U	Strategic Priority Affordable Housing	448,461	448,461	0
16D	OC Animal Shelter Fund	25,000,000	25,000,000	0
405	OC Parks CSA26	104,417,357	104,417,357	0
406	OC Parks Capital	31,187,373	31,187,373	0
459	N. Tustin Landscape & Lighting Assessment Dist.	3,639,571	3,639,571	0
477	County Service Area #22 - East Yorba Linda	105,792	105,792	0
590	In-Home Supportive Services Public Authority	2,476,046	2,476,046	0



## Summary of Appropriations and Revenues (Continued)

Budget Control	Budget Control Name	FY 2016-2017	FY 2016-2017	FY 2016-2017
		Appropriations	Revenue	Net County Cost
9A0	Debt Service	12,923,064	12,923,064	0
OTHER FUNDS SUBTOTAL		712,646,420	712,646,420	0
TOTAL - COMMUNITY SERVICES		2,369,012,932	2,241,785,050	127,227,882

## 012 - OC COMMUNITY RESOURCES

### Operational Summary

#### Mission:

Connecting People and Resources.

#### Strategic Goals:

##### ■ OC Community Services:

- Link Customers to Services
- Optimize and Leverage Resources

##### ■ OC Animal Care:

- To provide animal control services to Orange County residents, visitors and animal population in order to reduce pet overpopulation, reduce preventable animal disease, and reduce attacks and injuries from violent animals.
- To provide exceptional animal control and medical treatment to the animals that come into OC Animal Care.
- To continually educate and inform the residents and visitors of Orange County in order to promote responsible pet ownership and to increase adoptions of domestic animals.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	69,709,462
Total FY 2015-2016 Actual Expenditure + Encumbrance:	55,647,440
Total Final FY 2016-2017:	65,486,237
Percent of County General Fund:	2.01%
Total Employees:	266.00

### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>NUMBER OF CALLS RECEIVED AT CALL CENTER (OFFICE ON AGING)</b> <b>What:</b> Number of calls received at the Office on Aging Information and Assistance Call Center. <b>Why:</b> Services help older adults remain safely in their homes and avoid/delay nursing home placement.	11,627 calls quarterly (average)	10,106 calls quarterly	Office on Aging is exceeding the goal.
<b>CUSTOMER SATISFACTION - CALL CENTER SURVEY (OFFICE ON AGING)</b> <b>What:</b> The number of customers satisfied with the service. <b>Why:</b> It measures satisfaction of clients with services.	95% of customers satisfied (average)	90% of customers satisfied (average)	Office on Aging did not meet the target in the 2nd quarter partially due to the holiday season. A new phone system was implemented on 12/10/15 and this system tabulates call totals differently. Program is working with OCIT to update the Outcome Indicator results for the remaining quarters.

## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>CUSTOMER SATISFACTION - VETERANS SERVICE OFFICE</b> <b>What:</b> Number of customers satisfied with service. <b>Why:</b> It measures satisfaction of clients with services.	96% of customers satisfied (average)	95% of customers satisfied	Veterans Service Office is exceeding this goal.
<b>CUSTOMER SATISFACTION - SENIOR NON-EMERGENCY MEDICAL TRANSPORTATION (OFFICE ON AGING)</b> <b>What:</b> The number of customers satisfied with service. <b>Why:</b> It measures satisfaction of clients with services.	95% of customers satisfied	95% of customers satisfied	Office on Aging is on target to meet this goal.
<b>NUMBER OF CLIENTS VISITING VETERANS SERVICE OFFICE</b> <b>What:</b> Number of clients visiting office. <b>Why:</b> It measures the demand for services.	1,354 clients visiting the Veterans Services Office quarterly.	1,179 clients visiting the Veterans Services Office quarterly.	Veterans Service Office is exceeding this goal.
<b>NUMBER OF CLIENTS SEEKING EMPLOYMENT SERVICES (COMMUNITY INVESTMENT DIVISION)</b> <b>What:</b> Number of clients seeking employment services. <b>Why:</b> It measures the demand for services.	20,527 customers (quarterly average).	21,000 customers	Community Investment Division expects to meet/exceed this measure.
<b>PERCENTAGE OF TOTAL REGISTERED ADULT CUSTOMERS ENTERING EMPLOYMENT (COMMUNITY INVESTMENT DIVISION)</b> <b>What:</b> It measures the total registered adult customers entering employment after program participation. <b>Why:</b> It measures the success of services delivered to job seekers.	107.2% achievement of placement in employment of registered adult customers.	80.2% achievement of placement in employment of registered adult customers.	Community Investment Division expects to meet/exceed this measure.
<b>EARNINGS PER EMPLOYED REGISTERED ADULT CUSTOMER (COMMUNITY INVESTMENT DIVISION)</b> <b>What:</b> It measures the earnings per employed registered adult customer after program participation. <b>Why:</b> It measures the success of services delivered to job seekers.	\$15,180 earnings per employed registered adult customer	\$15,450 earnings per employed registered adult customer	Community Investment Division expects to meet/exceed this measure.
<b>MATCHED/ALTERNATE FUNDING RATE (EXCLUDING REDEVELOPMENT FUNDING)</b> <b>What:</b> Amount of budget that is leveraged. <b>Why:</b> Leveraging our base funding with matched or alternate funding expands services to the community.	\$27,334,047 in matched or alternate funding	\$20,000,000 in matched or alternate funding	OC Community Services is on target to meet goal.
<b>TOTAL PERCENTAGE OF LICENSED DOGS SPAYED OR NEUTERED</b> <b>What:</b> Percentage of licensed dogs spayed or neutered. <b>Why:</b> To encourage responsible pet ownership, and decrease pet-overpopulation.	In FY 2014-15, an average of 87% of licensed dogs were spayed or neutered, which exceeded our goal of 85%.	85% licensed dogs spayed or neutered.	OC Animal Care is on track to meet this goal for the current fiscal year. We continue to see the highest number of licensed dogs being those that are spayed/neutered. Therefore, we believe that continued focus on improving licensing compliance will result in more dogs being spayed/neutered.

## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>TOTAL NUMBER OF DOG LICENSES ISSUED</b> <b>What:</b> Number of dog licenses issued to OC Animal Care's 18 contract cities & Unincorporated County areas. <b>Why:</b> Helps to ensure public health and safety.	In FY 2014-15, OC Animal Care issued/renewed an average of 46,844 dog licenses per quarter, which was above our goal of 45,000 per quarter.	45,000 dog licenses issued per quarter.	The goal is to issue 45,000 dog licenses per quarter. Through the second quarter ending December 31, 2015, the quarterly average is about 42,000. We do expect to achieve the goal for the full fiscal year.
<b>RESPONSE TIME FOR PRIORITY CALLS 1 &amp; 2 (HUMANS AND ANIMALS AT RISK)</b> <b>What:</b> The response time for Priority Field Calls. <b>Why:</b> To ensure quality customer service related to OC Animal Care's field services.	In FY 2014-15, the average response time for Priority 1 and 2 calls was 45 minutes, which was an improvement over last year's time of 53 minutes, but still above our goal of 30 minutes. The additional response time is attributed to a shortage of staff, particularly in our field department.	Response time for Priority Calls 1 & 2 (Humans and Animals at Risk) to be 30 minutes.	OC Animal Care's Field Services response time for Priority 1 and 2 calls for the current fiscal year is running at 44 minutes, which is an improvement over the 60 minute time from the same period last year. We expect to see improvement in response time due to an increase in field staff.
<b>ADOPTION RATE</b> <b>What:</b> OC Animal Care's Adoption Rate. <b>Why:</b> Increases the number of animals adopted and decreases euthanasia.	In FY 2014-15, 24% of cats, 58% of dogs, and 20% of other that were impounded were adopted. Our goals were 25% for cats, 55% for dogs, and 75% for other. While we achieved the goal for dogs, we were just short of goal for cats, and well below goal for other, which includes rabbits and wildlife.	The percentage of impounded animals to be adopted: Dog 55%, Cat 25%, Other 75%.	Through March 31, 2016, adoption rates are running at 25% for cats, and 56% for dogs, therefore we do expect to achieve our goals for the fiscal year. Adoption rates for other (rabbits and certain wildlife) are running at 22%, which is below our goal of 75%.
<b>OWNER REDEMPTION RATE</b> <b>What:</b> The rate of animals redeemed by their owners. <b>Why:</b> To emphasize the importance of providing proper ID for pets as part of responsible pet ownership.	In FY 2014-15, an average of 2% of cats, 31% of dogs, and 2% of other that were impounded were redeemed by their owners. Our goal was 2% for cats, 25% for dogs, and 1% for other, therefore we achieved our owner redemption goals for FY 2014-15.	Owner Redemption Rates: Dog 25%, Cat 2%, Other 1%.	Through March 31, 2016, owner redemption rates are running at 2% for cats, 36% for dogs, and 1% for other. Based on these rates, we do expect to meet our redemption goals for the current fiscal year.
<b>CUSTOMER SATISFACTION</b> <b>What:</b> Customer satisfaction. <b>Why:</b> To ensure that OC Animal Care is providing exceptional customer service.	In FY 2014-15, 69% of customer satisfaction surveys were positive, which was below our goal of 75%. This goal was modified in FY 2013-14 to survey those customers who adopted an animal at OC Animal Care. FY 2014-15 was the first full fiscal year this goal was measured.	The 2016 Plan Target will remain consistent with the prior year target of 75%.	Through December 31, 2015, 80% of customer satisfaction surveys have been positive, therefore we do expect to achieve this goal for the full fiscal year.
<b>TOTAL NUMBER OF VOLUNTEER HOURS</b> <b>What:</b> The total number of volunteer hours. <b>Why:</b> OC Animal Care volunteers play an important role in providing high quality care to animals.	In FY 2014-15, OC Animal Care logged over 137,000 volunteer hours, far above our goal of 60,000 hours annually.	15,000 hours per quarter (60,000 annually).	This goal is to accumulate 15,000 volunteer hours per quarter, or 60,000 hours annually. Through the quarter ending December 31, 2015, we have accumulated an average of 35,000 volunteer hours per quarter, therefore we fully expect to exceed this goal for the fiscal year.

## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>TOTAL CLASSES/PROGRAMS/EVENTS; TOTAL ATTENDEES TO CLASSES/PROGRAMS/EVENTS</b> <b>What:</b> The total number of public education classes and programs including the number of total attendees. <b>Why:</b> Provides education in responsible pet ownership, shelter adoption, and decreases pet overpopulation.	In FY 2014-15, OC Animal Care participated in 159 classes/programs/events, with total attendance of over 18,000. This far exceeded our goal of 140 classes/programs/events, with an attendance goal of 17,000.	70 classes/programs/events semi-annually (140 per year); 8,500 total attendees semi-annually (17,000 per year).	Through the six months ending December 31, 2015, OC Animal Care has hosted 71 Classes/Programs/Events (goal of 70), with total attendance of over 11,000 (goal of 8,500), therefore we fully expect to meet this goal for the current fiscal year.
<b>TOTAL ANIMAL ADOPTIONS TO RESCUE GROUPS</b> <b>What:</b> The percentage of adoptions to local non-profit animal rescue organizations. <b>Why:</b> We rely on animal rescues to adopt animals with needs that cannot be adopted to the public.	In FY 2014-15, over 4,400 animal adoptions were completed by rescue groups, far exceeding our goal of 1,900 annually.	950 adoptions completed by rescue groups semi-annually (1,900 annually).	Adoption partners (rescue groups) are a key resource in adoptions of special needs animals. These adoptions lower OC Animal Care's euthanasia rate and increase our partnerships with the community. Adoptions by rescue groups total 2,245 through December 31, (goal of 1,900). This goal has been met.
<b>EUTHANASIA RATE</b> <b>What:</b> Measures the decrease in percentage of euthanasia rate of animals at the shelter. <b>Why:</b> Measures the effectiveness of outreach, adoption, & other placement programs on reducing euthanasia.	In FY 2014-15, the euthanasia rate decreased by 7% for cats, 3% for dogs, and 14% for other (rabbits) over FY 2013-14. Our goal was to reduce euthanasia by 5% overall from the prior year. We exceeded the goal of a 5% reduction from the prior year for cats and other, but fell short for dogs.	Decrease by 5% over the prior year.	For the nine months ending March 31, 2016, the euthanasia rate for cats increased to 51% from 49% at March 31, 2015. For the same period, the euthanasia rate for dogs declined to 5% from 10%, while the euthanasia rate for rabbits remained constant at 14%.
<b>THE PERCENTAGE OF TOTAL SHELTER INTAKE OF DOGS, CATS AND OTHER.</b> <b>What:</b> Measures the decrease in animals impounded at the shelter from the prior year. <b>Why:</b> Measures the effectiveness of programs focused on reducing animals impounded at the shelter.	In FY 2014-15, cat impounds decreased by 6%, dog impounds decreased by 12%, and other (rabbit) impounds increased by 8%. We achieved our goal of a 5% reduction in impounds for cats and dogs, but fell short of the 5% reduction goal for rabbits.	5% reduction from the prior year.	For the nine-months ending March 31, 2016, cat impounds increased by 1% over the same period in 2015, while dog impounds have decreased by 4%, and other (rabbit) impounds have decreased by 33%. We are hopeful that our 5% reduction goal for all animals will be achieved for the fiscal year.

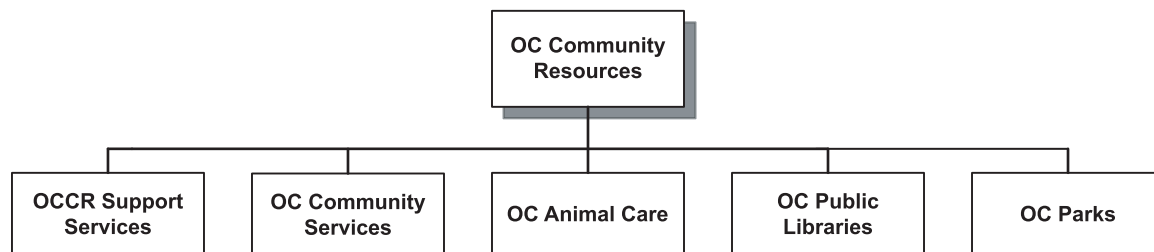
## FY 2015-16 Key Project Accomplishments:

- Exceeded all nine Workforce Investment Act (WIA) Performance Measures for Unemployed Adults, Laid-off Workers and Youth with Multiple Barriers to Education/Employment.
- Purchased a building in Anaheim at 1000 N. Kraemer Place as the site of a new 200-bed Year Round Emergency Shelter and Multiservice Center to serve the homeless.
- The Senior Non-Emergency Medical Transportation Program provided 147,409 trips for 2,385 clients.
- Provided 2,175,526 units of service to older adults through programs such as: home-delivered and congregate meals, in-home care, adult day care, case management, respite care, transportation, health insurance counseling and other community based services.
- Obtained over \$3.7 million in new or increased monthly Veteran Affairs compensation and pension benefits, \$64,878 in one-time/lump sum retroactive payments and \$5.1 million in college fee waivers.
- Received California State Association of Counties award for the "Vets Helping Vets" VA Work Study Program.



- Reduced wait times for certain services from over 3 hours to an average low of 38 minutes and high of 68 minutes for the reporting cycle.
- The Board approved a land swap with the South Orange County Community College District allowing OC Animal Care to move forward on building a new, state-of-the-art animal shelter, to be completed in the fall of 2017.
- OC Animal Care hosted 12 successful adoption events for the community, including "Clear the Shelter", hosted by NBC. This was the most successful single-day adoption event in OC Animal Care's history.
- OC Animal Care's live release rate for dogs improved from 89% in FY 2013-14 to 91% in FY 2014-15. This is the first time OCAC has reported live release rates for dogs above 90%.

## Organizational Summary



**Administrative Services** - OC Community Resources' Administrative/Support Services function is responsible for all program support activities for the OC Community Resources department which includes purchasing, contracts, finance, accounting, human resources, information technology, volunteers, support and safety, staff development, Agenda Staff Report (ASR) coordination, custodian of records, and compliance services.

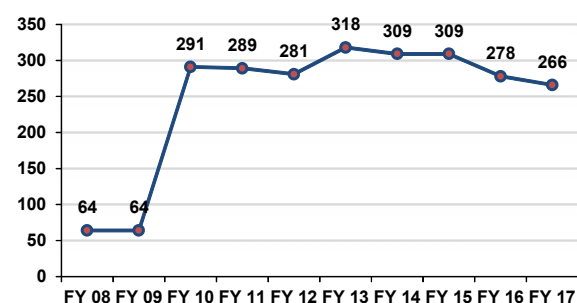
**OC Community Services** - OC Community Services offers affordable housing opportunities for renters and homeowners; community revitalization for homeowners and unincorporated communities; and community services for special needs populations such as older adults, veterans, victims of domestic violence or hate crimes, the unemployed, and the homeless.

**OC Animal Care** - OC Animal Care Services' mission is to protect the public against health threats, provide refuge, medical care and a second chance to unwanted and abused pets, and protect animals' rights of humane treatment.

**OC Public Libraries** - OC Public Libraries' mission is to open new worlds to our diverse communities through knowledgeable and friendly staff who are trained in the latest technologies and tools offered at our branches and through our website which will, in turn, enable our patrons to explore resources for leisure, learning, business, and community interaction.

**OC Parks** - As a steward of significant natural and cultural resources, Orange County Parks manages and operates a system of regional parks, beaches, harbors, trails and historic sites that are places of recreation and enduring value.

### Ten Year Staffing Trend:



## Ten Year Staffing Trend Highlights:

- The FY 2016-17 budget includes the addition of six positions to OC Community Resources (OCCR). Four positions are assigned to the Community Investment Division to assist with the CalWORKS program and two positions are assigned to the Office on Aging program to support an increase in outreach, assessment, engagement and connection to services for older adults and caregivers.
- As a FY 2015-16 First Quarter Budget Adjustment, 24 positions were deleted and transferred to Orange County Information Technology (OCIT) as part of the Information Technology centralization process. A Research Analyst III position was added in OCCR Support Services to support operational support needs, which was offset by the deletion of a vacant position within OCCR/OC Public Libraries Fund 120. In the FY 2015-16 Second Quarter Budget Report, four positions were added in the Community Investment division to support additional needs in the Expanded Subsidized Employment (ESE) program and one Administrative Manager I position was added in Office on Aging to address caseload growth. An Administrative Manager II position was added in the FY 2015-16 Adopted Budget to serve as the County Events Coordinator.
- OC Community Resources (OCCR) made a number of position adjustments in FY 2014-15 as part of a minor reorganization to further enhance operational efficiencies and improve customer service. As part of the First Quarter Budget Report, two positions were deleted and transferred to Human Resource Services. Nine positions from OCCR's Central Projects Office were transferred to OC Public Works in the Second Quarter Budget Report to centralize capital project management services and one position was transferred from OC Parks for OCCR information technology needs. In the Third Quarter Budget Report, a total of 25 positions that remained in OCCR's Central Projects Office were deleted and transferred to OC Parks and OC Public Libraries in an additional phase in the OCCR minor reorganization.
- In FY 2012-13, to address reductions as the result of the elimination of Redevelopment, one Staff Specialist was transferred from Fund 15G to Budget Control 012 in the First Quarter Budget Report. Two Safety and Training Officers were transferred to CEO/Risk Management to centralize the County's Safety Program. In the Second Quarter Budget Report, eight positions were transferred to Human Resources Services as part of the reorganization of Countywide Human Resource Services.
- In FY 2011-12, two positions were deleted as a technical adjustment through the budget process. During the year, 38 positions were transferred from other OCCR funds including OC Parks and OC Public Libraries, to centralize the newly created Central Projects unit and Contracts Development & Management unit as part of the department's reorganization. These transfers enabled OC Community Resources to better serve its internal customers by increasing efficiency among its units. One position was deleted and transferred to Fund 15F.
- In FY 2010-11, one Administrative Manager for the Human Relations Commission was deleted through the budget process. Three positions were deleted through the First Quarter Budget Report. One position was deleted in the Second Quarter Budget Report through the Vacant Position Analysis and in the Third Quarter Budget Report, two positions were deleted and transferred to OC Public Library.
- In FY 2009-10, one Veteran's Claims Officer position was deleted as part of the Vacant Position Analysis.
- In FY 2008-09 Housing and Community Services was renamed OC Community Services (OCCS) and merged into a larger department - OC Community Resources (OCCR), which now includes OC Animal Care as well as the Administrative Services function for OC Community Resources. This merge resulted in the addition of 227 positions which were transferred in FY 2008-09 from a variety of funds, including OC Community Services, OC Public Libraries, OC Animal Care, OC Parks, and OC Public Works.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

OC Community Resources was created on March 18, 2008 by the Board of Supervisors to provide greater access to residents and visitors who want to fully utilize the resources available in their communities. This was achieved by bringing together OC Animal Care, OC Community Services, OC

Parks, and OC Public Libraries into one agency. Although services provided to these departments are distinct, allowing them to partner together benefits the public by improving the quality and efficiency of service. OC Community Resources will continue to fulfill the goals within each of our program areas and create efficiencies when possible in FY 2016-17.

### Changes Included in the Base Budget:

While OC Community Resources' baseline Net County Cost limit will grow 1% in FY 2016-17, OC Community Services and OC Animal Care programs will continue to be challenged by increases in salaries and benefits, services, and other costs with either level or minimal growth in revenues. As a result, OC Community Resources' must continue to closely monitor and reduce costs while maximizing the use of existing revenues, including but not limited to: Federal Innovation and Opportunity, Measure M2, State Department of Aging, and other funding sources as well as complying with city revenue billings for OC Animal Care programs.

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Add Two Positions and Net County Cost for OC Community Resources Office on Aging Program</b> Amount:\$ 269,159	Funding for two Staff Specialist positions to support Office on Aging programs.	Increase in outreach, assessment and connection to services for older adults and caregivers.	7057
<b>Add Four Positions, Appropriations, and Revenue for CalWORKS Program</b> Amount:\$ 333,956	Add four positions to assist CalWORKS participants become self-sufficient members of the community.	Assist participants in becoming more self-sufficient members of the community.	7058
<b>Add Appropriations and Net County Cost for Affordable Housing</b> Amount:\$ 212,000	Utilize resources to support affordable housing/homeless initiatives.	Increase affordable housing developments available to needed residents.	7061
<b>Increase Appropriations and Net County Cost for the County Veteran Service Offices</b> Amount:\$ 69,950	Fully staff the Veterans Service Office to better serve clients and avoid revenue loss.	Provide the most expedient and efficient services possible to the approximate 130,000 OC Veterans.	7062

### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016 Budget	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017 Final Budget	Change from FY 2015-2016 Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Total Positions	273	260	260	266	6	2.31
Total Revenues	51,308,298	64,925,940	50,777,516	60,460,361	(4,465,579)	-6.88
Total Requirements	53,609,545	69,709,462	55,267,850	65,486,237	(4,223,225)	-6.06
Net County Cost	2,301,246	4,783,522	4,490,334	5,025,876	242,354	5.07

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Community Resources in the Appendix on page A24

### Highlights of Key Trends:

- OC Community Resources continues to face economic challenges of rising costs of maintaining services with flat or minimal increases in funding. As the result of

increasing salaries and employee benefits and services and supplies costs, OCCR reduced expenditures where possible and will continue to subsist on a lean budget.

## Budget Units Under Department Control:

No.	Agency Name	Administrative Services	OC Community Services	OC Animal Care	OC Public Libraries	OC Parks	Total
012	OC Community Resources	14,630,137	29,629,768	21,226,332	0	0	65,486,237
106	County Tidelands - Newport Bay	0	0	0	0	7,173,436	7,173,436
117	O.C. Housing Authority - Operating Reserves	0	5,585,396	0	0	0	5,585,396
119	OC Public Libraries - Capital	0	0	0	1,529,609	0	1,529,609
120	OC Public Libraries	0	0	0	53,913,877	0	53,913,877
121	OC Animal Care Donations	0	0	100,000	0	0	100,000
123	Dispute Resolution Program	0	887,601	0	0	0	887,601
124	Domestic Violence Program	0	973,781	0	0	0	973,781
12A	MHSA Housing Fund	0	1,000,046	0	0	0	1,000,046
146	Workforce Investment Act	0	22,488,913	0	0	0	22,488,913
15F	Orange County Housing Authority (OCHA)	0	168,191,267	0	0	0	168,191,267
15G	OC Housing	0	10,229,310	0	0	0	10,229,310
15H	CalHome Program Reuse Fund	0	1,084,192	0	0	0	1,084,192
15K	Limestone Regional Park Mitigation Endowment	0	0	0	0	2,510	2,510
15U	Strategic Priority Affordable Housing	0	448,461	0	0	0	448,461
16D	OC Animal Shelter Fund	0	0	25,000,000	0	0	25,000,000
405	OC Parks CSA26	0	0	0	0	104,417,357	104,417,357
406	OC Parks Capital	0	0	0	0	31,187,373	31,187,373
459	N. Tustin Landscape & Lighting Assessment Dist.	0	0	0	0	3,639,571	3,639,571
477	County Service Area #22 - East Yorba Linda	0	0	0	0	105,792	105,792
	Total	14,630,137	240,518,735	46,326,332	55,443,486	146,526,039	503,444,729

## 106 - COUNTY TIDELANDS - NEWPORT BAY

### Operational Summary

#### Description:

Provide the public with safe and enjoyable recreational opportunities that include boating, hiking, interpretive programs, and viewing of marine estuaries.

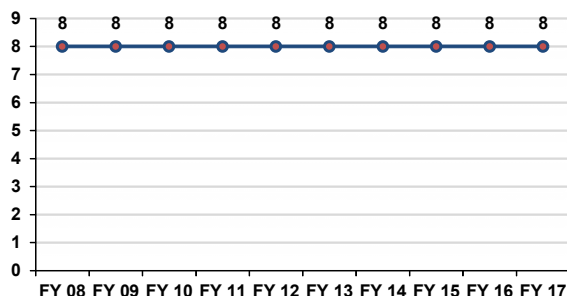
#### Strategic Goals:

- Ensure public access to recreational facilities while protecting Newport Bay tidelands properties and natural resources entrusted to the County of Orange.

#### FY 2015-16 Key Project Accomplishments:

- The Peter and Mary Muth Interpretive Center, located at Upper Newport Bay, was visited by 31,321 people in FY 2015-16 and is considered one of the best wildlife viewing spots available to Orange County residents. 15,229 people participated in interpretive and recreational programs offered at the Muth Center. Additionally, 1,518 volunteers contributed 4,158 hours of service on several public programs emphasizing restoration of natural resources at Upper Newport Bay and Newport Harbor.
- In FY 2015-16, OC Parks hosted a new event in partnership with the Newport Bay Conservancy. "Baycation" was held in October 2015.
- Newport Bay Tidelands finished construction of the new "Uplands" interpretive exhibit at the Peter and Mary Muth Interpretive Center. This 1,400 gallon tank features native sharks, rays and coastal taxidermy mammals set in a faux rock wall background for interactive educational purposes.

#### Ten Year Staffing Trend:



#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	6,272,279
Total FY 2015-2016 Actual Expenditure + Encumbrance:	4,514,945
Total Final FY 2016-2017:	7,173,436
Percent of County General Fund:	N/A
Total Employees:	8.00

#### Ten Year Staffing Trend Highlights:

- Staffing has remained consistent at eight positions since FY 2005-06.

### Budget Summary

#### Changes Included in the Base Budget:

The FY 2016-17 base budget for Fund 106 includes an increase of \$700,000 to the capital project reserves. This money will be used in the future to pay for required capital projects to protect and maintain Newport Tidelands facilities.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Positions	8	8	8	8	0	0.00
Total Revenues	4,686,229	6,272,279	4,573,959	7,173,436	901,157	14.37
Total Requirements	4,686,228	6,272,279	4,573,959	7,173,436	901,157	14.37
Balance	1	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: County Tidelands - Newport Bay in the Appendix on page A98

## Highlights of Key Trends:

- Fund 106 has budgeted for three substantial capital projects for FY 2016-17 including \$500,000 to repair the Upper Newport Bay East Bluff Drainage System,

\$400,000 to extend the Newport Harbor Bulkhead adjacent to Bay Beach in Lower Newport Harbor, and \$114,900 to install interpretive kiosks in Upper Newport Bay.

# 117 - OC HOUSING AUTHORITY - OPERATING RESERVE

## Operational Summary

### Description:

Excess administrative fees prior to 2004 may be used only for the cost of ongoing administration of OC Community Services' current Housing Choice Voucher program or for other housing related purposes consistent with state and local law, including the development of affordable housing and support of homeless activities as approved by the Board of Supervisors.

### Strategic Goals:

- Increase and preserve affordable housing opportunities, especially for those most in need.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	3,091,574
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,287,526
Total Final FY 2016-2017:	5,585,396
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Changes Included in the Base Budget:

The FY 2016-17 base budget for Fund 117 is approximately \$2.49 million higher than the FY 2015-16 Modified Budget with the inclusion of all available fund balance for possible housing projects.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	1,291,113	3,091,574	1,280,525	5,585,396	2,493,822	80.67
Total Requirements	1,291,113	3,091,574	1,280,526	5,585,396	2,493,822	80.67
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: O.C. Housing Authority - Operating Reserve in the Appendix on page A107

# 119 - OC PUBLIC LIBRARIES - CAPITAL

## Operational Summary

### Description:

The Capital Project Fund for OC Public Libraries is used to provide capital improvements to 34 library facilities throughout Orange County. Improvements made in our facilities support OC Public Libraries' mission to open new worlds to our diverse communities by being able to provide facilities where library patrons are able to enjoy the many offerings that the present day library has to offer.

### Strategic Goals:

- Library facilities constructed or maintained through the Capital Project Fund support the OC Public Libraries' goal to provide and preserve essential infrastructure and community programs.

### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>PROGRESS IN COMPLETING LIBRARY CAPITAL PROJECTS ON SCHEDULE AND WITHIN BUDGET.</b> <b>What:</b> Measures our ability to complete capital improvement projects which improves our library services. <b>Why:</b> Growing library population base requires reliable, safe and improved library infrastructures.	Library of the Canyons and Garden Grove Tibor Rubin refurbishment to be completed by summer 2016.	Replace HVAC systems at Library HQ, La Habra and Rancho Santa Margarita library.	Given the fact that OCPL spends approximately \$25 per capita, OCPL is providing its community safe and inviting facilities that are very much appreciated based on the surveys conducted.

### FY 2015-16 Key Project Accomplishments:

- Completed the Irvine University Park HVAC and Dana Point Library exterior siding and front door projects.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

OC Public Libraries will continue to work with the Library Advisory Board to provide and develop services responsive

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	3,853,951
Total FY 2015-2016 Actual Expenditure + Encumbrance:	633,268
Total Final FY 2016-2017:	1,529,609
Percent of County General Fund:	N/A
Total Employees:	0.00

to the communities we serve. Staff will continue to identify critical building components needing repair or replacement to ensure safe and secure facilities, avoid costs of unplanned shut-downs and extend useful life expectancy of library facilities. In line with the Strategic Plan, the Library will continue to operate solely through dedicated Library Fund revenue sources.



### Changes Included in the Base Budget:

Library capital improvement projects are contingent upon available funding. Capital projects budgeted in FY 2016-17 include Dana Point HVAC Replacement, La Habra Air Handler and Ventilation Replacement, Laguna Beach Exterior Siding Replacement, Rancho Santa Margarita Air Handler and Ventilation Replacement and OCPL Headquarters HVAC projects.

The 2016-17 base budget is approximately \$2.3 million lower than the FY 2015-16 Modified Budget. The decrease is due to less available funding for capital projects.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	2,552,807	3,853,951	1,400,270	1,529,609	(2,324,342)	-60.31
Total Requirements	2,552,807	3,853,951	1,400,271	1,529,609	(2,324,342)	-60.31
Balance	0	0	(1)	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Public Libraries - Capital in the Appendix on page A109

### Highlights of Key Trends:

- Each library branch facility will continue to be maintained and upgrades and enhancements will be provided contingent upon available funding. In FY 2016-17, building improvements and energy efficiency upgrades will be carried out to increase energy conservation and productivity.

## 120 - OC PUBLIC LIBRARIES

### Operational Summary

#### Description:

OC Public Libraries is the third largest local library system in California that provides professional library services to the residents of 24 cities through a network of 34 community libraries. OC Public Libraries strive to adapt services to community priorities and to empower and enrich our communities by having an open door and free access system.

#### Strategic Goals:

- Promote self-sufficiency and healthy lifestyles.
- Provide and maintain essential infrastructure and community programs.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>SELF-CHECKOUT MACHINE CIRCULATION RATE.</b> <b>What:</b> Measures increased levels of circulation through self-check machines. <b>Why:</b> Allowing the staff to focus attention on individuals using the library.	OC Public Libraries will begin measuring percentage of items checked out by self-check method compared to staff assisted circulation checkouts.	60% of all checkouts will be generated through self-check machines.	This measure has just been introduced.
<b>CIRCULATION RATE FOR E-MAGAZINES.</b> <b>What:</b> Increase e-magazine circulation by 20%. <b>Why:</b> Indicates the growing trend in e-material usage.	Measures the change in percentage in e-magazine circulation to that of traditional magazine circulation.	Increase funding in e-magazine collection rather than traditional magazines depending on the result.	This measure has just been introduced.
<b>CIRCULATION RATE OF WORLD LANGUAGE MATERIAL.</b> <b>What:</b> Measures the growing usage of non-English language material due to demographic changes. <b>Why:</b> Monitoring usage determines if the library is meeting the needs of its community.	Measures the change in percentage of global language material compared to the same quarter of the previous year.	Increase the circulation of global language material by 20% over the previous year's count; measure for a term of 3 years.	This measure has just been introduced.

#### FY 2015-16 Key Project Accomplishments:

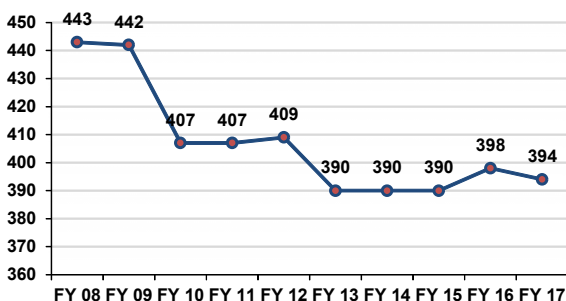
- Big Read Participant, "Into the Beautiful North"
- Refurbishment of Garden Grove Chapman Library
- San Clemente Library Grand Re-opening

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	58,299,627
Total FY 2015-2016 Actual Expenditure + Encumbrance:	45,763,597
Total Final FY 2016-2017:	53,913,877
Percent of County General Fund:	N/A
Total Employees:	394.00

- Literary Orange Author Event
- Launch of Hoopla, a streaming media service
- Sensory Storytimes launch
- 21st Century Skills Programming: Creating a solid workforce in the library and beyond
- Growing STEM, science programming for kids
- Staff presentations at the California Library Association Conference
- Creation of a system wide library calendar

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- In FY 2015-16, one position was deleted to offset the addition of the events coordinator position in OC Community Resources (OCCR). Three positions were transferred with two positions added to CEO Budget Fund 100-017 for Social Care Coordination and another position to OCCR/Support Services/Finance & Strategic Planning.
- In FY 2014-15, one position was transferred to CEO/Real Estate as part of the CEO Real Estate centralization. Nine positions were transferred from OCCR as part of OCCR's minor reorganization.
- In FY 2011-12, 18 positions were transferred out to OCCR when the new Central Project Office was created as the result of the OCCR's re-organization. There was also an additional reduction of one position when two half-time positions were consolidated to one full-time position.
- In FY 2010-11, two positions were transferred back from OCCR.

- In FY 2008-09, 34 positions were transferred out to OCCR and one position was deleted resulting from the creation of the new OC Community Resources Department.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

OC Public Libraries will continue to work with the Library Advisory Board to provide and develop services responsive to the communities we serve. Staff will continue to implement and refine the organizational measurement program and the employee pay for performance plan. In line with the Strategic Plan, the Library will continue to operate solely through dedicated Library Fund revenue sources.

### Changes Included in the Base Budget:

The FY 2016-17 base budget for Fund 120 is \$53.9 million which is \$4.4 million lower than the FY 2015-16 Modified Budget due primarily to a decrease in the budget for operating transfers-out to Fund 119 as there will be less capital projects in the next fiscal year.

Fund 120 reflects a 4% increase in overall property tax revenue due to an improving housing market within Orange County.

Fund 120's operating budget assumes maintaining current service levels by continuing the five-year plan to upgrade the library computer systems, increasing library book materials and subscription of library collections as well as appropriations allocated for maintenance projects on OC Public Libraries' aging infrastructure.

The FY 2016-17 base budget includes a \$2.1 million contribution to Fund Balance Restricted for the Irvine Set-Aside based on the MOU between the City of Irvine and OC Public Libraries to finance a future Library in the City of Irvine as well as to make a contribution of \$310,000 to operating reserves to maintain the 10% goal of the operating cost set forth by the Library Advisory Board.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	398	394	394	394	0	0.00
Total Revenues	44,854,740	58,299,627	51,620,821	53,913,877	(4,385,750)	-7.52
Total Requirements	44,854,740	58,299,627	51,617,296	53,913,877	(4,385,750)	-7.52
Balance	1	0	3,525	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Public Libraries in the Appendix on page A110

### Highlights of Key Trends:

- OC Public Libraries will continue evaluating the interior space of all branches and redesigning them to conform to the one desk service model. For expediency, confidentiality and efficiency, library users will be able to complete their business transactions at one service location rather than at separate desks for each interaction. Customer needs have changed over the years. The single service desk model will provide a better customer experience while freeing up librarians to have more time for complex questions and to interact more with the public.
- In redesigning the floor configuration, we are hoping to achieve the following goals:
  - Provide a one stop transaction environment for library users.
  - Extend basic reference by freeing staff to have on the floor interaction with library users.
  - Provide efficient and flexible staffing solution.
  - Use limited space more efficiently in libraries.
- With communication and training, staff can adopt the new single service desk model with little difficulty. Some branches have already converted the multiple service desks model into a single service desk and have found it to be successful.

## 121 - OC ANIMAL CARE DONATIONS

### Operational Summary

#### Description:

Fund 121, OC Animal Care Donations, was established in FY 2015-16 to recognize donation revenues and separately track expenditures for these donations for OC Animal Care programs.

#### Strategic Goals:

- To track expenditures for donation revenues received by OC Animal Care.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	30,000
Total FY 2015-2016 Actual Expenditure + Encumbrance:	0
Total Final FY 2016-2017:	100,000
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Plan for Support of the County's Strategic Priorities:

Funding from donations will enable OC Animal Care to increase animal care services and promote animal care adoption to the residents of Orange County.

#### Changes Included in the Base Budget:

The FY 2016-17 Adopted Budget includes \$100,000 in appropriations for anticipated donation revenue.

#### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016 Budget	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017 Final Budget	Change from FY 2015-2016 Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Total Revenues	0	30,000	12,943	100,000	70,000	233.33
Total Requirements	0	30,000	12,943	100,000	70,000	233.33
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Animal Care Donations in the Appendix on page A111

## 123 - DISPUTE RESOLUTION PROGRAM

### Operational Summary

#### Description:

Provide funding for local dispute resolution services as an alternative to formal court proceedings. The Dispute Resolution service providers meet regularly with judges from the five justice centers who comprise the Small Claims Mediation Committee. In 1998-99, they formed a collaborative to better serve the courts and now actively work with court personnel to provide mediation services for appropriate court related or referred cases. They mediate small claims, unlawful detainers, temporary restraining orders, and civil harassment cases.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,119,783
Total FY 2015-2016 Actual Expenditure + Encumbrance:	660,263
Total Final FY 2016-2017:	887,601
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Changes Included in the Base Budget:

The FY 2016-17 base budget for Fund 123 is \$232,182 lower than the FY 2015-16 modified budget due to anticipated decrease in professional services expenditures in response to lower revenues.

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	655,830	1,119,783	659,090	887,601	(232,182)	-20.73
Total Requirements	655,829	1,119,783	659,089	887,601	(232,182)	-20.73
Balance	1	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Dispute Resolution Program in the Appendix on page A113

## 124 - DOMESTIC VIOLENCE PROGRAM

### Operational Summary

#### Description:

Provide funding for domestic violence shelters in Orange County which provide a temporary "safe haven" for the victims of domestic violence and their children.

Consistent with the Welfare and Institutions Code Sections 18294-18298, the domestic violence shelters provide a range of comprehensive emergency crisis shelter services that are necessary to address the various critical needs experienced by victims of domestic violence and their children such as: emergency crisis sheltering, access to a 24 hour crisis hotline, provision of counseling services, walk-in center, food and clothing, hospital emergency room assistance, transportation referrals and legal assistance.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,318,611
Total FY 2015-2016 Actual Expenditure + Encumbrance:	784,836
Total Final FY 2016-2017:	973,781
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Changes Included in the Base Budget:

The FY 2016-17 base budget for Fund 124 is \$344,830 lower than the FY 2015-16 modified budget due to anticipated decrease in professional services expenditures in response to lower revenues.

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	782,866	1,318,611	784,791	973,781	(344,830)	-26.15
Total Requirements	782,866	1,318,611	784,792	973,781	(344,830)	-26.15
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Domestic Violence Program in the Appendix on page A114

## 12A - MHSA HOUSING FUND

### Operational Summary

#### Description:

This fund is used in the development of housing and rental assistance for persons within the Mental Health Services Act (MHSA) target population specifically for loans to developers for affordable housing and rent payments to landlords for rental assistance for MHSA target population clients.

As defined by the State of California's MHSA plan, the target population is "Adults or older adults with serious mental illness as defined by Welfare and Institutions Code Section 5600.3(b), or children and youth with severe emotional disorders as defined in Welfare and Institutions Code Section 5600.3(a), who are eligible for MHSA services in their county of residence and who are homeless or at risk of being homeless."

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	24,603	1,512,813	17,845	1,000,046	(512,767)	-33.89
Total Requirements	24,603	1,512,813	17,844	1,000,046	(512,767)	-33.89
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: MHSA Housing Fund in the Appendix on page A118

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,512,813
Total FY 2015-2016 Actual Expenditure + Encumbrance:	18,818
Total Final FY 2016-2017:	1,000,046
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Changes Included in the Base Budget:

The FY 2016-17 base budget for Fund 12A is approximately \$500,000 less than the FY 2015-16 modified budget due to the reconciliation of appropriations to forecasted revenues and the actual fund balance available.



# 146 - WORKFORCE INVESTMENT ACT

## Operational Summary

### Description:

Provide services through workforce development systems that increase the employment, retention, and earnings of participants, as well as reduce welfare dependency. Workforce Innovation and Opportunity Act seeks to improve career options for our nation's workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	22,918,017
Total FY 2015-2016 Actual Expenditure + Encumbrance:	14,855,402
Total Final FY 2016-2017:	22,488,913
Percent of County General Fund:	N/A
Total Employees:	0.00

### Strategic Goals:

- Match Orange County workforce skills and abilities with employer workforce needs.

### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>NUMBER OF CLIENTS SEEKING EMPLOYMENT SERVICES (COMMUNITY INVESTMENT DIVISION).</b> <b>What:</b> Number of clients seeking employment services. <b>Why:</b> It measures the demand for services.	20,527 customers (quarterly average)	21,000 customers	Community Investment Division expects to meet/exceed this measure.
<b>PERCENTAGE OF TOTAL REGISTERED ADULT CUSTOMERS ENTERING EMPLOYMENT (COMMUNITY INVESTMENT DIVISION).</b> <b>What:</b> It measures the total registered adult customers entering employment after program participation. <b>Why:</b> It measures the success of services delivered to job seekers.	107.2% achievement of placement in employment of registered adult customers.	80.2% achievement of placement in employment of registered adult customers.	Community Investment Division is exceeding this measure.
<b>EARNINGS PER EMPLOYED REGISTERED ADULT CUSTOMER (COMMUNITY INVESTMENT DIVISION)</b> <b>What:</b> It measures the earnings per employed registered adult customer after program participation. <b>Why:</b> It measures the success of services delivered to job seekers.	\$15,180 earnings per employed registered adult customer.	\$15,450 earnings per employed registered adult customer.	Community Investment Division expects to meet/exceed this measure.

### FY 2015-16 Key Project Accomplishments:

- Exceeded all nine Workforce Investment Act (WIA) Performance Measures for Unemployed Adults, Laid-off Workers and Youth with Multiple Barriers to Education/Employment.
- Received the 2015 Leadership in Public Service Award from Orange County Business Council.

## Budget Summary

### Changes Included in the Base Budget:

FY 2016-17 base budget for Fund 146 is \$429,104 lower than the FY 2015-16 modified budget due to a reduction in professional services expenditures in response to the expiration of funding grants.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	13,906,367	22,918,017	14,110,486	22,488,913	(429,104)	-1.87
Total Requirements	14,285,075	22,918,017	14,729,432	22,488,913	(429,104)	-1.87
Balance	(378,707)	0	(618,946)	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Workforce Investment Act in the Appendix on page A148

## 15F - ORANGE COUNTY HOUSING AUTHORITY (OCHA)

### Operational Summary

#### Description:

As an opportunities catalyst, facilitates the provision of economic, housing and community services that enhance the quality of life for the people of Orange County.

#### Strategic Goals:

- Link Customers to Services
- Optimize and Leverage Resources
- Housing
- Employment Development

#### Key Outcome Indicators:

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	168,770,406
Total FY 2015-2016 Actual Expenditure + Encumbrance:	156,214,481
Total Final FY 2016-2017:	168,191,267
Percent of County General Fund:	N/A
Total Employees:	114.00

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>NUMBER OF FAMILIES ASSISTED - FAMILY UNIFICATION PROGRAM</b> <b>What:</b> Reunites families whose children have been or are in danger of being separated from their parent(s). <b>Why:</b> Reunites children who have been removed from their families/parent(s) or those who are in danger.	Assisted an average of 205 families in the Family Unification Program.	Assist 200 families.	OCHA expects to exceed this target.
<b>NUMBER OF FAMILIES GRADUATED - FAMILY SELF SUFFICIENCY (FSS)</b> <b>What:</b> The number of families that graduate from the Family Self Sufficiency Program. <b>Why:</b> Counts the number of families that complete their five-year contract to achieve self-sufficiency.	15 families graduated	8 families graduated	OCHA expects to achieve this target.
<b>NUMBER OF HOUSEHOLDS ASSISTED - SHELTER PLUS CARE (S+C) HOUSING ASSISTANCE PROGRAM</b> <b>What:</b> The number of formerly homeless households with disabilities receiving rental assistance in S+C. <b>Why:</b> Counts the number of special needs clients receiving housing assistance and prevents homelessness.	628 households assisted	Up to 630 households assisted	OCHA expects to achieve this target.

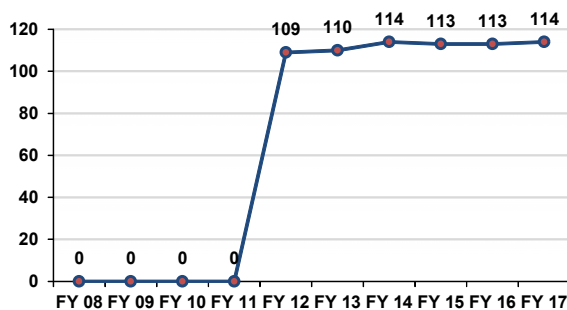
## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>LEASE UP RATE - HOUSING CHOICE VOUCHER PROGRAM</b> <b>What:</b> Percentage of Housing Choice Vouchers or funding used monthly to assist households in the Program. <b>Why:</b> Measures the utilization rate and successful use of these housing resources.	99.6% lease up	99% lease up of units or use of Housing Assistance Payment funds	OCHA expects to exceed this target.
<b>AVERAGE/MEDIAN UNIT SUBSIDY OR COST PER UNIT</b> <b>What:</b> Average Housing Assistance Payment (HAP) per unit. <b>Why:</b> If cost/unit exceeds projected amount, budget may be insufficient to assist the max # of households.	\$962 per unit	\$973 per unit	OCHA may not meet this target due to increasing rents in Orange County.

## FY 2015-16 Key Project Accomplishments:

- Assisted over 26,000 people per month through the Section 8 Housing Choice Voucher Program and other rental assistance programs and achieved HUD high performer SEMAP Performance Measures for 9th year in a row.
- Secured an additional 44 Section 8 Vouchers for the VA Supportive Housing Program for homeless Veterans for a total of 624.
- Developed strategy to enhance supportive housing resources for the homeless by graduating stable tenants assisted by the Shelter Plus Care Program to the Housing Choice Voucher program.
- Assisted Veterans Affairs Supportive Housing (VASH) and Shelter Plus Care households with security deposits and move-in costs by innovative use of Tenant Based Rental Assistance funds.

## Ten Year Staffing Trend:



## Ten Year Staffing Trend Highlights:

- In FY 2015-16 a third Quarter Budget Adjustment was requested to add one limited-term Housing Program Specialist II position for additional workload for the Family Self Sufficiency program.

- In FY 2014-15, a Planner III position was transferred to Fund 15G following a realignment of duties.
- In FY 2012-13, two positions were added to help administer the 268 Special Admission Section 8 Tenant Protection Vouchers for residents of Bethel Towers in Costa Mesa. Another two positions were transferred from Fund 15G to address reductions as the result of the elimination of Redevelopment as well as to meet continuing needs for the OC Housing Authority.
- In FY 2011-12, one Administrative Manager II was transferred from Budget Control 012 to Fund 15F due to continuing program needs.
- In FY 2010-11, 109 full-time positions were transferred from 15G to the newly-created Fund 15F.

## Budget Summary

### Changes Included in the Base Budget:

The FY 2016-17 base budget is \$579,139 lower than the FY 2015-16 modified budget due to a reduction in public assistance payments expenditures.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	113	113	114	114	1	0.88
Total Revenues	154,874,878	168,770,406	156,785,736	168,191,267	(579,139)	-0.34
Total Requirements	154,874,878	168,770,406	156,785,736	168,191,267	(579,139)	-0.34
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Orange County Housing Authority (OCHA) in the Appendix on page A164

# 15G - OC HOUSING

## Operational Summary

### Description:

As an opportunities catalyst, facilitates the provision of economic, housing and community services that enhance the quality of life for the people of Orange County.

### Strategic Goals:

- Link Customers to Services
- Optimize and Leverage Resources
- Housing
- Employment Development

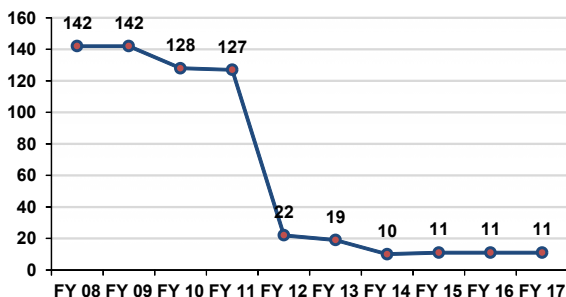
### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>TOTAL UNITS FINANCED</b> <b>What:</b> The number of units financed annually. <b>Why:</b> Increasing affordable housing units helps bridge the gap in housing costs for certain incomes.	259 affordable units acquired or constructed (6 Single Family Homes acquired and 253 multi-family units constructed)	28 multi-family units constructed	OCCS is on target to meet this goal.
<b>MATCHED/ALTERNATE FUNDING RATE (EXCLUDING REDEVELOPMENT FUNDING)</b> <b>What:</b> Amount of budget that is leveraged. <b>Why:</b> Leveraging our base funding with matched or alternate funding expands services to the community.	\$27,334,047 in matched or alternate funding	\$20,000,000 in matched or alternate funding	OCCS is on target to meet this goal.

### FY 2015-16 Key Project Accomplishments:

- Completed 104 Affordable Rental Units.
- Provided 44,032 shelter bed nights for 2,077 unduplicated homeless served through the Armory Emergency Shelter Program.
- Negotiating Private Sector alternative with Ranch to develop affordable housing on the County's remaining 45 acres in Rancho Mission Viejo.
- Preserved and expanded transitional and permanent supportive housing beds for at-risk and homeless families and individuals through the award of \$19.5 million in Federal Continuum of Care Homeless Assistance Funding. Approximately, \$206 million has been secured for OC to date. For 2015, OC Community Resources applied for a \$23 million grant (\$17.5 million in Tier 1 awarded; Tier 2 awards pending from HUD).

## Ten Year Staffing Trend:



## Ten Year Staffing Trend Highlights:

- In FY 2014-15, one Planner III position was transferred from OC Housing Authority Fund 15F to realign duties within OC Community Services programs.
- During FY 2012-13, two positions were transferred to OC Community Resources' Fund 15F, one position to OCCR Budget Control 012 and six positions to OC Parks Fund 405 to address additional needs as the result of the elimination of Redevelopment bringing the total positions to 10.
- During FY 2011-12, one position was transferred from 15G to establish the new Contracts Unit in OCCR/ Administrative Services in OC Community Resources' Budget Control 012 in the first Quarter Budget Report process.
- In the Third Quarter Budget Report, two positions were transferred to Budget Control 012 and OC Parks Fund 405 to address potential reductions as the result of the elimination of Redevelopment as well as continuing needs in other programs within OC Community Resources. During the FY 2011-12 budget process, 109

positions previously budgeted in 15G for OC Housing Authority were transferred to the newly established Fund 15F.

- During FY 2010-11, four positions were added due to increased Department of Housing and Urban Development (HUD) and Neighborhood Development and Preservation Project (NDAPP) revenues.
- During FY 2009-10, one position was deleted due to long-term vacancy.
- Staffing reductions in this fund taken in FY 2008-09 were due to transfer of administration staff for new OC Community Resources Department to Budget Control 012.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

OC Community Resources/OC Community Services continues to explore and commit all eligible funding to increase affordable housing in Orange County. Currently, OC Community Resources/OC Community Services has allocated Federal HOME, local Housing Successor Agency and Community Development Block Grant (CDBG) monies to the development of affordable housing and will continue to review opportunities for future affordable housing development.

### Changes Included in the Base Budget:

The FY 2016-17 base budget is approximately \$2.34 million higher than the FY 2015-16 modified budget due an increase in professional services contracts and other financing uses.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	11	11	11	11	0	0.00
Total Revenues	5,590,924	7,884,383	4,821,032	10,229,310	2,344,927	29.74
Total Requirements	5,590,923	7,884,383	4,821,032	10,229,310	2,344,927	29.74
Balance	1	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Housing in the Appendix on page A165

## 15H - CALHOME PROGRAM REUSE FUND

### Operational Summary

#### Description:

To separate and track repayments of CalHOME loans, which are reused and loaned to qualified homebuyers for CalHOME funded first time home buyer and housing rehabilitation projects. The CalHOME program provides grants and loans to qualified buyers and homeowners for home purchases and housing rehabilitation projects which facilitate neighborhood preservation.

#### Strategic Goals:

- Enhance the livability of the County's unincorporated and participating neighborhoods, and to increase and preserve affordable housing opportunities.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>TOTAL UNITS FINANCED</b> <b>What:</b> The number of units financed annually. <b>Why:</b> Increasing affordable housing units helps bridge the gap in housing costs for certain incomes.	259 affordable units acquired or constructed (6 Single Family Homes acquired and 253 multi-family units constructed)	28 multi-family units constructed	OC Community Services/Housing and Community Development are on target to meet this goal.

### Budget Summary

#### Changes Included in the Base Budget:

The FY 2016-17 base budget is \$429,557 higher than the FY 2015-16 modified budget due to an increase in professional services expenditures.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	654,635
Total FY 2015-2016 Actual Expenditure + Encumbrance:	26,806
Total Final FY 2016-2017:	1,084,192
Percent of County General Fund:	N/A
Total Employees:	0.00



## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	375,416	654,635	197,051	1,084,192	429,557	65.62
Total Requirements	375,416	654,635	197,051	1,084,192	429,557	65.62
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: CalHome Program Reuse Fund in the Appendix on page A166

# 15K - LIMESTONE REGIONAL PARK MITIGATION ENDOWMENT

## Operational Summary

### Description:

In November 2014, the Board of Supervisors authorized establishment of Fund 15K, funded by a \$200,000 endowment from the Transportation Corridor Agencies (TCA). The interest earned from this fund is to be spent to maintain a wetlands mitigation area that was installed by TCA in Limestone Nature Preserve.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	3,200
Total FY 2015-2016 Actual Expenditure + Encumbrance:	220
Total Final FY 2016-2017:	2,510
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	5,046	3,200	6,720	2,510	(690)	-21.56
Total Requirements	5,046	3,200	6,721	2,510	(690)	-21.56
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Limestone Regional Park Mitigation Endowment in the Appendix on page A168

## 15U - STRATEGIC PRIORITY AFFORDABLE HOUSING

### Operational Summary

#### Description:

Fund 15U supports the development of affordable housing and housing activities for low-income persons and support to the Armory Emergency Shelter Program through the expenditure of excess proceeds from the sale of a portfolio of single-family mortgages in Orange County.

#### Strategic Goals:

- Increase and preserve affordable housing opportunities, especially for those most in need.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	143,188
Total FY 2015-2016 Actual Expenditure + Encumbrance:	51,980
Total Final FY 2016-2017:	448,461
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Plan for Support of the County's Strategic Priorities:

OC Community Resources/OC Community Services continues to explore and commit all eligible funding to increase affordable housing in Orange County. Currently, OC Community Resources/OC Community Services has allocated Federal HOME, local Housing Successor Agency and Community Development Block Grant (CDBG) monies to the development of affordable housing and will continue to review opportunities for future affordable housing development.

#### Changes Included in the Base Budget:

The FY 2016-17 base budget is \$305,273 higher than the FY 2015-16 modified budget due to an increase in professional services expenditures.

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	154,687	143,188	123,332	448,461	305,273	213.20
Total Requirements	154,686	143,188	123,332	448,461	305,273	213.20
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Strategic Priority Affordable Housing in the Appendix on page A172

## 16D - OC ANIMAL SHELTER FUND

### Operational Summary

#### Description:

Fund 16D was established in FY 2015-16 to track revenues and costs associated with the design and construction of the new animal shelter.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	5,000,000
Total FY 2015-2016 Actual Expenditure + Encumbrance:	3,087,735
Total Final FY 2016-2017:	25,000,000
Percent of County General Fund:	N/A
Total Employees:	0.00

#### Strategic Goals:

- To build a new state-of-the-art animal care center to replace the existing 75 year-old shelter.

#### FY 2015-16 Key Project Accomplishments:

- The Board of Supervisors approved a land swap with the South Orange County Community College District allowing OC Animal Care to move forward on building a new, state of the art animal shelter, to be completed in the fall of 2017.

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	0	5,000,000	4,768,330	25,000,000	20,000,000	400.00
Total Requirements	0	5,000,000	4,768,330	25,000,000	20,000,000	400.00
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Animal Shelter Fund in the Appendix on page A176

## 405 - OC PARKS CSA26

### Operational Summary

#### Description:

OC Parks encompasses regional, wilderness and historic facilities, as well as coastal areas throughout the County of Orange in California. Featuring 60,000 acres of parkland, open space and shoreline, Orange County's award-winning parks and programs are enjoyed by millions of residents and visitors each year. The park system includes 15 regional parks, five wilderness parks, seven historic parks, 11 beaches, four nature preserves, eight nature centers and 230 miles of regional trails and bikeways. Included within the County's system of regional recreational facilities are native habitat land, California and National Landmarks, the County's archaeological and paleontological collections, as well as the Orange County Zoo.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	98,398,332
Total FY 2015-2016 Actual Expenditure + Encumbrance:	90,018,793
Total Final FY 2016-2017:	104,417,357
Percent of County General Fund:	N/A
Total Employees:	308.00

#### OC Parks Mission Statement:

As a steward of significant natural and cultural resources, Orange County Parks manages and operates a system of regional parks, beaches, harbors, trails and historic sites that are places of recreation and enduring value.

#### Strategic Goals:

- Meet the regional recreational needs of a growing population in balance with the preservation and protection of natural, cultural and historical resources.
- Preserve and protect the environmental legacy of Orange County for present and future generations.
- Preserve and protect the cultural and historic legacy of Orange County for present and future generations.
- Ensure accessibility to and continuity of the County's beaches, parks, cultural sites, and trails.
- Increase public awareness and appreciation for the natural, cultural, and historic resources of Orange County.
- Create strategic alliances by proactively engaging other organizations and the community-at-large.
- Align organization structure and capabilities with the mission and goals.
- Achieve sustainable long-term financial viability to satisfy operational needs, capital requirements and desired programs and services.
- Ensure that all OC Parks facilities maintain a high level of safety for visitors and employees.

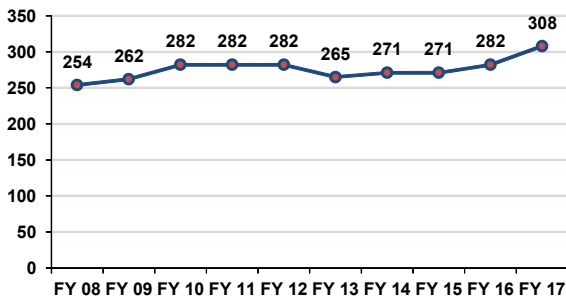
## Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>PARK VISITORS.</b> <b>What:</b> The number of park system visitors. <b>Why:</b> Park attendance indicates public usage and how the public values park facilities.	13,823,517 visitors.	14,514,693 visitors.	On target.
<b>PROGRAM PARTICIPANTS.</b> <b>What:</b> The number of visitors participating in programs offered by OC Parks and its agents. <b>Why:</b> Program participation reflects public usage and community involvement with OC Parks activities.	267,714 participants.	281,100 participants.	On target.
<b>OPERATING RESERVE.</b> <b>What:</b> The total reserve as percentage of Fund 405's actual salaries & benefits and services & supplies. <b>Why:</b> Provides sufficient cash flow to ensure continuous operation of OC Parks facilities and services.	23% of Operating Expense held in Operating Reserve.	27% of Operating Expense to be held in Operating Reserve.	Fund 405's operating reserve is in excess of the target 20%.

## FY 2015-16 Key Project Accomplishments:

- Completed restoration and adaptive reuse of six historic structures at Irvine Ranch Historic Park. Conducted public opening event hosted by Supervisor Spitzer.
- Completed trailhead and entrance improvements at Aliso and Wood Canyons Wilderness Park using Coastal Conservancy grant funds. Obtained American Public Works Society 2015 Project of the Year award.
- Started maintenance dredging at Sunset/ Huntington Harbour and creation of habitat islands (using dredged material) in the Seal Beach National Wildlife Refuge using \$350,000 in Cooperative Recovery Initiative (USFWS) funding.
- Started construction for adaptive reuse of the former Silverado Elementary School buildings for a new OC Public Library (Library of the Canyons) and multi-purpose rooms.
- Received National Association of County Park and Recreation Officials Marketing Award for OC Zoo-tacular.
- Received City-County Communications & Marketing Association Award of Excellence - One Time Event for OC Zoo-tacular.
- Received National Association of Counties Parks and Recreation Award for the OC Parks Archery Program.
- Received California Association of Public Information Officials Award of Distinction - Video - Short Form for OC Zoo "Get Wild" Video.

## Ten Year Staffing Trend:



## Ten Year Staffing Trend Highlights:

- The FY 2016-17 budget includes the addition of 26 positions to OC Parks. These positions are being added to address the growth of the program and comply with direction regarding the use of Extra Help. Addition of the regular positions will be offset by the deletion of thirty-five Extra Help positions.
- The FY 2014-15 Adopted Budget transferred four OC Parks positions to the County Executive Office (CEO) for the CEO/Real Estate centralization and one position to OC Community Resources (OCCR) as part of OCCR's minor reorganization. As additional efforts to realign available resources and support of project management and facilities management functions within OCCR, an additional 16 positions were transferred from OCCR to OC Parks.
- In FY 2012-13, the Board of Supervisors approved the transfer of five Administrative Manager positions and one Staff Assistant position from OC Housing Fund 15G to OC Parks Fund 405.
- In FY 2011-12, the Board of Supervisors approved the transfer of 18 construction and project management related positions from OC Parks Fund 405 to OCCR Budget Control 012 for the purpose of creating a new Central Project Office (CPO) to coordinate repair and maintenance of all OCCR facilities, including OC Parks. In addition, the Board approved the transfer of one Staff Assistant position from Fund 012 to Fund 405 to provide assistance to the OC Parks Systems & Resource Management Division.

- In FY 2008-09, as part of the reorganization of OC Parks, the Board of Supervisors approved the transfer of 19 positions from OC Parks Fund 405 to OC Public Works and to OC Community Resources Budget Control 012 and the transfer of 50 positions from OC Public Works, resulting in a net increase of 31 positions in OC Parks Fund 405. In addition, the Board also approved the transfer of 12 Survey positions from OC Parks Fund 405 to OC Public Works and one position from OC Public Works to Fund 405, resulting in a net decrease of 11 positions to OC Parks.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

OC Parks' Strategic Plan contains a framework of nine strategic goals as articulated by stakeholders, support organizations and others through a comprehensive planning process. Nine Key Performance Indicators (KPI) translate the goals into direct action - identifying expected results and outcomes to governing bodies, stakeholders and staff. OC Parks' KPI support the County's core business and culture strategies, and provide a system that allows staff to track key goals in order to maintain alignment with the County's strategic priorities.

### Changes Included in the Base Budget:

In addition to the baseline of \$67.0 million in property taxes, which is \$4.4 million higher than the FY 2015-16 budget, OC Parks expects to receive \$11.9 million in recurring property tax revenue due to end of bankruptcy payments. Total property tax revenue estimated for Fund 405 in FY 2016-17 is \$78.9 million. OC Parks' FY 2016-17 budget includes an operating transfer of \$11.7 million to Fund 406, of which \$7.7 million is to finance Fund 406's capital project requirements in FY 2016-17 and \$4.0 million to increase Fund 406's capital project reserve for future use. OC Parks' FY 2016-17 budget also includes an operating transfer of \$662,000 to Fund 296 for light duty vehicles replacement.

## Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Add Twenty Six Positions and Appropriations to OC Parks Amount:\$ 1,447,524</b>	Add 26 Regular positions to accommodate the increased demand for services	Monitor service needs to ensure adequate amount of regular staff positions.	7193

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	282	282	282	308	26	9.22
Total Revenues	85,843,230	98,398,332	87,136,497	104,417,357	6,019,025	6.12
Total Requirements	85,843,230	98,398,332	87,136,496	104,417,357	6,019,025	6.12
Balance	(1)	0	1	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Parks CSA26 in the Appendix on page A233

## Highlights of Key Trends:

- OC Parks expects to receive sufficient funding in Fund 405 in FY 2016-17 to pay for park staff, maintenance and improvement contracts, and other expenses required to operate all OC Parks facilities for public use and enjoyment.
- OC Parks' Operating Fund 405 continues to provide funding for Fund 406 for budgeted capital project requirements in FY 2016-17 and to increase the capital project reserve for future use.
- OC Parks budgets a contribution of \$2.5 million to the Operating Reserve in FY 2016-17 to maintain its established goal of 20% of its actual salaries & benefits and services & supplies.



## 406 - OC PARKS CAPITAL

### Operational Summary

#### Description:

OC Parks encompasses regional, wilderness and historic facilities, as well as coastal areas, throughout the County of Orange in California. Featuring 60,000 acres of parkland, open space and shoreline, Orange County's award-winning parks and programs are enjoyed by millions of residents and visitors each year. The park system includes 15 regional parks, five wilderness parks, seven historic parks, 11 beaches, four nature preserves, eight nature centers and 230 miles of regional trails and bikeways. Included within the County's system of regional recreational facilities are native habitat land, California and National Landmarks, the County's archaeological and paleontological collections, and the Orange County Zoo.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	32,732,953
Total FY 2015-2016 Actual Expenditure + Encumbrance:	13,751,253
Total Final FY 2016-2017:	31,187,373
Percent of County General Fund:	N/A
Total Employees:	0.00

#### OC Parks Mission Statement:

As a steward of significant natural and cultural resources, Orange County Parks manages and operates a system of regional parks, beaches, harbors, trails and historic sites that are places of recreation and enduring value.

The purpose of this fund is to implement a capital improvement program necessary to maintain and protect the large inventory of OC Parks' property, structures, and infrastructure for the benefit and enjoyment of the public.

#### Strategic Goals:

- Per Board direction in January 2006, Fund 406 was established to track the expenditures and revenues required to implement the OC Parks capital program.

#### FY 2015-16 Key Project Accomplishments:

- OC Parks awarded several substantial park facility capital improvement projects in Fund 406 in FY 2015-16. These projects include: dredging Sunset Harbor, converting the Silverado School property for park use, constructing improvements to the water supply system at Caspers Wilderness Park, repairing the exterior of the Old County Courthouse, repairing the group shelters at Mile Square Regional Park and Clark Regional Park, refurbishing Restroom #9 at Irvine Park, constructing three new pocket parks along the Santa Ana River Trail, and repairing landslide damages to Dana Point Harbor Cove Road.

### Budget Summary

#### Changes Included in the Base Budget:

The FY 2016-17 base budget for Fund 406 is \$31.2 million which is approximately \$6.0 million lower than the modified budget for FY 2015-16. The decrease is due primarily to the award of several capital projects in FY 2015-16, including the dredge of Sunset Harbor for \$8.0 million.

In addition, Fund 406 has budgeted \$11.7 million in operating transfer-in revenues from Fund 405 in FY 2016-17. This transfer will provide sufficient funding to pay for engineering and capital project construction costs budgeted for FY 2016-17 and an increase of \$4.0 million to capital project reserves. The capital project reserves will provide funding for future required park capital improvements.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	22,040,330	32,732,953	20,269,174	31,187,373	(1,545,580)	-4.72
Total Requirements	22,040,331	32,732,953	20,269,174	31,187,373	(1,545,580)	-4.72
Balance	(1)	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Parks Capital in the Appendix on page A234

## Highlights of Key Trends:

- OC Parks staff have budgeted for 30 capital projects in Fund 406 in FY 2016-17 to further maintain and protect park facilities and infrastructure. Of the 30 projects, 11 are for the initial engineering and design of a project while the remaining 19 are to construct required projects. Included for project construction is \$2,600,000 for the OC Bike Loop, Segments O,P,& Q, \$2,500,000 for the Countywide Trails & Bikeways Active Transportation Program, \$2,325,000 for a Multi-Purpose Recreation Facility at Mile Square Park, \$2,188,575 for a new visitor center at Aliso & Wood Canyons Wilderness Park, \$1,500,000 to replace the Bay View Bridge at Upper Newport Bay, \$1,350,000 for drainage improvements within Irvine Park, \$1,470,000 to restore and protect the creek bed running through Riley Wilderness Park, \$1,150,000 for a restroom and entry plaza at the OC Zoo, and several other park capital projects.

## 459 - N. TUSTIN LANDSCAPE & LIGHTING ASSESSMENT DISTRICT

### Operational Summary

#### Description:

Provide for the acquisition, development, and maintenance of local public parks, equestrian and walking trails, and road-related landscape maintenance in the unincorporated North Tustin area.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	2,996,252
Total FY 2015-2016 Actual Expenditure + Encumbrance:	132,716
Total Final FY 2016-2017:	3,639,571
Percent of County General Fund:	N/A
Total Employees:	0.00

#### FY 2015-16 Key Project Accomplishments:

- Maintained safe and enjoyable local parks and trails for public use in unincorporated North Tustin area.

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	503,661	2,996,252	584,088	3,639,571	643,319	21.47
Total Requirements	503,661	2,996,252	584,088	3,639,571	643,319	21.47
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: N. Tustin Landscape & Lighting Assessment District in the Appendix on page A237

#### Highlights of Key Trends:

- The Fund 459 Budget for FY 2016-17 includes \$3 million in an undesignated capital project account which will be used for future capital project requirements for the North Tustin area.

## 477 - COUNTY SERVICE AREA #22 - EAST YORBA LINDA

### Operational Summary

#### Description:

Provide park landscape and other maintenance services for Woodgate Community Park in an unincorporated area adjacent to the City of Yorba Linda. This Fund may be transferred to the City of Yorba Linda if the area is annexed to the city.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	120,297
Total FY 2015-2016 Actual Expenditure + Encumbrance:	44,632
Total Final FY 2016-2017:	105,792
Percent of County General Fund:	N/A
Total Employees:	0.00

#### FY 2015-16 Key Project Accomplishments:

- Maintained safe and enjoyable recreation facilities, including tennis court, basketball court, handball court, and park grounds for public use at Woodgate Community Park.

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	35,887	120,297	54,161	105,792	(14,505)	-12.06
Total Requirements	35,887	120,297	54,161	105,792	(14,505)	-12.06
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: County Service Area #22 - East Yorba Linda in the Appendix on page A240

## 027 - CHILD SUPPORT SERVICES

### Operational Summary

#### Mission:

To enhance the quality of life for children and families by establishing and enforcing court orders for the financial and medical support of children in an effective, efficient, and professional manner.

#### Strategic Goals:

The following six goals have been established to align with the State Department of Child Support Services' performance expectations:

- Increase Distributed Net Collections to \$180.7 million.
- Increase per Case Collections to \$2,662.
- Increase percent of Collection on Current Support to 68.5%.
- Increase percent of Cases with Arrears Distributed to 69.0%.
- Maintain or increase percent of Cases with Support Orders Established at 90.7% or above.
- Increase State-wide Paternity Establishment Percentage to 100%.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>DISTRIBUTED NET COLLECTIONS</b> <b>What:</b> Total amount of financial support provided to children as a result of services provided by CSS staff <b>Why:</b> Reliable child support payments assist families in achieving financial self-sufficiency.	Net Collections of \$180.5 million were distributed.	Increase Distributed Net Collections of \$180.7 million.	CSS implemented several strategies to increase contact with customers to achieve this goal. Strategies include Early Intervention for immediate contact with the Non-Custodial parents after order obtained and continue to focus on partnerships with parents and reducing payment barriers.
<b>PER CASE COLLECTION</b> <b>What:</b> Total Distributed Net Collections divided by the average monthly caseload for the FFY. <b>Why:</b> Improvement on a per case basis indicates more money provided to children for basic necessities.	CSS per case collections increased by 0.8% over FFY 2014.	Increase Per Case Collections to \$2,662 per case.	CSS implemented several strategies to accomplish this goal. Strategies include: connecting parents with County partners in an effort to reduce payment barriers, conducting workshops to encourage Non-Custodial parents to make payments, and maintaining regular solicitation of credit card payments.

## Key Outcome Indicators: (Continued)

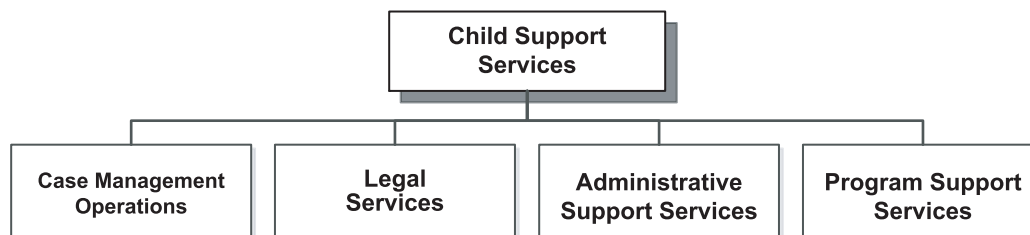
Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>COLLECTIONS ON CURRENT SUPPORT</b> <b>What:</b> Measures the amount of current child support collected as a percentage of the total amount due. <b>Why:</b> Current Support collections are essential to the well-being of children and family self-sufficiency.	CSS collected 67.4% of the total current support owed in FFY 2015 for a 1.3% increase over FFY 2014.	Increase collections on current support to an overall percentage of 68.5%.	CSS exceeded the 40% federal minimum threshold by collecting 67.4% of current support due. To accomplish this goal CSS connected parents with other County partners to reduce payment barriers and continued efforts to increase the Never Assisted cases by marketing to Non-IVD population.
<b>COLLECTIONS ON ARREARS</b> <b>What:</b> Measures the percentage of cases with arrearage collections to total number of cases with arrears. <b>Why:</b> Payments on arrears and current support provide families with income to meet their basic needs.	CSS collected on 68.5% of cases with arrears owing in FFY 2015 for a 0.4% increase over FFY 2014.	Increase the percentage of cases with collections on arrears to 69.0%.	CSS collected 68.5% of cases with arrears owing exceeding the federal performance standard of 40%. Strategies for FFY 2016 include: solicit credit card payments throughout all customer service units and continue enforcement actions to target arrears-only cases.
<b>CASES WITH SUPPORT ORDERS ESTABLISHED.</b> <b>What:</b> Measures cases with support orders established compared to the total caseload. <b>Why:</b> Court orders are necessary to enforce child support, welfare reimbursement, and/or medical support.	FFY 2015 Percent of Cases with Support Orders Established increased by 0.8% over FFY 2014.	Maintain or increase the percent of cases with support orders established at 90.7% or above.	CSS established orders on 89.7% of cases. Strategies include utilizing the Case Management Tool to identify cases for order establishment and expediting establishment of orders with an active employer and through Stipulation Team immediately after notification of a Summons and Complaint filing.
<b>STATE-WIDE PATERNITY ESTABLISHMENT</b> <b>What:</b> Measures number of children born that paternity was established in the FFY compared to the prior FFY <b>Why:</b> Provides legal rights to child support, medical support, inheritance, and other benefits.	CSS exceeded the 50% minimum federal performance threshold by establishing 97.4% of cases with support orders.	Maintain or increase State-wide Paternity Establishment Percentage to 100%.	CSS exceeded the 50% minimum threshold by establishing 97.4% in FFY 2015. Strategies for FFY 2016 include continuing outreach at local hospitals, providing on-site genetic testing, and utilizing the Case Management Tool to identify cases with paternity at issue.

## FY 2015-16 Key Project Accomplishments:

Performance achievements demonstrate how outcomes improve when the emphasis is placed on providing high-quality customer service to meet the needs of CSS families served. Federal Fiscal Year (FFY) 2015 performance results are reflective of these efforts:

- \$180,564,133 in Collections were distributed in FFY 2015, an increase of 1.6% over the prior year.
- Cases with a Support Order Established increased by 0.74% to 89.7% from FFY 2014 to FFY 2015.
- Current Support Collected increased by 1.2% to 67.4% in FFY 2015 from the prior year.
- The average amount of collections distributed per case increased from \$2,602 in FFY 2014 to \$2,661 in FFY 2015.
- CSS served 68,200 families with 91,888 children, and distributed on average of over \$15 million per month in child support payments in FFY 2015. Monthly distributions represent an increase of 1.6% over the prior year.
- In FFY 2015, 210,000 calls were received and answered on average within 26 seconds compared to the prior year average of 32 seconds.
- In FFY 2015, 12,800 customers visited court for child support hearings and 4,400 orders were established for paternity, medical coverage, and child support; this represents an 11% increase from the prior year.
- Leveraged the use of technology to enhance service delivery through the implementation of local scanning and Odyssey for the electronic filing of documents with the courts.
- CSS promotes a professional, diverse, and skilled workforce through extended learning opportunities; annual hours of professional development per employee increased by 5.5 hours to 29 hours from the prior year.
- Partnered with Superior Court to enhance service delivery by offering onsite custody/visitation workshops to our customers.

## Organizational Summary



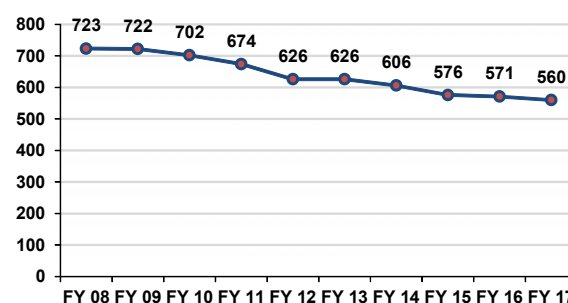
**Case Management Operations** - This Division is responsible for the opening, establishment, modification, and enforcement of child support orders. Case Management Operations staff serve as primary customer service representatives and take administrative enforcement actions that do not require court intervention.

**Legal Services** - This Division provides legal guidance and advice associated with child support. Legal Services staff handle all matters that go before the court, including obtaining court orders to establish paternity and financial child support, modification of existing child support orders, and civil enforcement actions.

**Administrative Support Services** - This Division provides administrative support for the Department. Support services include financial and purchasing services, facilities management, human resources, and Information Technology which provides computer technical support, systems applications, and systems security.

**Program Support Services** - This Division provides services to all units throughout the Department. Their responsibilities include Policy and Process Management, Research, Training and Career Development, and Marketing and Communications.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- With flat or reduced funding for the thirteenth consecutive year, the Department will experience significant challenges in providing quality customer service and effectively operating the program. In order to operate within the current level of funding, the workforce has downsized through attrition and the Department only fills those positions deemed critical to meet business needs and customer service goals.
- During the FY 2016-17 budget adoption process, ten positions were deleted as part of a countywide effort to manage overall position counts. Child Support Services (CSS) is constantly analyzing current and anticipated operational needs to ensure high-quality customer service is provided to meet the needs of CSS families in the most efficient manner possible.
- In FY 2015-16 First Quarter Budget Report process, one position was deleted due to long term vacancy bringing the total number of positions down from 571 to 570.
- Between FY 2007-08 and FY 2014-15, 152 positions were deleted due to long term vacancies bringing the total number of positions from 723 to 571.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

CSS strives to continue to improve efficiency and responsiveness while maximizing the use of available funding from the State and Federal governments. This supports the County's mission, "Making Orange County a safe, healthy, and fulfilling place to live, work and play today and for generations to come, by providing outstanding, cost-effective regional public services." The Department ensures that it continues to align with best practices and County strategic objective including:

- Promoting a Healthy Community
- Building for the Future of Our Community

CSS cares about the success of the families it serves and routinely works to provide family-centered services that often extend beyond the traditional child support services. To ensure continued success, the Department focuses on staff development, business efficiencies, collections and performance, and customer service.

### Changes Included in the Base Budget:

CSS expects the federal and state allocations to remain flat for FY 2016-17. CSS' FY 2016-17 base budget includes \$59.1 million in appropriations offset by \$55.6 million from Federal (66%) and State (34%) revenue sources. To balance the budget, a Transfer In of \$3.5 million from Child Support Program Development Fund 12C is included to offset expenditures. CSS has no net county cost included in FY 2016-17 budget.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	571	570	570	560	(10)	-1.75
Total Revenues	55,441,071	57,500,000	55,356,062	59,100,000	1,600,000	2.78
Total Requirements	55,447,629	57,500,000	55,384,239	59,100,000	1,600,000	2.78
Net County Cost	6,558	0	28,176	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Child Support Services in the Appendix on page A39

### Highlights of Key Trends:

- CSS continues to exceed federal performance measures in percent of collections on current support and percent of cases with arrears collection. The success of CSS plays a key role in assisting families in achieving and maintaining self-sufficiency.
- Through strategic planning, CSS continues to evaluate existing program and processes and when possible implement new technologies to achieve efficiencies, improve performance, and increase effectiveness of programs.

### Budget Units Under Department Control:

No.	Agency Name	Case Management Operations	Legal Services	Administrative Support Services	Program Support Services	Total
027	Department of Child Support Services	27,350,496	8,340,039	18,867,489	4,541,976	59,100,000
12C	Child Support Program Development	3,524,481	0	0	0	3,524,481
	Total	30,874,977	8,340,039	18,867,489	4,541,976	62,624,481



## 12C - CHILD SUPPORT PROGRAM DEVELOPMENT

### Operational Summary

#### Description:

The Child Support Program Development Fund was established in FY 2005-06 to comply with GASB 34 requirements for fiduciary funds.

As required by Code of Federal Regulations Title 45, Subtitle A, Section 74.22, all Federal funds advanced must be maintained in an interest bearing account and reported as abatement on Administrative Expense Claims. Child Support Services (CSS) will continue to deposit monthly Federal and State advances into Fund 12C and book monthly revenue based on actual cash expenditures in General Fund Department 027. The fund is also used to meet critical needs of CSS.

CSS also maintains a Building Reserve account in Fund 12C to reimburse the excess of non-claimable principal over the claimable building depreciation expenses for the capital lease of 1015 and 1055 N. Main Street buildings.

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	1,370,558	1,925,875	1,068,339	3,524,481	1,598,606	83.01
Total Requirements	1,370,558	1,925,875	1,068,339	3,524,481	1,598,606	83.01
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Child Support Program Development in the Appendix on page A119

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,925,875
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,068,339
Total Final FY 2016-2017:	3,524,481
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Changes Included in the Base Budget:

The base budget includes a transfer out of \$3.5 million to Child Support Services, Budget Control 027, to balance the budget. Included in the \$3.5 million is a \$266K transfer out of the Building Reserve account to reimburse the excess of non-claimable principal over the claimable building depreciation expenses. Interest earnings is the Fund's primary revenue source, which is estimated at \$130K.

## 042 - HEALTH CARE AGENCY

### Operational Summary

#### Mission:

In partnership with the community, protect and promote the health and safety of individuals and families in Orange County through assessment and planning, prevention and education, and treatment and care.

#### Strategic Goals:

- **Assessment and Planning:** Be well prepared for any and all disease outbreaks or emergencies; and inform policy makers and health practitioners in Orange County (OC) through analysis and dissemination of local health data, information, and evidence-based practices.
- **Prevention and Education:** Achieve significant reduction in the infectious, episodic and chronic disease rates within OC; promote physical and mental health and wellness; and improve overall quality of life for individuals and families in Orange County.
- **Treatment and Care:** Deliver exceptional health care services that will improve the overall health of people in Orange County; and achieve a steady reduction in disease morbidity and mortality in Orange County.
- **Administration and Workforce:** Secure and efficiently provide and manage resources to address the health needs of Orange County individuals and families; and become the employer of choice in OC.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>DECREASE RATE OF ENROLLMENT IN DRINKING DRIVER REPEAT OFFENDER PROGRAM.</b> <b>What:</b> To reduce the negative outcomes associated with the use of alcohol in Orange County. <b>Why:</b> Alcohol abuse imposes physical, emotional and economic tolls on individuals, families and public.	19.3 per 1,000 previous offenders enrolled in Drinking Driver Repeat Offender Program.	3% annual reduction (fewer than 18.7 per 1,000) in previous offenders enrolled in Drinking Driver Repeat Offender Program.	The DUI Recidivism rate for the FY 2015-16 Q1 is 19.5 per 1,000 and has not yet reached the target rate of fewer than 18.7 per 1,000 previous offenders. It is not uncommon for the first quarter recidivism rate to be higher than the targeted rate for the year.
<b>CALLS TO SUICIDE PREVENTION HOTLINE SERVING ORANGE COUNTY.</b> <b>What:</b> Provide prevention and intervention services to OC residents with untreated mental illness. <b>Why:</b> To prevent or reduce the onset of mental health disorders and long-term adverse impact.	8,000 calls to suicide prevention hotlines serving OC.	4,000 or more calls to suicide prevention hotlines serving OC.	As of FY 2015-16 Q1, the hotline calls totaled 2,045; similar to the call volume for Q1 of FY 2014-15 (2,092 calls).

## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>CRISIS RESPONSE FROM DISPATCH TO ARRIVAL IN 30 MINUTES.</b> <b>What:</b> Provide mental health emergency response services to people in crisis in a timely manner. <b>Why:</b> Prompt response and care in mental health crisis may prevent harm to self or injury to others	83% of adult and 67% of child crisis responses, from dispatch to arrival, in 30 minutes.	75% of crisis response from dispatch to arrival in 30 minutes.	As of FY 2015-16 Q1, 81% of adult crisis and 59% of child crisis had a response time (from dispatch to arrival) of 30 minutes or less. Adult crisis response continues to exceed annual target while child crisis response remains within range.
<b>CRISIS RESPONSES DIVERTED FROM HOSPITALIZATION AND/OR INCARCERATION.</b> <b>What:</b> Provide mental health emergency response services to people in crisis in a timely manner. <b>Why:</b> Prompt response and care in mental health crisis may prevent harm to self or injury to others.	49% of adult and 58% of child crisis responses were diverted from hospitalization and/or incarceration.	60% of crisis responses diverted from hospitalization and/or incarceration.	As of FY 2015-16 Q1, 49% of adult and 56% of child crisis responses were diverted. For adults, the percentage of crisis responses not being hospitalized or diverted has continued to decline as acuity of the population has risen. For children, percentage expected to remain in the target range.
<b>PSYCHIATRIC HOSPITAL DAYS FOR ADULT FULL SERVICES PARTNERSHIP (FSP) MEMBERS.</b> <b>What:</b> Provide health care clinics to protect, promote & improve the overall health of eligible patients. <b>Why:</b> Low-cost health service enables access for underserved persons, leading to improved health outcomes.	74% decrease in psychiatric hospital days for adult FSP members.	Decrease of 60% or more in psychiatric hospital days for adult FSP members.	As of FY 2015-16 Q1, there was an 88% decrease in psychiatric hospital days for adult FSP members. The FSP program was well above their target goal and continues to develop crisis intervention strategies to support individuals in the community, to reduce psychiatric hospitalization days.
<b>ADAS CLIENTS AT DISCHARGE WHO DID NOT USE THEIR PRIMARY DRUG OF CHOICE IN PAST 30 DAYS.</b> <b>What:</b> Reduction/elimination of the use of an individual's primary drug of choice. <b>Why:</b> Successful alcohol/drug treatment will result in improved health and abstinence.	82.9% of clients seeking Alcohol and Drug Abuse Services (ADAS) at discharge that did not use their primary drug of choice in past 30 days.	82% of clients seeking ADAS services at discharged who did not use their primary drug of choice in past 30 days.	As of FY 2015-16 Q1, 90.5% of clients seeking ADAS services at discharge had not used their primary drug of choice in the past 30 days. Measure continues to exceed target due to the focus on use of evidence based practices.
<b>INVESTIGATE HIGH-RISK FOODBORNE COMMUNICABLE DISEASES WITHIN 24 HOURS OF RECEIPT OF FAXED REPORTS.</b> <b>What:</b> Monitor and analyze the occurrence of disease in Orange County in a timely and efficient manner. <b>Why:</b> Timely investigation is essential to communicable disease surveillance, prevention and control.	100% of all faxed reports for high-risk foodborne communicable diseases had investigation initiated within 24 hours of receipt.	Contact investigation of all (100%) high risk foodborne communicable diseases that are initiated within 24 hours of receipt of faxed reports.	As of FY 2015-16 Q1, 97% of all faxed reports had investigations initiated within 24 hours of receipt. During this quarter, only one contact investigation of a high risk foodborne communicable disease was not initiated within 24 hours of receipt of the faxed report.
<b>HCA PERSONNEL PARTICIPATION IN DRILLS AND EXERCISES FOLLOWING SPECIFIC FUNCTIONAL TRAINING.</b> <b>What:</b> To prepare Orange County to respond to health related disasters and reduce health impacts. <b>Why:</b> To reduce mortality and morbidity that could result from natural or man-made disaster.	95% of HCA personnel have participated in drills and exercises following specific functional training.	80% of HCA personnel participating in drills and exercises following specific functional training.	As of FY 2015-16 Q1, 90% of HCA personnel participated in drills and exercises following specific functional training. This measure is on target to reach goal by the end of the fiscal year.
<b>BEACH MILE DAYS (BMD) CLOSURES.</b> <b>What:</b> Monitor and provide public notification about ocean water condition to recreational water users. <b>Why:</b> Protect public health by limiting exposures to illness-causing contaminants in the water.	24 Beach Mile Days (Closures per Calendar Year; 5-year moving average)	Fewer than 10 Beach Mile Days (Closures per Calendar Year; 5-year moving average)	As of FY 2015-16 Q1, there were 5 BMD closures. Measure is currently meeting target.

## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>BEACH MILE DAYS (BMD) POSTING.</b> <b>What:</b> Monitor and provide public notification about ocean water condition to recreational water users. <b>Why:</b> Protect public health by limiting exposures to illness causing contaminants in the water.	19 Beach Mile Days (Posting April through October)	Fewer than 100 Beach Mile Days (Posting April through October)	As of FY 2015-16 Q1, there were 8.1 BMD postings. Warning signs posted data in the first quarter showed an encouraging start to the fiscal year total, although predicted El Niño weather may have an impact later in the year. Measure is currently meeting target.
<b>STROKE NEUROLOGY RECEIVING CENTER (SNRC) INTERVENTION RATE.</b> <b>What:</b> Evidence-based guidance and regulatory oversight to first responders and emergency care providers. <b>Why:</b> Improve health outcome of acute illness by early recognition and medical intervention.	57% intervention rate for Stroke Neurology Receiving Center (SNRC).	50% intervention rate for Stroke Neurology Receiving Center (SNRC).	Current available data for FY 2014-15 year-end, shows a 57% intervention rate for SNRC. This value is within the target and above the baseline.
<b>REDUCE RESTAURANTS AND MARKETS FOUND TO HAVE A DISEASE CAUSING VIOLATION DURING AN INSPECTION.</b> <b>What:</b> Inspect and investigate food service facilities to reduce incidence of disease-causing violations. <b>Why:</b> Protect public health by ensuring food sold in OC is safe and produced under sanitary conditions.	43% of restaurants and markets found to have a disease causing violation during an inspection.	Fewer than 16% of restaurants and markets found to have a disease causing violation during an inspection.	As of FY 2015-16 Q1, 48% of restaurants and markets were found to have a disease causing violation during an inspection. Updated fees and additional staffing over the next three years has been approved to increase frequency of inspection and lower critical violations.
<b>RESTAURANTS AND MARKETS RECEIVING AN AWARD OF EXCELLENCE.</b> <b>What:</b> Inspect and investigate food service facilities to reduce incidence of disease-causing violations. <b>Why:</b> Protect public health by ensuring food sold in OC is safe and produced under sanitary conditions.	33% of restaurants and markets received an Award of Excellence.	50% of restaurants and markets receiving an Award of Excellence.	As of FY 2015-16 Q1, 33% of restaurants and markets received an Award of Excellence which has not met the annual target. Award program has been temporary suspended in order to focus on complex food facilities and those with compliance issues.
<b>KINDERGARTEN CHILDREN UP-TO-DATE WITH VACCINATIONS.</b> <b>What:</b> Vaccination against preventable diseases, especially in children. <b>Why:</b> To prevent and reduce the occurrence and spread of preventable infectious diseases.	90.1% of children entering kindergarten were up-to-date for vaccinations.	95% of children entering kindergarten who are up-to-date for vaccinations.	The most current data (CY 2014) showed that 90.1% of children entering kindergarten were up-to-date for vaccinations. This is below the target of 95%; however, immunization coverage has improved to above 90% for the first time since 2008.
<b>YOUTH WHO SMOKE.</b> <b>What:</b> To prevent and reduce the use of tobacco in Orange County. <b>Why:</b> Tobacco use imposes physical, emotional and economic toll on individuals, families and communities.	9.8% of youth smoking.	Less than 14.6% of youth smoking.	Current available data from 2014 survey showed that 9.8% of Orange County youth smoke. This measure met target. Program will target prevention of electronic cigarette use as a means to reduce youth smoking. Two new media campaigns are also in development to prevent youth smoking.
<b>PROMOTION OF CHILDREN EATING FRUITS AND VEGETABLES.</b> <b>What:</b> To improve the nutritional status of Orange County children. <b>Why:</b> To prevent and reduce adulthood obesity and the risk for a number of chronic diseases.	88.4% of WIC fruit and vegetable vouchers that were issued to low-income children (1-5 years) were redeemed.	95% of WIC fruit and vegetable vouchers issued to low-income children (1-5 years) redeemed.	Current available data for FY 2014-15 year-end, showed 88.4% of WIC fruit and vegetable vouchers issued to low-income children (1-5 years) were redeemed. Fewer clients are coming to the clinics to have their checks issued and trend shows that despite issuance, the checks are not being redeemed.
<b>PROMOTION OF NEWBORNS EXCLUSIVE BREASTFEEDING.</b> <b>What:</b> Improve the nutritional status of Orange County children. <b>Why:</b> To prevent and reduce adulthood obesity and the risk for a number of chronic diseases.	27% of newborns met HP 2020 and CDC recommendation for exclusive breastfeeding through three months.	46.2% of newborns meeting HP 2020 and CDC recommendation for exclusive breastfeeding through three months	Current available banded data for 2012-2013 showed that 27% of Orange County newborns met the HP 2020 and CDC recommendations for exclusive breastfeeding through 3 months. Target for measure is not being met.

## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>OBESE JUVENILES MAINTAINING OR LOSING WEIGHT AFTER THREE MONTHS OF INSTITUTIONALIZATION.</b> <b>What:</b> Health care to juvenile detainees, to prevent and treat illness and injuries in juvenile facilities. <b>Why:</b> OC has a responsibility to provide timely and appropriate health care for minors in custodial care.	48% of obese juveniles maintained or lost weight after three months of institutionalization.	70% or more of obese juveniles maintaining or losing weight after three months of institutionalization.	For FY 2015-16 Q1, 80% of obese juveniles maintained or loss weight after three months of institutionalization. There were more youths that loss weight this period and this measure is currently meeting target.
<b>PATIENTS WITH ACTIVE TUBERCULOSIS COMPLETING PRESCRIBED TREATMENT.</b> <b>What:</b> Provide health care clinics to protect, promote & improve the overall health of eligible patients. <b>Why:</b> Low-cost health service enables access for underserved persons, leading to improved health outcomes.	92.3% of patients with active tuberculosis completed prescribed treatment.	93% of patients with active tuberculosis completing prescribed treatment.	FY 2014-15 year-end data of 92.3% show slightly lower results than target. Factors that lead to non-completion within 12 months of diagnosis include medication side-effects and adverse events, and patient refusal to complete.
<b>PATIENTS ON HIV MEDICATIONS WHO ACHIEVE UNDETECTABLE HIV VIRAL LOAD.</b> <b>What:</b> Provide health care clinics to protect, promote & improve the overall health of eligible patients. <b>Why:</b> Low-cost health service enables access for underserved persons, leading to improved health outcomes.	85% of patients on HIV medications achieved undetectable HIV viral load.	90% of patients on HIV medications who achieve undetectable HIV viral load.	As of FY 2015-16 Q1, 86% of patients on HIV medication achieved undetectable HIV viral load. This is slightly below the annual target of 90%. Clinicians address adherence at each visit. Clients who do not show for their medical appointments are referred to Outreach services.
<b>COMPLIANCE WITH ICE PERFORMANCE BASED NATIONAL DETENTION STANDARDS (PBND) BY CATEGORY: MANDATORY.</b> <b>What:</b> Health care to detainees, to prevent and treat illness and injuries in facilities. <b>Why:</b> OC has a responsibility to provide timely and appropriate health care for adults in custodial care.	100% compliance with 17 Immigration and Customs Enforcement (ICE) Performance-Based National Detention Standards (PBND) by category: Mandatory.	100% compliance with 17 Immigration and Customs Enforcement (ICE) Performance-Based National Detention Standards (PBND) by category: Mandatory.	Current available data from 2015 inspection showed 100% compliance with 17 ICE Performance-Based National Detention Standards (PBND) by category: Mandatory. This performance measure meets the target.
<b>COMPLIANCE WITH ICE PERFORMANCE BASED NATIONAL DETENTION STANDARDS (PBND) BY CATEGORY: IMPORTANT.</b> <b>What:</b> Health care to detainees, to prevent and treat illness and injuries in facilities. <b>Why:</b> OC has a responsibility to provide timely and appropriate health care for adults in custodial care.	100% compliance with 92 Immigration and Customs Enforcement (ICE) Performance Based National Detention Standards (PBND) by category: Important.	100% compliance with 92 Immigration and Customs Enforcement (ICE) Performance-Based National Detention Standards (PBND) by category: Important.	Current available data from 2015 inspection showed 100% compliance with 92 ICE Performance-Based National Detention Standards (PBND) by category: Important. This performance measure meets the target.
<b>TIMELINESS OF HUMAN SERVICES CONTRACT SOLICITATION.</b> <b>What:</b> To develop, manage, and monitor contracts for HCA to ensure standards for quality and timeliness. <b>Why:</b> To support programs so they can effectively provide timely core services.	Average length of time was 20 weeks for all Human Services Contracts solicitations from request to recommendation.	Average length of time will be 30 weeks for all Human Services Contracts solicitations from request to recommendation.	As of FY 2015-16 Q1, the average length of time for all Human Services Contracts solicitation from request to recommendation was 20 weeks; meeting target. Measure of outcome indicator progress towards FY target will be collected throughout the year.
<b>TIMELINESS OF PRICE AGREEMENT SOLICITATIONS.</b> <b>What:</b> To develop, manage, and monitor contracts for HCA to ensure standards for quality and timeliness. <b>Why:</b> To support programs so they can effectively provide timely core services.	Average length of time was 15 weeks for all Price Agreement solicitations from request to recommendation.	Average length of time will be 16 weeks or less for all Price Agreement solicitations from request to executed contract	As of FY 2014-15 year-end, the average length of time for all Price Agreement solicitations from request to recommendation was 15 weeks. Measure continues to meet annual target.

## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>PUBLICATIONS, WHITE PAPERS, REPORTS AND PRESENTATIONS FOR INDUSTRY PEER AUDIENCES AND POLICY-MAKERS.</b> <b>What:</b> Respected resource in Orange County for health data and information, and health care best practices. <b>Why:</b> Conducting research and promoting best practices to help improve the health of OC residents.	70 total annual numbers of publications, white papers, reports, and presentations aimed at industry peer audiences and policy-makers.	70 total annual number of publications, white papers, reports, and presentations aimed at industry peer audiences and policy-makers.	As of first quarter for FY 2015-16, 25 reports/publications were completed. This measure is on target to meet the annual target of at least 70 reports/publications by the end of the fiscal year.
<b>PUBLICATION WEB PAGE HITS.</b> <b>What:</b> Respected resource in Orange County for health data and information, and health care best practices. <b>Why:</b> Conducting research and promoting best practices to help improve the health of OC residents.	11,988 total publication web page hits.	2,400 total publication web page hits.	As of FY 2015-16 Q1, there were 1,779 publication web page hits. This measure is on target to meet the annual target of at least 2,400 total publication web page hits by the end of the fiscal year.
<b>CHANGE IN REVENUE, IN AGGREGATE, TO PRIOR FISCAL YEAR.</b> <b>What:</b> Maximize available financial resources to provide Health Care services to OC residents. <b>Why:</b> To ensure that the Agency has the necessary resources to provide core services to the community.	-14% variance from \$548,482,462 in revenue, in aggregate, to prior fiscal year.	+2% or higher change in revenue, in aggregate, to prior fiscal year.	As of FY 2015-16 Q1, there was -3% variance (\$36,388,028) in revenue, in aggregate, to prior fiscal year which does not meet the target.

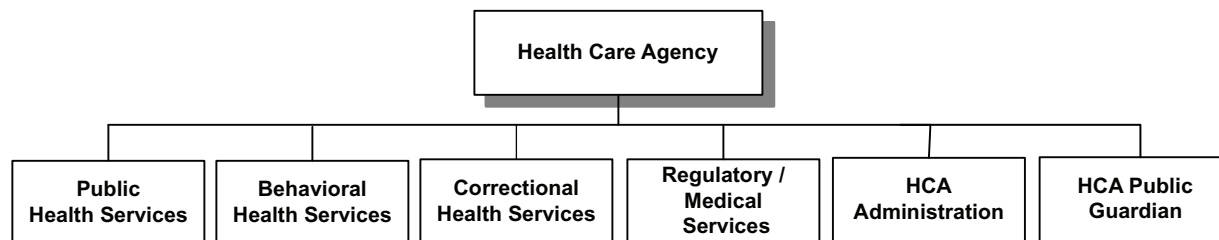
## FY 2015-16 Key Project Accomplishments:

- Assessed the Assisted Outpatient Treatment (AOT) program, also known as Laura's Law that provides court-ordered treatment for persons with severe mental illness who meet specific criteria. The program is designed to assist individuals who are resistant to obtaining or maintaining treatment. Since the program's inception in October 2014, a total of 584 referrals were received; 533 cases were closed; 151 cases accepted voluntary services; and 989 calls were received on the AOT hotline for referral and criteria verification information. From the referrals received, 15 were referred to court, 3 were court-ordered to outpatient treatment while the others agreed to services.
- Launched and implemented two successful Public Health websites: The Orange County Health Improvement Partnership's website at [www.OCHhealthierTogether.org](http://www.OCHhealthierTogether.org) provides data and information about health and wellness in Orange County. The website presents more than 200 current health, social, and economic indicators; provides information on approximately 150 demographic indicators; has a database of more than 2,000 promising practices for improving health; and hosts the Orange County Health Improvement Plan and county-wide collaborative efforts to address priority health issues in Orange County such as healthy birth outcomes, mental health, healthy aging, and improving healthy eating and physical activity. The chronic disease prevention website at [www.myhealthoc.org](http://www.myhealthoc.org) provides information to the public on healthy living in conjunction with Public Health's Eat. Play. Breathe. campaign. The site was visited by more than 30,000 people in 2015 and by year's end, over 1,000 users a week were accessing the website.
- OC-MEDS, an electronic pre-hospital medical record, across ambulance companies, fire departments, emergency rooms and Orange County Emergency Medical Services, has been fully implemented and Advanced Life Support EMS provider agencies have been utilizing electronic prehospital care reports with a 98% submission rate.
- Successfully completed the Emergency Ambulance Transport Services Request for Proposal. Contracts were approved by the Board for the Five Regional Operating Areas effective June 2, 2015.



- Handled the largest measles outbreak in California in 15 years. Public Health Services staff came together from multiple divisions to provide a coordinated and effective response to the 35 cases identified in Orange County. In all, more than 1,600 hours of overtime and surge support were provided by a total of 35 PHS staff contributing over a seven-week period. A satellite clinic was also established at the 17th Street complex where vaccine and other prophylaxis were provided and testing conducted.
- In July 2015, the Board approved an Environmental Health inspection fee adjustment increase for Orange County's food facilities, as well as an increase to the food safety inspection frequency of complex food facilities to be phased in over a three-year period from two inspections per year to three times per year. Environmental Health is currently adding inspection staff positions that were approved through the fee adjustment process. The new fee process enables HCA to establish risk-based inspection frequencies recommended by the Food and Drug Administration and the Centers for Disease Control and Prevention in order to address the safety and protection of food offered throughout the county and protect public health.
- Launched an OC Food Inspections application available as a free download for iPhone and Android. The easy to use application gives the public instant access to food safety and sanitation information for approximately 12,000 Orange County food facilities in the palm of their hand.
- HCA Public Health Services has applied for accreditation from the Public Health Accreditation Board (PHAB), a national non-profit organization dedicated to improving and protecting the health of the public. As part of the accreditation process, Public Health Services submitted to PHAB Orange County's Community Health Assessment, Community Health Improvement Plan, and a Public Health Services' Strategic Plan. HCA has also submitted 684 documents, comprising close to 7500 pages, as documentation demonstrating conformity to the 97 quality measures identified by PHAB. Public Health Services is scheduled to have its accreditation site visit in February 2016, as the last component of the application process prior to the PHAB Board making an accreditation determination.
- Administrative Services participated in coordinating impacts related to the purchase of air space for 405 W. 5th Street, facilitated the move of Public Guardian fiduciary activities to Auditor-Controller, and successfully resolved 5 RFP protests.
- Correctional Health Services launched Telemedicine technology within the adult jail system, which increases healthcare efficiency and productivity as well as reduces inmate transportation needs. CHS also enhanced functionality and operational capabilities of the recently implemented Electronic Health Record for the adult and juvenile jail/detention facilities. The enhancements further improved continuity of patient care and quality of reporting.
- OCLinks, the Behavioral Health Services Information and Referral Line had its second year anniversary. Since its implementation on 10/21/2013 through 10/20/2015, a total of 19,797 calls and chats have been received by the Navigation staff with 35% of those calls resulting in callers being directly linked to services. OCLinks monthly calls have increased from an average of 721 calls in 2014 to an average of 1,025 calls in 2015. Over the last two years, over 150 presentations and trainings at various community sites have occurred getting the word out about OCLinks.
- The Community Counseling and Supportive Services program was implemented in 2015. This program delivers behavioral health counseling services to individuals of all ages who are at risk of or have developed a mild to moderate behavioral health condition such as depression or anxiety. Services include screening and assessment; individual, couple and family counseling; process-oriented groups; case management, referral and linkage; and community outreach. The program has received 385 referrals to date.

## Organizational Summary



**Public Health Services** - Public Health Services monitors the incidence of disease and injury in the community and develops preventive strategies to maintain and improve the health of the public. Public Health Services also administers programs that protect public health and safety and includes efforts focused on communicable disease control and prevention. The divisions within Public Health Services include: Disease Control & Epidemiology, California Children's Services (CCS), Family Health, Health Promotion, Public Health Laboratory, and Public Health Nursing.

**Behavioral Health Services** - Behavioral Health Services provides culturally and linguistically appropriate services for eligible County residents in need of mental health care and/or treatment for substance use disorder. Recovery based services are provided Countywide via County-operated and contracted programs. Behavioral Health Services consists of the following function areas: Children, Youth, and Prevention Services, Adult and Older Adult Services, Authority and Quality Improvement Services, and Conditional Release Program.

**Correctional Health Services** - Correctional Health Services provides for essential health care services to persons in the correctional setting for whom the County, by law, has responsibility. Correctional Health Services incorporates Adult Correctional Health Services, and Juvenile Health Services. Correctional Health Services provides around-the-clock direct health services, including overseeing contrac-

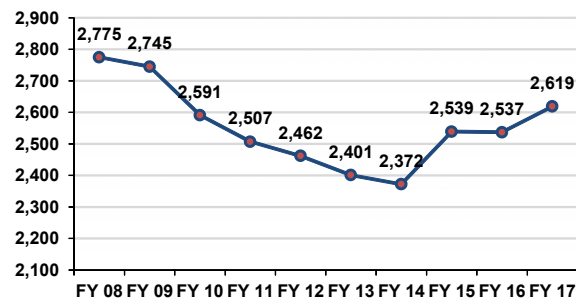
tual agreements for hospital inpatient care and specialty clinic services, for adults and juveniles maintained in the County of Orange institutions operated by Sheriff's Department, Probation Department, and the Social Services Agency.

**Regulatory/Medical Services** - Regulatory/Medical Services is comprised of: Emergency Medical Services (EMS), Health Disaster Management (HDM), Medical Safety Net (MSN), Environmental Health, and Employee Health. EMS plans, coordinates, and oversees prehospital and emergency medical care systems. HDM structures the Agency's emergency response functions related to all-hazards planning including bioterrorism, pandemic influenza, natural disasters, and other County health-related disasters. MSN provides medical care to low-income Orange County residents with an urgent or emergent medical condition and meets the County's obligation under Welfare & Institutions Code Section 17000. Environmental Health protects our community from harmful conditions in the environment focusing on food safety, healthy business operations and appropriate waste management. Employee Health provides occupational health services for all departments and agencies for the County of Orange.

**HCA Administration** - Administrative divisions provide internal support to the Agency's service areas as well as interface in certain circumstances with the Agency's external community organizations, contractors, and other stakeholders. HCA's administrative divisions are: Accounting Services, Contract Services, Financial Services, Human Resource Services, Information Technology, Management Services, and Purchasing Services.



## Ten Year Staffing Trend:



## Ten Year Staffing Trend Highlights:

- The FY 2016-17 Adopted Budget increases positions by 82, which is the net of 84 positions added in the FY 2015-16 first quarter budget report, and the transfer of one position to CIO and one position to HRS in the second quarter budget report.
- The FY 2015-16 Adopted Budget decreased positions by two, due to deletion of two limited term positions for Medical Services, transfer of one position to CEO for real estate services, and transfer of one position from Budget Control 030.
- The FY 2014-15 Adopted Budget increased positions by 167, primarily due to conversion of extra help positions to regular status for Behavioral Health Services programs.
- The FY 2013-14 Adopted Budget decreased positions by 29, due to centralization of Human Resources and the Safety Office, and implementation of the Net County Cost contingency plan.
- The FY 2012-13 Adopted Budget decreased positions by 61.

- The FY 2011-12 Adopted Budget decreased positions by 45.
- The FY 2010-11 Adopted Budget decreased positions by 84.
- The FY 2009-10 Adopted Budget decreased positions by 154.
- The FY 2008-09 Adopted Budget decreased positions by 30.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Costs to support Board-approved strategic priority in the Health Disaster Management Bioterrorism Program have been included in the Adopted budget, up to levels funded by Federal grants. Also included in the Adopted budget are Board-approved health priorities funded from Tobacco Settlement Revenue.

### Changes Included in the Base Budget:

The base budget increased \$39.8 million, primarily related to increases in the Mental Health Services Act program and a one-time Public Health Services intergovernmental transfer. These increases are offset by increased categorical revenues. Reductions and cost containment measures implemented in prior years are carried forward into the FY 2016-17 budget in order to align Department expenditures with available funding levels.

## Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Add Eight Positions and Appropriations for Electronic Health Records Implementation Amount: \$ 431,134</b>	Add Extra Help Office Assistant positions to meet EHR conversion deadlines	These Office Assistants will assist the Agency in meeting BHS EHR conversion deadlines.	7066

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Positions	2,537	2,619	2,619	2,619	0	0.00
Total Revenues	473,768,863	521,451,228	478,011,261	560,623,955	39,172,727	7.51
Total Requirements	526,049,183	588,962,420	521,536,757	628,810,259	39,847,839	6.77
Net County Cost	52,280,320	67,511,192	43,525,496	68,186,304	675,112	1.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Health Care Agency in the Appendix on page A54

## Highlights of Key Trends:

- HCA continues to face the challenge of providing needed and often mandated health services with limited resources. At State and federal levels, legislative measures aimed at budget reduction could have a significant impact on local funding for health care services.
- There will be continued emphasis within HCA on implementing new Mental Health Services Act (MHSA) programs in FY 2016-17, funded through available Prop 63 revenues. In addition, the Agency is working with the Board and the community on planning and funding for expansion of Psychiatric Emergency Services.

## Budget Units Under Department Control:

No.	Agency Name	Public Health Services	Behavioral Health Services	Correctional Health Services	Regulatory/Medical Services	HCA Administration	Health Care Agency - Public Guardian	Total
030	Health Care Agency - Public Guardian	0	0	0	0	0	5,614,482	5,614,482
042	Health Care Agency	121,882,059	361,018,145	74,509,761	63,692,329	7,707,965	0	628,810,259
138	Medi-Cal Admin. Activities/Targeted Case Mgmt.	0	0	0	0	1,732,661	0	1,732,661
13S	Emergency Medical Services	0	0	0	0	8,664,030	0	8,664,030
13T	HCA Purpose Restricted Revenues	0	0	0	0	2,466,015	0	2,466,015
13U	HCA Interest Bearing Purpose Restricted Revenue	0	0	0	0	30,096	0	30,096
13Y	Mental Health Services Act	0	0	0	0	167,066,044	0	167,066,044
13Z	Bioterrorism Center for Disease Control Fund	0	0	0	0	4,348,430	0	4,348,430
	Total	121,882,059	361,018,145	74,509,761	63,692,329	192,015,241	5,614,482	818,732,017

## 030 - HEALTH CARE AGENCY - PUBLIC GUARDIAN

### Operational Summary

#### Description:

The Orange County Public Guardian is committed, when no viable alternatives exist, to compassionately and effectively protect, assist and manage the affairs of residents unable to care for themselves due to a medical condition or who may be a danger to themselves or others, due to mental illness.

#### Strategic Goals:

- Public Guardian will continue to compassionately and efficiently serve as the conservator of persons and estates for individuals placed on conservatorship pursuant to the Lanterman, Petris Short (LPS) act, Welfare and Institutions Code Sections 5000 et.seq. or provisions of the Probate Code Sections 1800 et.seq.
- For clients on conservatorship pursuant to the LPS act, the conservator will obtain and monitor the provisions of the individualized mental health plan.
- Clients on a conservatorship pursuant to the Probate Code will receive a needs assessment to determine the appropriateness and extent of the conservatorship.
- Public Guardian will continue to provide information to the general public concerning the role of Public Guardian and the services they provide, including providing information and support to private conservators.
- Public Guardian will continue to work closely with its community partners and Adult Protective Services to collaborate on effective solutions that allow residents to continue to independently remain in a community setting while safely providing for their basic needs.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>ADMINISTRATIVE DEPUTY CASELOADS - LANTERMAN, PETRIS SHORT (LPS) ACT</b> <b>What:</b> Obtain and monitor implementation of the individualized mental health treatment plan. <b>Why:</b> Intent is to ensure that those on conservatorship have individualized mental health treatment plan.	59% of LPS Appointments and Reappointments have mental health treatment plans	95% of LPS Appointments and Reappointments to have mental health treatment plans	Treatment plans are obtained for all conservatees at appointment and reappointment ensuring that conservatees' needs are identified, and appropriately provided for. Investigators and Administrators completed assessments on 59% of the combined original LPS appointments and reappointment cases.

## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>ADMINISTRATIVE DEPUTY CASELOAD - PROBATE (CODE SECTIONS 1800 ET.SEQ.)</b> <b>What:</b> An assessment to determine the needs of a conservatee, part of their care plan & goal setting. <b>Why:</b> Conducting "needs-based assessment" to maximize the benefit of community based services.	79% of conservatees had needs-based assessments	95% of conservatees will have needs-based assessments	Needs-based assessment is required once a year for probate clients. Program staff completed assessments on 79% of their total caseload. The lowered number may be attributable to losing the unit's only social worker in June 2015. A new social worker is expected to join the unit in April 2016.
<b>DEPUTY CERTIFICATION REQUIREMENTS.</b> <b>What:</b> Percentage of deputies in compliance with training certification requirements. <b>Why:</b> Deputy certification is newly required by the Jones Bill (AB 1363).	50% of deputies meet certification requirements	90% of deputies meet certification requirements	Staff continues to work with the California PA/PG/PC Association to resolve certification credit issues for sanctioned trainings that were completed in 2015. PG implemented monthly in-house deputy trainings to establish and maintain at least 90% deputy certification.

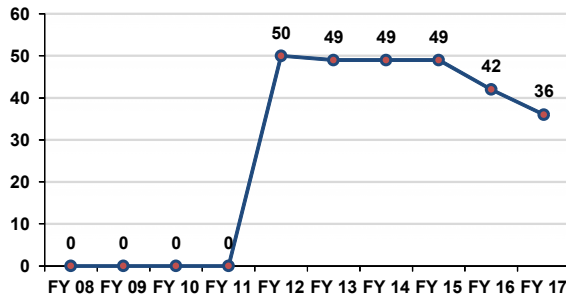
## FY 2015-16 Key Project Accomplishments:

- Investigated 659 new referrals (430 LPS & 229 Probate) to determine if a client needs a conservator, if the Public Guardian should act as conservator, or if the Court should appoint a third-party to act as conservator, and served as conservator for 608 (168 Pro 440 LPS) conservatees.
- Processed over 32,648 financial transactions on behalf of Public Guardian conservatee client and trust estates. Eliminated 97% of old court accounting backlog. Sold five real estate properties for conservatee and trust estates with \$2.8 million in gross proceeds.
- During 2015, the Public Guardian filed 345 new petitions for appointment of an LPS conservator, and 584 petitions for reappointment.
- During 2015, the Public Guardian Probate unit filed 13 petitions for appointment as probate conservator of the person and estate.
- In 2015, the Public Guardian established three estate contracts: two tax preparation services contracts and an investment advisory and management services for services critically needed for client case and estate management.
- The Public Guardian is in the process of securing a contract to upgrade their current case management system, ePages. This is a critical upgrade needed to stabilize and improve functionality and efficiencies to a computer system that is 17 years old.

**OC Public Guardian** - The Public Guardian serves the community by providing investigative, administrative and fiduciary services to adults who are unable to provide their own basic needs of food, shelter, clothing, medical and psychiatric care due to a severe mental disorder or disabling physical condition. Public Guardian deputies and staff are committed to ensuring that individualized personal treatment, supervision and financial oversight are provided so that conservatees achieve their highest level of self-determination, autonomy and independence.

The Office of the Public Guardian is the only designated investigator for LPS conservatorships and is dedicated to the physical and financial safety of persons unable to do so on their own, who are conserved when there are no viable alternatives to a public conservatorship. The Superior Court determines whether a conservatorship should be established following court proceedings. The Court can appoint the Public Guardian as a conservator of the person only, estate only (for probate) or both person and estate.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- In FY 2015-16, six positions and their related responsibilities were transferred to the Auditor-Controller for Public Guardian fiduciary services.
- In FY 2014-15 the number of positions decreased by seven due to the transfer of six positions to Budget Control 029, Public Administrator, and one position to Budget Control 042 for Health Care Agency Information Technology services.
- During FY 2011-12, one vacant position was deleted as part of the budget reduction measures implemented by the County.
- As part of the FY 2011-12 budget adoption process, the Public Guardian and Public Administrator's Office was separated and reorganized and included a transfer of 50 positions from Budget Control 029.

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016	FY 2015-2016	FY 2016-2017 Final Budget	Change from FY 2015-2016	
		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Positions	42	36	36	36	0	0.00
Total Revenues	1,324,435	1,669,577	889,929	1,106,872	(562,705)	-33.70
Total Requirements	5,572,431	6,132,557	5,287,942	5,614,482	(518,075)	-8.45
Net County Cost	4,247,996	4,462,980	4,398,013	4,507,610	44,630	1.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Health Care Agency - Public Guardian in the Appendix on page A42

# 138 - MEDI-CAL ADMINISTRATIVE ACTIVITIES/TARGETED CASE MANAGEMENT

## Operational Summary

### Description:

This fund is used to account for the federal reimbursement of certain eligible costs for Medi-Cal Administrative Activities and Targeted Case Management activities that are passed through the State to the County and to Community-Based Organizations (CBOs).

This fund is for the monitoring of the financial transactions of Medi-Cal Administrative Activities/Targeted Case Management (MAA/TCM) funds.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,627,141
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,229,285
Total Final FY 2016-2017:	1,732,661
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	1,183,611	1,627,141	1,229,284	1,732,661	105,520	6.48
Total Requirements	1,183,611	1,627,141	1,229,285	1,732,661	105,520	6.48
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Medi-Cal Administrative Activities/Targeted Case Management in the Appendix on page A133

## 13S - EMERGENCY MEDICAL SERVICES

### Operational Summary

#### Description:

This fund is used to account for Emergency Medical Services revenue earned by the Health Care Agency that has pending expenditure requirements. This fund is required by the Auditor-Controller and by Generally Accepted Accounting Principles in order to correctly report earned revenues. The source of revenue deposited to this fund is court fines and State allocations used to pay for emergency medical indigent services.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	9,795,358
Total FY 2015-2016 Actual Expenditure + Encumbrance:	7,976,447
Total Final FY 2016-2017:	8,664,030
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	8,837,012	9,795,358	7,977,569	8,664,030	(1,131,328)	-11.55
Total Requirements	8,837,012	9,795,358	7,977,569	8,664,030	(1,131,328)	-11.55
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Emergency Medical Services in the Appendix on page A139

## 13T - HCA PURPOSE RESTRICTED REVENUES

### Operational Summary

#### Description:

This fund is used to account for revenues earned by the Health Care Agency that have pending expenditure requirements. This fund is required by the Auditor-Controller and by Generally Accepted Accounting Principles in order to correctly report earned revenues. Revenues in this fund may include court-ordered fines and penalties, donations, and/or fees.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	2,679,250
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,088,315
Total Final FY 2016-2017:	2,466,015
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	2,715,412	2,679,250	1,690,171	2,466,015	(213,235)	-7.96
Total Requirements	2,715,412	2,679,250	1,690,171	2,466,015	(213,235)	-7.96
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: HCA Purpose Restricted Revenues in the Appendix on page A140



## 13U - HCA INTEREST BEARING PURPOSE RESTRICTED REVENUE

### Operational Summary

#### Description:

This fund is used to account for HCA carryover purpose restricted revenues that are required to be interest bearing. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. The source of monies deposited to this fund is State allocations used to pay for mental health services.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	106,250
Total FY 2015-2016 Actual Expenditure + Encumbrance:	43,104
Total Final FY 2016-2017:	30,096
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	25,996	106,250	43,865	30,096	(76,154)	-71.67
Total Requirements	25,996	106,250	43,865	30,096	(76,154)	-71.67
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: HCA Interest Bearing Purpose Restricted Revenue in the Appendix on page A141

# 13Y - MENTAL HEALTH SERVICES ACT

## Operational Summary

### Description:

This fund is used to account for Mental Health Services Act revenues earned by the Health Care Agency that have pending expenditure requirements. This fund is required by the Auditor-Controller and by Generally Accepted Accounting Principles in order to correctly report earned revenues. The source of monies deposited to this fund will be State allocations used to pay for approved mental health services.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	141,278,307
Total FY 2015-2016 Actual Expenditure + Encumbrance:	115,243,962
Total Final FY 2016-2017:	167,066,044
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Add Appropriations and Transfer Out to Budget Control 042 for Electronic Health Records Implementation</b> Amount: \$ 431,134	Add extra help Office Assistant positions to meet EHR conversion deadlines	These Office Assistants will assist the Agency in meeting BHS EHR conversion deadlines.	7068

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	141,651,773	141,278,307	116,456,460	167,066,044	25,787,737	18.25
Total Requirements	141,651,773	141,278,307	116,456,460	167,066,044	25,787,737	18.25
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Mental Health Services Act in the Appendix on page A142

## 13Z - BIOTERRORISM CENTER FOR DISEASE CONTROL FUND

### Operational Summary

#### Description:

This fund is used to account for Center for Disease Control (CDC) Bioterrorism revenues earned by the Health Care Agency that have pending expenditure requirements. This fund is required by the Auditor-Controller and by Generally Accepted Accounting Principles in order to correctly report earned revenues. The source of monies deposited to this fund will be State allocations used to pay for approved bioterrorism projects.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	7,052,662
Total FY 2015-2016 Actual Expenditure + Encumbrance:	5,205,918
Total Final FY 2016-2017:	4,348,430
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	2,077,250	7,052,662	5,205,918	4,348,430	(2,704,232)	-38.34
Total Requirements	2,077,250	7,052,662	5,205,918	4,348,430	(2,704,232)	-38.34
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Bioterrorism Center for Disease Control Fund in the Appendix on page A143

## 063 - SOCIAL SERVICES AGENCY

### Operational Summary

#### Mission:

To deliver quality services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families and protect vulnerable adults and children.

#### Strategic Goals:

- To lead and support a shared community responsibility for the safety and well-being of vulnerable children and adults through the provision of child and adult abuse prevention, intervention and protective services.
- To provide services for helping vulnerable adults and children receive needed health care, food, shelter and clothing.
- To contribute to the reduction of individuals living below the poverty level by providing assistance and supportive services that promotes employment opportunities and family self-sufficiency.
- To provide Social Services Agency staff and its partners with the resources, training, and administrative support needed for delivering professional, efficient, responsive, and mandated services to residents of Orange County.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>HEALTH EXAMS FOR CHILDREN IN FOSTER CARE PLACEMENTS.</b> <b>What:</b> % of timely health exams for children in foster care placements. <b>Why:</b> Health exams provide preventive medical care to children in foster care.	87% of children in foster care placements received timely health exams.	Continue to meet or exceed current State performance of 87%. Conduct health exam prior to 31st day in placement and thereafter based upon age/intervals specified by the Child Health and Disability Prevention Program.	Orange County's health exam completion has varied during the year between 84% and 90% performance rate.

## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>RECURRENCE OF MALTREATMENT OF CHILDREN INVESTIGATED FOR ABUSE.</b> <b>What:</b> % of no recurrence of maltreatment of children investigated for abuse. <b>Why:</b> Mitigating abuse and neglect of children is critical to prevent recurrence of maltreatment.	7.3% of the children with substantiated allegations of child maltreatment had an additional substantiated maltreatment allegation during the subsequent 12 months.	Achieve Federal mandate of less than 9.1% through increased intervention services, improve collaboration of mutual clients in CalWORKs, increase use of Family Resource Centers, maximize parent mentors to support birth parents and provide community-based resources for aftercare to exiting families.	SSA is currently at 124.7 % of the national goal.
<b>CALWORKS CASES THAT MET FEDERAL WORK PARTICIPATION CRITERIA.</b> <b>What:</b> % of CalWORKs families participating in approved work activities for the mandated minimum hours. <b>Why:</b> Participation helps needy families prepare for and achieve employment leading to self-sufficiency.	31.9% of CalWORKs cases met federal work participation criteria.	Achieve at least 50.0% Work Participation Rate (WPR).	SSA Results exceeded 2015 Plan Target. The 2015 WPR represents a 52% improvement over 2014. SSA continues to explore best practices and implement new strategies for Welfare-To-Work case management and employment support services to increase client engagement and improve outcome performance.
<b>CONTINUING SERVICE CENTER CALLS FOR CALFRESH AND MEDI-CAL.</b> <b>What:</b> % of monthly average Service Center calls answered within four minutes. <b>Why:</b> Prompt response to clients' calls by Service Center is an important measure of customer service.	62.1% of Services Center calls were promptly answered within four minutes.	Achieve goal of 80.0% and increase quality of service.	Performance remains below 65% of calls answered within 4 minutes. Staffing shortages continue to contribute to the inability to meet the desired outcome. Redistribution of staffing and a review of operational procedures is being assessed to assist in improving response time.
<b>TIMELY DETERMINATION OF ELIGIBILITY FOR MEDI-CAL AND CALFRESH.</b> <b>What:</b> % of timely determinations of Medi-Cal and CalFresh eligibility. <b>Why:</b> Prompt review of eligibility ensures that clients receive benefits to which they are entitled.	Medi-Cal timely determination of eligibility 95%. CalFresh timely determination of eligibility 98%.	Meet or exceed State mandates for Medi-Cal 90% and CalFresh 90%. Continue implementation of State and Federal mandated requirements.	Increased use of technology to streamline business processes and allow client "self-help" options have allowed the agency to continue to meet program mandates with record numbers of clients. For FY 2015-16, Medi-Cal and CalFresh timely determinations remain at or above results for FY 2014-15.
<b>TIMELY RESPONSE TO INVESTIGATIONS OF ELDER ABUSE OF ADULT PROTECTIVE SERVICES (APS).</b> <b>What:</b> % of initial client contact completed (within 10-days) <b>Why:</b> APS is mandated to perform an in person investigation within 24 hours to 10 days.	99.4% of initial client contact was completed within 10 days.	Achieve Agency goal of 90%.	To date APS social workers have a 100% timeliness compliance responding to reports of elder abuse for initial client contact.

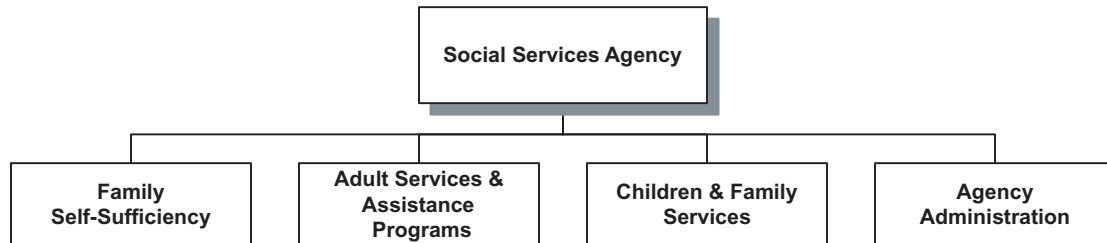
## FY 2015-16 Key Project Accomplishments:

- In response to Federal and State legislation, Orange County began to focus attention on identifying at risk and confirmed children who are victims of commercial sexual exploitation otherwise known as a form of human trafficking. On May 27, 2015, the Orange County Commercially Sexually Exploited Children (CSEC) Steering Committee was formed and co-chaired by Supervisor Todd Spitzer, Presiding Judge of the Orange County Juvenile Court Maria Hernandez, and Director of Social Services Agency's (SSA) Children and Family Services Division Gary Taylor. On June 23, 2015, the Board of Supervisors approved a County plan that allows SSA to further develop and provide collaborative services to address the needs of the County's CSEC population and access State and Federal funding in support of this program. Due to training made available by this program and the efforts of dedicated staff, Orange County identified 24 victims in 2014, 48 victims in 2015 and approximately 31 victims to-date in 2016.

- SSA received a Merit Award from the California State Association of Counties during the 2015 Challenge Awards for Orange County Teen Collaborative Inspires Hope for Foster Youth. The program brings together community partners with SSA to provide strength-based, innovative and collaborative programs and services that build a sense of purpose, community and inspiration among abused and neglected foster youth. Youth are mentored and exposed to positive experiences and opportunities such as visits to colleges, museums, sporting and cultural events.
- SSA has become a key partner in Orange County regional planning for Workforce Innovation and Opportunity Act (WIOA) implementation. SSA serves as an active participant in the County's WIOA Transitional Leadership Council and contributes to statewide and federal WIOA objectives with the goals of increasing employment, job retention, and earnings in the local community.
- SSA has enhanced its CalWORKs Family Stabilization Program, which provides intensified case management to families experiencing crisis. Five Families and Communities Together Family Resource Centers have expanded services to provide Family Stabilization Services to assist parents in stabilizing their households so they can focus on work or employment preparation services.
- Recognizing that homelessness and housing stability in the CalWORKs Program are challenging problems that impact children's well-being and parents' ability to engage in employment, SSA applied for CalWORKs Housing Support Program (HSP) funding for a second consecutive year. Orange County was re-selected as an HSP provider, including expanded funding in FY 2015-16 to provide housing assistance for homeless CalWORKs families.
- For the second consecutive year, the California Department of Social Services (CDSS) recognized the SSA for its outstanding delivery of CalFresh benefits to Orange County residents. CDSS presented SSA with three CalFresh Recognition of Excellence Awards in the following categories: Excellent performance on the 3-Day Expedited Service Processing Timeliness Rate; Excellent performance on the 30-Day application processing rate; and Contribution to California's low CalFresh Error Rate.
- SSA staff continues to play an active role in the Orange County Emergency Management Organization by participating in a number of working groups and sub-committees. Including the Disability Access and Functional Needs (DAFN) working group, which plans for the DAFN population in Orange County, the Exercise Design sub-committee, which develops and designs all of the drills and exercises for Orange County and the Terrorism Working Group, County Drought Task Force and serves as chair of the Shelter Committee.
- Operation Santa Claus distributed 35,015 toys and gifts to children who are dependents of the Juvenile Court due to abuse and/or neglect, as well as children in need. Senior Santa and Friends assisted over 2,000 low-income seniors and adults with disabilities who are served by one or more County agencies.
- SSA began to deploy its Mobile Response Vehicle (MRV) to the Civic Center every Thursday in order to better assist the homeless population in accessing SSA services. Between September 3, 2015 and June 30, 2016, SSA has received a total of over 2,205 inquiries at the MRV and has processed over 830 applications for Medi-Cal, CalFresh, General Relief and CalWORKs.
- As part of a countywide initiative to enhance service delivery to Orange County residents, the No Wrong Door (NWD) Service Delivery Model was developed and rolled out to SSA staff in 2015. The NWD training philosophy incorporates the three Cs of this Customer Service Delivery Model: Collaboration, Coordination, and Communication. The training was provided to over 1,000 SSA staff members. In addition, the following resources were developed: a NWD logo, lobby posters, and an intranet resource page which is updated regularly and provides customers additional County and other public resources. The training material was also made available to other County agencies as well as to Orange County's Learning and Organizational Development Consortium. SSA's training staff is currently developing two electronic (eLearn) versions of this training: one for the remaining SSA staff, and one version for County staff. Both versions are expected to be developed by fall 2016, allowing this concept to reach all SSA staff and County staff.

- In early 2016, SSA launched the WE CAN Coalition: Working to End Child Abuse and Neglect under the leadership of the SSA Medical Director. WE CAN is an Orange County Coalition that utilizes cross-organizational knowledge and skills to develop projects that improve the prevention, diagnosis and treatment of child abuse and neglect at the individual, family and community levels. It has more than 100 participants from more than 40 organizations and 70 programs across the County, and is organized into nine task forces with discrete areas of focus and specific projects to improve the entire system of care. An overarching steering committee coordinates coalition activity and leverages resources to help the group achieve its goals.

## Organizational Summary



**Family Self Sufficiency** - Administers Federal, State, and County mandated Refugee Cash Assistance program, Foster Care Eligibility determination, and CalWORKs program to enable disadvantaged individuals and families to become self-sufficient through employment.

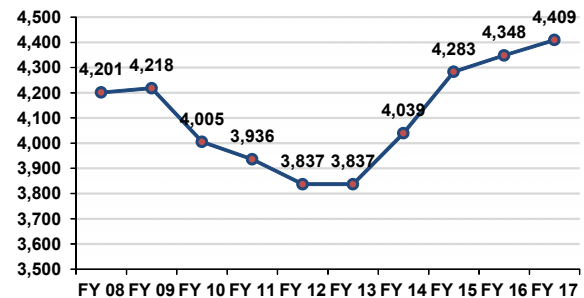
**Adult Services & Assistance Programs** - Protects the aged and disabled from abuse and exploitation so that they may live in a safer environment. In-Home Supportive Services provides a wide range of domestic and personal care services to allow persons with disabilities and elderly individuals to live safely at home. Adult Protective Services provides services to prevent or remedy neglect, abuse, and/or exploitation of adults who are unable to protect their own interests because of age or disability. Also administers Federal, State, and County mandated assistance programs including Medi-Cal, CalFresh (Food Stamps), Cash Assistance Program for Immigrants, and General Relief.

**Children & Family Services** - Protects children through the prevention or remedy of conditions which may result in abuse and promotes maintaining families so that children can remain in or return safely to their homes.

**Agency Administration** - Supports the goals of the Agency by implementing, facilitating, and coordinating administrative services and projects through financial and facility management, human resources, accounting, technology, training, research, contract and procurement services, strategic planning, child care coordination, legislative analysis,

emergency services coordination, volunteer and outreach coordination, quality support and program integrity functions.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- During the FY 2016-17 Budget Adoption process, 50 positions were added to address caseload growth in the Medi-Cal and CalFresh programs.
- In FY 2015-16, SSA staffing levels increased by a total of 11 positions with two added through the budget process to address Child Welfare Services case record reviews; 12 positions added for in In-Home Supportive Services and Children and Family Services; and three positions deleted in the Agency Administration Division.
- In FY 2014-15, SSA staffing levels increased by 65 positions due to mid-year additions of 88 positions in CalWORKs, In-Home Supportive Services, Children and



Family Services and Administrative Services offset by the deletion of two Administrative Support positions transferred to CEO Real Estate and 21 Group Counselor positions.

- In FY 2013-14, SSA staffing levels increased by a net of 244 positions due to mid-year additions of Medi-Cal, CalWORKs, CalFresh and Administrative Support. SSA also transferred one Administrative Support position to CEO Real Estate.
- In FY 2012-13, SSA staffing levels increased by a net of 202 positions to meet the demands of expanded Medi-Cal and deleted positions due to the centralization of Human Resource Services.
- In FY 2010-11, SSA staffing levels decreased by 99 positions from due to mid-year deletions of vacant positions as part of budget reductions measures implemented by the County.
- In FY 2009-10, SSA decreased staffing levels by 69 positions due to 1st quarter deletion of vacant positions as part of budget reduction measures implemented by the County.
- In FY 2008-09, SSA staffing levels decreased by a total of 213 positions due deletion of vacant positions as part of budget reduction measures implemented by the County.

approved budget. To achieve its goals within available funding to address client needs and increasing caseloads, SSA is committed to the following:

- Maximize the use of resources for the achievement of the Agency's goals
- Enhance communication, especially through proactive outreach to media by highlighting positive accomplishments
- Plan strategically and identify required modifications to action plans
- Promote innovative ideas and continue to seek operational efficiencies
- Monitor the status of goal achievement through outcome performance measures
- Confirm that strategies and internal business processes appropriately aligned with goals and outcome measures
- Leverage technology
- Engage in interagency and interdepartmental collaboration regarding mutual clients
- Foster additional community partnerships

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

SSA has confirmed strategies for focusing staff efforts and use of available resources for the achievement of the Agency's goals. The SSA Leadership Development Team monitors the status of the goals, assesses progress made on improving outcomes and performance measures, confirms that identified strategies are on target and identifies needed modifications to action plans.

The strategies were developed with the input of all SSA Divisions to embrace the achievement of the Agency's vision, mission, and goals to support the priorities of the Board of Supervisors, as outlined in the Strategic Financial Plan and

### Changes Included in the Base Budget:

SSA's budget was developed based on maximizing projected Federal and State mandated social services program funding allocations for Orange County. It includes increases to the Medi-Cal and CalFresh allocations, a decrease to CalWORKs allocation, a 1% increase in Net County Cost (NCC) limit, and uses reserve funds in the Wraparound Program, Fund 12W, to fund eligible program expenses. SSA's base budget consists of increases in salary and benefits, contracts for services, information technology, facility improvements and other services required to ensure continued operations.

SSA continues with its reorganized budget structure that was prepared in FY 2015-16. The agency administrative costs will be identified under the three primary programmatic Divisions (Family Self-Sufficiency, Adult Services and Assistance Programs and Children and Family Services).



## Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Restore Funding Required to Maintain Current Level of Service Amount:\$ 0</b>	Restore Funding Required to Maintain Current Level of Service	Providing GR and IHSS program services meets the departments' mission.	7056
<b>Add Twenty Positions, Appropriations, and Revenue to Support Medi-Cal Growth Amount:\$ 1,829,246</b>	Add 20 positions needed to support Medi-Cal growth.	These positions help ensure SSA can continue to provide timely and accurate Medi-Cal benefits.	7087
<b>Add Thirty Positions, Appropriations, and Revenue for the CalFresh Program Amount:\$ 2,641,862</b>	Add 30 positions needed to support CalFresh growth.	These positions help ensure SSA can continue to provide timely and accurate CalFresh benefits.	7088

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	4,348	4,359	4,359	4,409	50	1.15
Total Revenues	499,045,243	864,024,404	798,772,881	847,847,442	(16,176,962)	-1.87
Total Requirements	508,193,728	913,042,317	844,967,925	897,355,534	(15,686,783)	-1.72
Net County Cost	9,148,485	49,017,913	46,195,044	49,508,092	490,179	1.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Social Services Agency in the Appendix on page A78

## Highlights of Key Trends:

- In 2015, the Child Abuse Registry received 40,953 calls which generated 7,110 Immediate Responses referrals and 21,212 Ten Day referrals. Although total initial call volumes have decreased from 2014 by 4%, there is an increase of 17.35% for Immediate Response referrals and 13.78% for Ten Day referrals for the Children and Family Services Emergency Response Program.
- Calls to the Adult Protective Services Registry 2015 showed significant increases in both call volume and reports taken. In 2015, there were 18,846 calls to the Hotline versus 15,321 calls to the Hotline in 2014, an 18.70% increase. In addition, there were 11,488 reports taken in 2015 as compared to 9,671 reports taken in 2014, an increase of 15.81%.
- California is moving to a Resource Family Approval (RFA) process which will be implemented statewide in 2017. RFA is a mandated child-centered unified approval process that offers ongoing support for resource homes. This will require annual certification and recertification of all relative caregivers, foster homes and adoptive homes (resource families). Starting in February 2016, Orange County began transitioning to the RFA system of approving all out-of-home caregivers and phasing out the traditional system of different approval tracks for relatives, NREFMs, licensed foster parents and adoption home studies.
- California's Continuum of Care Reform eliminates lower level group homes, limits stays in shelter care and sets standards for short term treatment facilities. It is designed to better serve California's foster children and improve and expand home-based family care through additional training and support. The current financial impact is unknown at this time; however, the need for specialized homes and enhanced recruitment efforts are expected to increase.
- Medi-Cal provides health care coverage for California residents who have limited resources and income. Medi-Cal has been expanded significantly and new standards regarding income, assets, and family composition are expected to increase.

sition have been added as alternatives to the traditional Medi-Cal eligibility rules. The number of new Medi-Cal applications has increased by over 70% in FY 2013-14. The number of active Medi-Cal cases grew 30% in FY 2013-14 and an additional 54% in FY 2014-15.

- The CalFresh caseload increased 9.8% in FY 2013-14 and an additional 7.3% in FY 2014-15. This is significantly lower than growth during the recession, which peaked at 42% in FY 2009-10. This growth is projected to slow to 5.8% in FY 2015-16.

- General Relief caseloads increased 49.6% in FY 2013-14 as a result of changes to the eligibility requirements and aid level approved by the Board of Supervisors. Caseload growth continues to increase for this program. In FY 2014-15 caseloads increased by 18.1% and are projected to increase by 9.4% in FY 2015-16.

### Budget Units Under Department Control:

No.	Agency Name	Family Self Sufficiency	Adult Services & Assistance Programs	Children & Family Services	Agency Administration	Total
063	Social Services Agency	266,844,902	326,596,982	303,913,650	0	897,355,534
102	Santa Ana Regional Center Lease Conveyance	0	0	0	618,581	618,581
12S	SSA Donations & Fees	0	0	1,363,691	0	1,466,395
12W	Wraparound Program	0	0	25,866,590	0	25,866,590
14T	Facilities Development and Maintenance	0	0	0	7,385,961	7,385,961
590	In-Home Supportive Services Public Authority	0	2,476,046	0	0	2,476,046
	<b>Total</b>	<b>266,844,902</b>	<b>329,175,732</b>	<b>334,143,931</b>	<b>8,004,542</b>	<b>935,169,107</b>

## 102 - SANTA ANA REGIONAL CENTER LEASE CONVEYANCE

### Operational Summary

#### Description:

This fund was established to reserve the positive cash flow occurring at the beginning of the Santa Ana Regional Center (SARC) Lease Conveyance term which will be used to offset the negative cash flow occurring at the end of the lease term.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	329,611
Total FY 2015-2016 Actual Expenditure + Encumbrance:	328,684
Total Final FY 2016-2017:	618,581
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	69,942	329,611	328,684	618,581	288,970	87.67
Total Requirements	69,942	329,611	328,684	618,581	288,970	87.67
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Santa Ana Regional Center Lease Conveyance in the Appendix on page A94

## 12S - SSA DONATIONS & FEES

### Operational Summary

#### Description:

This fund includes donations for the benefit of the residents of Orangewood Children and Family Center. It also includes money received from Children's Services Vital Records (Birth Certificates) and Child Abuse Services License Plate Fees. These birth certificate and license plate funds will be used to reimburse SSA for child abuse services and neglect prevention and intervention programs operated by private non-profit organizations or public institutions of higher education.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,247,924
Total FY 2015-2016 Actual Expenditure + Encumbrance:	830,891
Total Final FY 2016-2017:	1,466,395
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	Final Budget	Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Total Revenues	1,030,207	1,247,924	1,049,063	1,466,395	218,471	17.51
Total Requirements	1,030,207	1,247,924	1,049,063	1,466,395	218,471	17.51
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: SSA Donations & Fees in the Appendix on page A126

## 12W - SSA WRAPAROUND

### Operational Summary

#### Description:

This fund includes Federal, State, and County share deposits related to the enrolled Wraparound caseloads. These funds are used to reimburse the Social Services Agency for Wrap-around contract provider, administrative, and other Wrap-around re-investment costs.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	29,066,920
Total FY 2015-2016 Actual Expenditure + Encumbrance:	19,936,785
Total Final FY 2016-2017:	25,866,590
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	24,338,439	29,066,920	25,836,345	25,866,590	(3,200,330)	-11.01
Total Requirements	24,338,439	29,066,920	25,836,345	25,866,590	(3,200,330)	-11.01
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: SSA Wraparound in the Appendix on page A127

# 14T - FACILITIES DEVELOPMENT AND MAINTENANCE FUND

## Operational Summary

### Description:

This fund was established to budget and account for facilities projects approved in the County's Strategic Financial plan. The fund is utilized for the repair and maintenance of Tustin Family Campus, Orangewood Children and Family Center, Eckhoff, and other county-owned facilities occupied by the Social Services Agency (SSA). In addition, use of this fund has expanded for other Agency needs such as moving costs and other program related needs.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	12,342,538
Total FY 2015-2016 Actual Expenditure + Encumbrance:	394,380
Total Final FY 2016-2017:	7,385,961
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

SSA plans to increase the Facilities Development and Maintenance Fund (14T) as funding becomes available in order to finance deferred maintenance projects for county-owned facilities occupied by the Social Services Agency as well as other future costs including moving costs and other program related needs.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	7,623,507	12,342,538	695,373	7,385,961	(4,956,577)	-40.16
Total Requirements	7,623,507	12,342,538	695,373	7,385,961	(4,956,577)	-40.16
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Facilities Development and Maintenance Fund in the Appendix on page A158

## 590 - IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY

### Operational Summary

#### Description:

This fund was established to budget and account for the In-Home Supportive Services (IHSS) Public Authority (PA) administration costs.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,723,425
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,429,951
Total Final FY 2016-2017:	2,476,046
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	1,221,912	1,723,425	1,426,745	2,476,046	752,621	43.67
Total Requirements	1,221,912	1,723,425	1,426,744	2,476,046	752,621	43.67
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: In-Home Supportive Services Public Authority in the Appendix on page A278

# 13N - OC TOBACCO SETTLEMENT FUND

## Operational Summary

### Description:

This fund administers the allocation and use of the County's share of the national Tobacco Settlement in accordance with the conditions set forth in a local initiative, Measure H, approved by the voters on November 7, 2000.

On November 23, 1998 the major American cigarette manufacturers agreed to a settlement (Master Settlement Agreement [MSA]) of litigation brought by the Attorneys General of 46 States (including California), five U.S. territories and the District of Columbia. In addition to restrictions related to cigarette advertising and underage smoking, the MSA requires that the tobacco companies pay the participants an estimated \$206 billion over a 25 year period, and \$9 billion annually thereafter in perpetuity. After certain adjustments, the payments are distributed on the basis of population (2000 census), with California estimated to receive about 12.0%. Fifty percent of California's allocation remains at the State level; the other 50% is distributed among eligible cities and counties. Orange County's portion of the local share is about 7.27% of the allocable local government share.

Although no conditions are placed on the use of Tobacco Settlement Revenue (TSR) local share by the MSA or State statute, Measure H, which took effect on July 1, 2001, restricts the use of TSR to specific health and public safety initiatives. Measure H was upheld in the Superior Court and requires that 80% of the TSR be restricted to specific health related categories, with the remaining 20% restricted to public protection programs. This revenue reimburses the Health Care Agency and the Sheriff-Coroner according to their claims for applicable costs and the available balance. Measure H applies only to TSR received after July 1, 2001.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	37,752,518
Total FY 2015-2016 Actual Expenditure + Encumbrance:	25,529,533
Total Final FY 2016-2017:	36,119,534
Percent of County General Fund:	N/A
Total Employees:	0.00

The specific categories are as follows:

- Seniors & Persons with Disabilities: 19% is allocated to this Measure H category.
- Emergency Room Physicians & Specialists: 23% is allocated to this Measure H category.
- Tobacco Prevention & Control: 12% is allocated to this Measure H category.
- Child & Family Health Services: 20% is allocated to this Measure H category.
- Comprehensive E.R. Services/Trauma Centers: 6% is allocated to this Measure H category.
- Public Safety Program & Services: 20% is allocated to this Measure H category.



## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	28,587,783	37,752,518	25,945,738	36,119,534	(1,632,984)	-4.33
Total Requirements	28,587,783	37,752,518	25,945,738	36,119,534	(1,632,984)	-4.33
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Tobacco Settlement Fund in the Appendix on page A136

## 9A0 - PUBLIC FINANCING PROGRAM (PGM II)

### 9A1 Major Activities

- The purpose of these funds is to construct facility improvements, address funding and expenditure activity, and provide for administrative expenses of the Orange County Development Agency (OCDA) and the CEO Single Family Housing Fund.

### 9A1 Funds

Budget Control Number	OCDA + CEO Single Family Housing	FY 2016-2017 Appropriations		FY 2016-2017 Revenue	
15B	CEO Single Family Housing	\$	951,455	\$	951,455
170	Housing Asset Fund		11,971,609		11,971,609

## PROGRAM III: INFRASTRUCTURE & ENVIRONMENTAL

### Summary of Appropriations and Revenues

Budget Control	Budget Control Name	FY 2016-2017	FY 2016-2017	FY 2016-2017
		Appropriations	Revenue	Net County Cost
034	OC Watersheds	15,612,585	15,612,585	0
040	Utilities	14,466,182	6,872,288	7,593,894
071	Building & Safety General Fund	14,446,757	14,362,757	84,000
080	OC Public Works	50,428,154	35,778,643	14,649,511
<b>GENERAL FUND SUBTOTAL</b>		<b>94,953,678</b>	<b>72,626,273</b>	<b>22,327,405</b>
108	OC Dana Point Harbor	40,962,164	40,962,164	0
113	Building and Safety	1,556,000	1,556,000	0
115	OC Road	115,725,909	115,725,909	0
128	Survey Monument Preservation	339,921	339,921	0
135	Real Estate Development Program	1,767,186	1,767,186	0
137	Parking Facilities	6,954,778	6,954,778	0
140	Air Quality Improvement	357,930	357,930	0
148	Foothill Circulation Phasing Plan	895,744	895,744	0
151	South County Roadway Improvement Program (SCRIP)	34,322,800	34,322,800	0
15T	El Toro Improvement Fund	1,136,244	1,136,244	0
273	OCWR Capital Project Fund	53,976,456	53,976,456	0
274	OCWR Corrective Action Escrow	1,644,634	1,644,634	0
275	OCWR - Environmental Reserve	49,067,931	49,067,931	0
279	OCWR - Landfill Post-Closure Maintenance	50,455,323	50,455,323	0
280	Airport - Operating Enterprise	193,370,745	193,370,745	0
281	Airport Construction Fund	82,782,424	82,782,424	0
283	Airport Debt Service Fund	43,257,475	43,257,475	0
284	OCWR - FRB Escrow	1,146,711	1,146,711	0
285	OCWR - Bankruptcy Recovery Plan	33,140,000	33,140,000	0
286	OCWR - Brea/Olinda Escrow	1,838,824	1,838,824	0
287	OCWR - Prima Deshecha Landfill Escrow	1,282,500	1,282,500	0
299	OC Waste & Recycling Enterprise	170,173,563	170,173,563	0
400	OC Flood	169,789,513	169,789,513	0
403	OC Santa Ana River	80,101	80,101	0
404	OC Flood - Capital	56,702,044	56,702,044	0
468	County Service Area #13 - La Mirada	9,998	9,998	0
475	County Service Area #20 - La Habra	9,950	9,950	0
<b>OTHER FUNDS SUBTOTAL</b>		<b>1,112,746,868</b>	<b>1,112,746,868</b>	<b>0</b>
<b>TOTAL - INFRASTRUCTURE &amp; ENVIRONMENTAL</b>		<b>1,207,700,546</b>	<b>1,185,373,141</b>	<b>22,327,405</b>

## 080 - OC PUBLIC WORKS

### Operational Summary

#### Mission:

The primary mission of OC Public Works is to protect and enrich the community through efficient delivery and maintenance of public works infrastructure, planning, and development services. OC Public Works' vision is to "provide excellent, innovative, and professional public works projects and services to our community." OC Public Works accomplishes its mission and strategic objectives through a dedicated professional workforce that values integrity, accountability, service, and trust.

OC Public Works is organized around the department's ten core service areas: OC Fleet Services, OC Development Services, Administrative Services, OC Facilities Design & Construction, OC Facilities Maintenance & CUF, OC Infrastructure Programs, OC Construction, OC Operations &

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	49,594,542
Total FY 2015-2016 Actual Expenditure + Encumbrance:	43,713,159
Total Final FY 2016-2017:	50,428,154
Percent of County General Fund:	1.55%
Total Employees:	288.00

Maintenance, OC Survey, and OC Environmental Resources. These core service areas support the three Strategic Initiatives adopted by the Board of Supervisors:

- Protecting Our Community
- Building for the Future of Our Community
- Promoting a Healthy Community

#### Strategic Goals:

OC Public Works has developed three overarching strategic goals to support the County's Strategic Priorities:

- 1) Improve Deliver of Capital Improvement Projects
- 2) Increase Efficiencies through Technologies and Systems Integrations
- 3) Enhance Customer Service and Branding

#### ■ OC Facilities - Design & Construction:

- 1) Improve staff morale through reduced workload by completing the transfer of maintenance project responsibilities from the OC Design & Construction Management service area to the OC Facilities Maintenance and CUF service area.
- 2) Increase efficiency and improve customer service with expansion of the use of new technology in all sections by providing training in new systems to be installed in the Service Area.
- 3) Increase efficiency through simplification of project tracking systems and expanding project reporting capabilities.

#### ■ OC Facilities - Maintenance & CUF:

- 1) Provide quality, cost-effective, and timely responses to service requests for services to County clients.
- 2) Continue to implement initiatives directed by the Board of Supervisors that are included in the County's Facilities Master Plan, as funding is available.
- 3) Maximize use of available energy and cost saving technologies and identify future resource needs.

■ OC Environmental Resources/OC Agricultural Commissioner:

- 1) Protect people and the environment - Assure that Orange County's environment is not adversely affected by exotic plant pests and invasive species while protecting people from unacceptable plant pest risks.
- 2) Ensure industry compliance with pesticide regulation - Recognize that a strong and equitable commercial enforcement program is the cornerstone to ensuring that people and the environment in Orange County are not exposed to unacceptable pesticide risks.
- 3) Protect people and the marketplace - Ensure that the measurement standards used in purchases throughout Orange County are accurate and provide consumers a basis of value comparison and fair competition in the marketplace.

■ Administrative Services:

- 1) Provide high quality, effective and resourceful services to OC Public Works and our County Partners, so that they may complete their mission for the constituents of OC.
- 2) Enhance technology to improve efficiencies by implementing new project tracking program, update existing software programs such as EnergyCap, and ASR coordination process.
- 3) Receive American Public Works Association (APWA) accreditation in all functional areas under Public Works responsibility.

■ OC Development Services:

- 1) Assist County development and ensure compliance with State regulations and local community standards.
- 2) Serve clients and the community by providing an efficient permit process.
- 3) Provide exceptional customer service by maintaining a highly communicative and collaborative approach to the permit process.
- 4) Engage developers and OC Development Services employees in the collaborative process of ensuring that community standards are upheld and development goals are achieved.

## Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>OC FACILITIES MAINTENANCE: PERCENTAGE OF FACILITY WORK ORDER REQUESTS COMPLETED WITHIN 30 DAYS.</b> <b>What:</b> Completing work requests timely ensures County facilities are safe for the public and employees. <b>Why:</b> Public & employees rely on building & grounds to be safe, clean, comfortable & healthy environments.	62%	70%	Operations productivity is impacted by the high percentage vacancy factor of tradesmen. Staff is currently working with Human Resources to fill vacancies.
<b>OC DEVELOPMENT SERVICES: % NEIGHBORHOOD PRESERVATION CASES W/ INITIAL RESPONSE W/IN 3 BUSINESS DAYS.</b> <b>What:</b> Measures percentage of code violation complaints (cases) responded to within 3 business days. <b>Why:</b> Enforcing state and local codes is necessary to protect the health and safety of our community.	95%	97%	Neighborhood Preservation is meeting its goal of responding to 95% of code violation complaints within 3 business days.

## Key Outcome Indicators: (Continued)

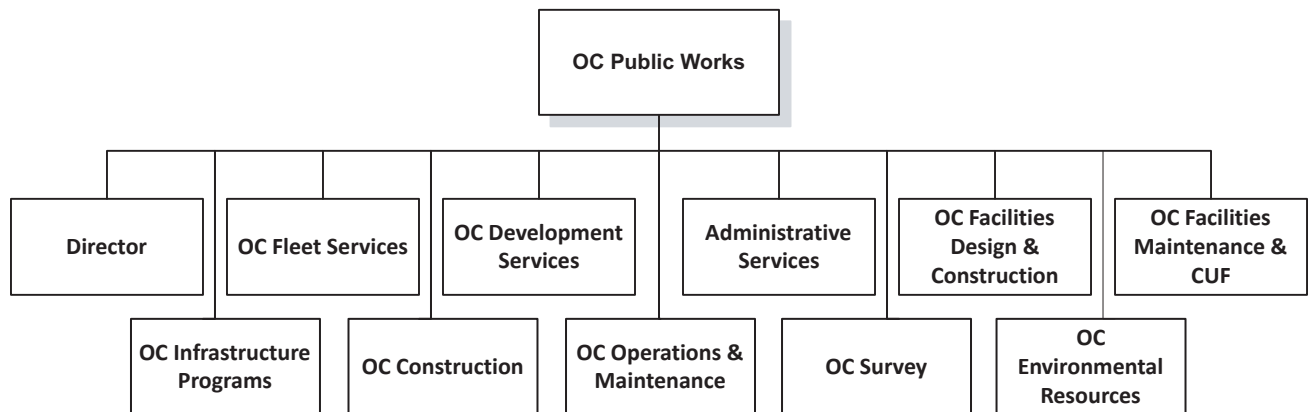
Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>OC DEVELOPMENT SERVICES: CUSTOMER SERVICE SATISFACTION.</b> <b>What:</b> Measures % of OC Development customer evaluations that rate "very satisfied" or "mostly satisfied." <b>Why:</b> Allows Dev. Svcs. to better evaluate the quality of services & focus on areas requiring improvement.	97%	98%	Daily customer surveys show that OC Development Services is achieving a 97% success rate in customer service satisfaction.
<b>OC DEVELOPMENT SERVICES: % OF DISCRETIONARY PERMIT PLAN SUBMITTALS RESPONDED TO WITHIN 30 DAYS.</b> <b>What:</b> Measures percentage of discretionary permit plan submittals responded to within 30 days. <b>Why:</b> Verifies that plans adhere to County planning standards and ensures excellent customer service.	91%	96%	Planning and Land Development are meeting the targeted goal of responding to 91% of all discretionary permits within 30 days.

## FY 2015-16 Key Project Accomplishments:

- OC Public Works coordinated the procurement of the first capital project in the County's history to utilize a 2-Step Design-Build delivery method, for example Design-Build for OC Community Resource's New Animal Care Facility.
- OC Public Works staff worked diligently with the City of Santa Ana, the Third District Board office, and more than 34 other agencies to repurpose the 50 existing state flags displayed at the Plaza of the Flags. To accomplish this task, staff worked with all 34 Orange County cities to obtain flag artwork to be recreated by a vendor and coordinated a ceremony for the flags representing the cities, five branches of the military, POW MIA, the United States of America, the State of California, and the County of Orange.
- Established a Wireless Communications Facilities Ordinance.
- OC Facilities Design & Construction continues to provide project management for additional county departments for projects such as: Dana Point Revitalization, Theo Lacy Jail Expansion, and Juvenile Hall Recreation Room.
- OC Facilities Design & Construction project management group enabled Probation to close the Los Pinos Camp and return it to the US Forest Service.
- Initiated projects using alternative delivery methods, which included Construction Manager At Risk for the \$68M CUF Infrastructure Upgrade project.
- Obtained Planning Commission and Board of Supervisors approval of new Wireless Communications Facility Ordinance(s) for Private Property and County Highways, Zoning Code Amendment CA 15-01 (Temporary Real Estate Offices/ Residential Tract Sales), General Plan Amendment Land Use Element (LUE-15-01) to ensure County's continued eligibility to receive Measure M2 funding from OCTA, and General Plan Amendment/Zone Change/EIR/ Esperanza Hills Specific Plan. Additionally, obtained Board of Supervisor approval of Subdivision Code update and Amendment to Pre-Annexation Agreement with the City of Huntington Beach.
- Implemented electronic submittals for discretionary permit applications review and approvals, as well as pre-file meetings with Subdivision and Planning Application Review Committee (SPARC). The acceptance of electronic applications along with acceptance of credit card payments allows our customers to receive our services online versus waiting in line.

- OC Infrastructure Programs awarded the construction contracts for the following projects: Glassell Campus \$4M, Greenville Banning Channel \$5.6M, Huntington Beach & Talbert Channel Debris Booms \$0.5M and Gilbert Street \$2.3M. The service area is also working on the request for proposal packages for the first two alternative delivery procurements for horizontal projects: The Santa Ana River Sand Management and Fullerton Creek Channel.
- OC Survey consolidated all ESRI licenses for OC Public Works into one account, and began an effort to create a County Wide GIS. Formed a GIS steering committee to share information and create best practices guidelines for the department and the County. Created an on-line portal for the public to download County Wide GIS Parcel Data and created an on-line GIS portal for the Treasurer Tax Collector's on-line payment system.

## Organizational Summary



**Director** - The OC Public Works Director's Office provides overall guidance for operating the Department, oversees a total of 920 OC Public Works positions, and ensures that OC Public Works provides quality services to other County departments and to the public.

See also Fund 468 Co Service Area #13-La Mirada and Fund 475 Co Service Area #20-La Habra.

**OC Fleet Services** - Transportation provides professional fleet management services for a fleet of approximately 3,000 vehicles and special-use equipment. Services include: vehicle life-cycle management, procurement, maintenance/repair, and compliance with state and federal emissions regulations.

Administers two Clean Air funds (Fund 140 and Fund 270) to promote and support the County's efforts to reduce greenhouse gas emissions.

Also see Fund 140 Air Quality Improvement; and under Program VII, see Fund 270 Compressed Natural Gas Enterprise, and Fund 296 OC Fleet.

**OC Development Services** - Manages the planning and development entitlement requirements of private and public project applicants within unincorporated County areas. Our planners, engineers, inspectors, technicians, and administrative support personnel serve both the current advance and environmental advance planning, through stewardship of the physical environment, future residents of Orange County. Community outreach and involvement with the stakeholders of the County of Orange (our residents, business owners, and Board appointed committees) is critical in our efforts to maintain clean, healthy and safe neighborhoods in the unincorporated communities within Orange County. In developing relationships with and working alongside our stakeholders, a true community approach towards developing and preserving our communities can be achieved.

Also see Budget Control 071 Building & Safety General Fund and Fund 113 Building & Safety-Operating Reserve.

**Administrative Services** - Administrative Services provides the administrative management framework for our organization. Staff accomplishments in this division are rarely visible to the public as they work behind the scenes to support the department. The functions include Accounting Services, Finance Services, Human Resources, Information Technology Services, Procurement Services, Business Services, and Central Quality Assurance. Administrative Services provides essential support services, ensures proper internal controls are in place, and establish policies and procedures to ensure the smooth functioning of this department with all of its many partners.

Also see Fund 137 Parking Facilities.

**OC Facilities - Design & Construction** - Responsible for the alteration and construction, compliance, and custodial services of County-owned buildings and facilities. The most visible product of the unit is the construction and maintenance of functional, practical, and aesthetically pleasing facilities for both business and recreational use of the employees and residents of the County of Orange.

**OC Facilities - Maintenance & CUF** - Facilities operates and maintains all County facilities and facilitates and manages capital projects. Facilities have also taken the lead in exploring, investing in and implementing green technology solutions for the County.

Also see Budget Control 040 Utilities.

**OC Infrastructure Programs** - OC Infrastructure Programs is focused on two of the department's core services, maintaining public safety through the planning and design of flood control facilities that protect the region from flooding, and a network of roads and bridges that facilitate the safe conveyance of people and goods throughout the County. The other Service Areas that comprise OC Engineering Services: OC Construction, OC Operations & Maintenance, and OC Survey, play significant roles in the safe and timely delivery of these projects through construction administration, inspection, maintenance, and operations support.

Customers include OC Public Works service areas, other County departments and agencies (OC Community Resources, OC Parks, and OC Sheriff's Department/Emergency Management Bureau), Orange County residents, businesses and cities, developers, and other County, State and Federal agencies (OCTA, Caltrans, and USACE.)

Also see Fund 115 OC Road, Fund 148 Foothill Circulation Phasing Plan, Fund 151 South County Roadway Improvement Program, Fund 400 OC Flood, Fund 403 OC Santa Ana River, and Fund 404 OC Flood - Capital.

**OC Construction** - OC Construction provides the public with safe and efficient infrastructure and supports the Board's Strategic Initiatives through construction management, contract administration, materials testing, and geotechnical services. OC Construction also supports contract cities and other County departments as needed, by managing harbor improvements, park improvements, and dredging projects.

**OC Operations & Maintenance** - OC Operations & Maintenance is a diverse organization under the direction of the Board of Supervisors whose goal is to serve the citizens of Orange County by improving the quality of life and maintaining public infrastructure. Operations & Maintenance provides a wide range of maintenance services to Orange County's unincorporated areas, 380 miles of flood control channels, four dams, eight pump stations, 33 retention basins and 321 miles of county roads. Operations & Maintenance also serves as the public works department for the contracted cities of Lake Forest, Mission Viejo and Dana Point. Operations & Maintenance also plays a crucial role in responding to the needs of the public in the aftermath of a devastating earthquake, fire or storm events.

**OC Survey** - OC Survey is a multi-disciplinary approach to integrated technology systems of spatially-referenced information, including land boundaries, geodetic positioning, photogrammetry, remote sensing, cartography and geographic information systems. Field Services performs an array of surveying tasks and provides design and boundary surveys in support of all capital improvement projects designed and managed by OC Public Works. The Geospatial Services provides GIS mapping support and keeps account of all new subdivisions, and parcel adjustments within the county. The Map Check and Row Services provides technical map checking services, technical reviews for all Corner Records, Records of Survey, Lot Line Adjustments, Certificate of Compliance, Tentative Maps, Parcel Maps, Tract Maps, along with providing new addresses and address revisions within the unincorporated areas of the county.

Also see Fund 115 OC Road, Fund 128 Survey Monument Preservation, and Fund 400 OC Flood.



**OC Environmental Resources** - OC Environmental Resources is comprised of OC Watersheds and OC Agricultural Commissioner.

Ensures value to consumers and fair business competition by validating all weighing and measuring devices used in commerce throughout Orange County.

Safeguards the health and safety of the public, the environment, and pesticide applicators through enforcement of state and federal regulations on pesticides.

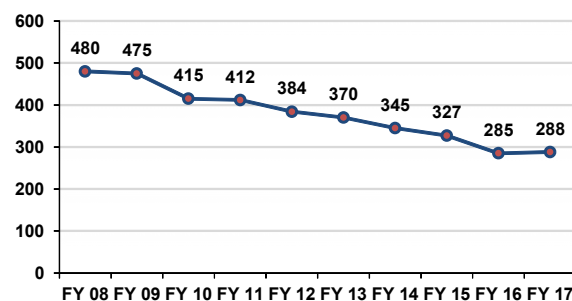
Protects agriculture and the natural environment through detection, prevention, and control of harmful plant diseases and pests.

Controls vegetation and pests that pose a risk to the safe operation of County infrastructure as well as vegetation that poses a fire risk in unincorporated areas.

Clients include retail businesses, gasoline stations, agricultural producers, pesticide control companies, landscaping firms, taxi and ambulance companies, nurseries, apartment owners, mobile home parks, recycling companies, and the general public

Also see Budget Control 034 OC Watersheds.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- In the FY 2016-17 Budget, OC Public Works includes 920 positions in all its 18 administered Budget Controls and Funds. Budgets that contain staff include: 034 OC

Watersheds (43), 040 Utilities (23), 071 Building & Safety General Fund (26), 080 OC Public Works (288), 115 OC Road (210), 137 Parking (4), 296 OC Fleet Services (80), and 400 OC Flood (246).

- Budget Control 080 is the main operating budget for OC Public Works. The FY 2016-17 Adopted Budget totals 288 after an Expand Level of Service Augmentation Request was submitted adding three (3) positions to OC Public Works/Facilities Maintenance & CUF. To maintain the overall position count, a Reduce Level of Service Augmentation was submitted deleting three (3) positions from OC Road.
- The FY 2015-16 Adopted Budget for Budget Control 080 totaled 285. The mid-year position adjustments included: First Quarter reflected net -1 (transfers include net +1 from 034, net -1 to 137, net -2 to 071, net +1 from 115) and 2nd Quarter added 1 position from OC Flood for a Modified Budget total of 285 positions.
- The FY 2014-15 Adopted Budget for Budget Control 080 totaled 327 positions, which included Technical Budget Augmentation Requests transferring 18 positions (5 positions to Auditor-Controller for Accounts Payable and 13 positions to CEO Real Estate). The mid-year position adjustments included: Department Reorganization Phase I totaled net -3, First Quarter reflected net -45 (Reorganization Phase II net -14 positions, Strategic Integration moving Information Technology Services (ITS) to CEO ITS totaling -30 positions, and Miscellaneous position moves totaling net -1 position) and Second Quarter adjustments included the transfer of six positions from OC Community Resources for the centralization of Central Project Office (CPO) for a Modified Budget total of 285 positions.
- The FY 2013-14 Adopted Budget for Budget Control 080 totaled 345 positions. The mid-year position adjustments included: First Quarter reflected net zero growth for the exchange of four positions and Second Quarter reflected net zero growth for the exchange of one position for a Modified Budget total of 345 positions.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

OC Public Works supports the County's Strategic Priorities by providing safe and sustainable roadways, flood control systems and infrastructure for our County and communities working together with County and constituents on the long-term strategic planning and development of County resources.

OC Facilities Maintenance & CUF through consulting contracts conducted surveys of the Civic Center Facilities to produce a complete Maintenance & Capital schedule that will be used to update the Preventive Maintenance work order system and direct the development of the Capital project scopes. Staff will conduct the same survey for the Civic Center Facilities cataloging the Maintenance and future Capital demands. In addition, OC Facilities Maintenance & CUF will continue working on the development of a maintenance management database directing Preventive Maintenance work and providing cost accounting support.

OC Development Services will continue to focus on providing exceptional customer service while enforcing local and state-mandated zoning and building regulations by issuing land use entitlements, building and grading permits, and working with members of the public to resolve violations of regulations through the Neighborhood Preservation Section's customer-focused program. In partnership with Board appointed committees including the Development Processing Review Committee (DPRC), Land Use Advisory Committees, such as North Tustin Advisory Committee (NTAC), Foothill Trabuco Specific Plan Review Board (FTRB), and Orange Park Acres Advisory Committee (OPAAC), will continue to develop streamlined and simplified processes with increased service delivery. Additionally, in an effort to simplify existing regulations, all core processes will be addressed through the Lean Six Sigma process to understand current flow and eliminate redundancy and low-value process steps.

The Agricultural Commissioner Division will continue to enforce State-mandated agricultural regulations, pesticide safety regulations, and the accuracy of weighing and measuring devices used in commerce.

### Changes Included in the Base Budget:

OC Public Works Fund 080 FY 2016-17 Base Budget changes: Appropriations Request of \$49,116,244 is \$424,913 (0.9%) lower than the FY 2015-16 Modified Budget. This is primarily due to an increase in Salaries & Benefits totaling \$1.4 million (4.9%), an increase in Services and Supplies totaling \$2.2 million (6.8%) primarily for increase Facility costs for Maintenance and Professional Services, an increase in Equipment totaling \$0.4 million, partially offset by increased inner department Intrafund Transfers by \$4.3 million, resulting in the \$0.4 million decrease in Appropriation costs.

Revenue Request of \$35,682,961 is \$557,916 lower (-1.5%) primarily due to lower Charges for Services revenue for expenditure offsets resulting from lower fuel costs.

Net County Cost (NCC) of \$13,433,283 is higher by \$133,003, or 1%, which represents the increase allocated by CEO for growth given to all County General Fund budget controls. To meet the FY 2016-17 Net County Cost Limit, OC Public Works submitted a Reduce Level of Service augmentation in the amount of \$940,248. In order to maintain current levels of service, OC Public Works submitted a Restore Level of Service augmentation for \$940,248, which was recommended by the County Executive Office and approved by the Board of Supervisors. In addition, the FY 2016-17 Base Budget Request included an Expand Level of Service Augmentation requesting the addition of three (3) positions that was also recommended by the County Executive Office and approved by the Board of Supervisors. An Expand Level of Service augmentation of \$245,980 for the purchase of vehicles was also requested that was recommended by the County Executive Office and approved by the Board of Supervisors.

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Restore Services and Supplies to Maintain Level of Service Amount: \$ 970,248</b>	Restore appropriations and add NCC in order to provide core services vital to the County.	Restore funding to ensure adequate staffing and operational funding for facilities maintenance.	7079

## Approved Budget Augmentations and Related Performance Results: (Continued)

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Purchase Eight New Light Duty Vehicles for Agricultural Commissioner and Code Enforcement</b> <b>Amount:\$ 245,980</b>	Request NCC for General Fund Vehicles, previously funded by Budget Control 004.	Replacement of older vehicles will enable OC Public Works to maintain efficient operations.	7081
<b>Add Three Positions for Facilities Maintenance Operations offset by Three OC Road Position Deletes</b> <b>Amount:\$ 191,364</b>	Add three positions to OC Public Works Facilities Maintenance Operations.	Recruit and hire one Staff Specialist and two Shop Planner for OC Facilities Maintenance Operation.	7082

## Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016	FY 2015-2016	FY 2016-2017 Final Budget	Change from FY 2015-2016	
		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Positions	285	285	285	288	3	1.05
Total Revenues	29,446,662	36,240,877	30,378,804	35,778,643	(462,234)	-1.28
Total Requirements	44,450,453	49,594,542	43,932,931	50,428,154	833,612	1.68
Net County Cost	15,003,791	13,353,665	13,554,128	14,649,511	1,295,846	9.70

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Public Works in the Appendix on page A86

## Highlights of Key Trends:

- OC Facilities Maintenance & CUF will continue an effective Preventive Maintenance (PM) Program to allow for scheduled preventive maintenance of County facilities, reduce emergency repair costs, avoid costly building/system shutdowns and be proactive regarding the stewardship of public buildings and use of public funds; working on the continued development of a maintenance management database directing Preventive Maintenance work and providing cost accounting support; and working to produce an energy demand model for each County facility to support strategic project developments targeted at reducing demand on utilities.
- OC Development Services will continue its programs of training staff, improving morale, increasing efficiency, educating the public, and providing the best and most efficient customer service. Additionally, OC Development Services will continue to increase the collaborative effort of public outreach and community meetings involvement.
- Will also continue providing excellent and efficient customer service through the execution of Planning and Engineering Service contracts to support the availability of adequate resources for various planning application, plan check review, environmental review and additional Development Services related activities.
- The Agricultural Commissioner's portion of the OC Environmental Resources Service Area will continue its programs of training staff, educating the public, seeking State funding and cooperatively partnering with the State to achieve its goals.
- OC Infrastructure Programs: Will evaluate alternative delivery methods to ensure most efficient procurement of design support and construction services for capital improvement projects; also, the Service Area will be developing the capital improvement program for successful project delivery.

## Budget Units Under Department Control:

No.	Agency Name	Director	OC Fleet Services	OC Development Services	Administrative Services	OC Facilities - Design & Construction	OC Facilities - Maintenance & CUF	OC Infrastructure Programs	OC Construction	OC Operations & Maintenance	OC Survey	OC Environmental Resources	Total
034	OC Watersheds	0	0	0	472,206	0	0	0	0	0	12,500	15,127,879	15,612,585
040	Utilities	0	0	0	0	0	14,466,182	0	0	0	0	0	14,466,182
071	Building & Safety General Fund	4,036,213	0	9,950,329	110,215	0	0	0	0	350,000	0	0	14,446,757
080	OC Public Works	1,121,867	0	6,509,025	19,371,945	2,055,764	11,885,539	123,000	453,000	3,397,437	372,362	5,138,215	50,428,154
113	Building and Safety	1,556,000	0	0	0	0	0	0	0	0	0	0	1,556,000
115	OC Road	16,081,699	0	1,532,789	2,680,696	0	2,000	60,291,796	14,426,737	13,610,040	6,354,682	745,470	115,725,909
128	Survey Monument Preservation	0	0	0	0	0	0	0	0	0	339,921	0	339,921
137	Parking Facilities	0	0	0	6,954,778	0	0	0	0	0	0	0	6,954,778
140	Air Quality Improvement	0	357,930	0	0	0	0	0	0	0	0	0	357,930
148	Foothill Circulation Phasing Plan	0	0	0	89,688	0	0	806,056	0	0	0	0	895,744
151	South County Roadway Improvement Program (SCRIP)	34,322,800	0	0	0	0	0	0	0	0	0	0	34,322,800
270	Compressed Natural Gas Enterprise Fund	0	610,157	0	0	0	0	0	0	0	0	0	610,157
296	OC Fleet Services	80,297	31,951,559	0	0	0	0	0	0	0	0	0	32,031,856
400	OC Flood	12,221,646	0	1,498,523	3,641,104	0	0	90,796,101	10,799,703	30,649,227	10,411,472	9,771,737	169,789,513
403	OC Santa Ana River	60	0	0	0	0	0	80,041	0	0	0	0	80,101
404	OC Flood - Capital	0	0	0	489,466	0	0	55,703,878	0	285,000	223,700	0	56,702,044
468	County Service Area #13 - La Mirada	9,998	0	0	0	0	0	0	0	0	0	0	9,998
475	County Service Area #20 - La Habra	9,950	0	0	0	0	0	0	0	0	0	0	9,950
Total		69,440,530	32,919,646	19,490,666	33,810,098	2,055,764	26,353,721	207,800,872	25,679,440	48,291,704	17,714,637	30,783,301	514,340,379

## 034 - OC WATERSHEDS

### Operational Summary

#### Description:

To provide strategic leadership on water quality and water resources across Orange County and beyond.

Pollutants degrade surface waters such as creeks and beaches, making them less able to support drinking water supply, fishing, swimming, and other uses. In addition to federal and state mandates, greater public awareness and environmental activism have created a new level of expectation for local government to address water quality and watershed protection issues. These regulations have no dedicated funding to offset costs. The OC Watersheds Program was created in 2000 to provide regional leadership and coordination of water quality and watershed protection efforts.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	15,691,193
Total FY 2015-2016 Actual Expenditure + Encumbrance:	11,594,960
Total Final FY 2016-2017:	15,612,585
Percent of County General Fund:	0.48%
Total Employees:	43.00

Its mission is to preserve, protect, and enhance coastal resources and surface waters throughout Orange County. OC Watersheds serves as the lead agency for all 34 cities in Orange County, the OC Flood Control District, and other public and private entities in complying with the countywide municipal stormwater permits as well as for numerous water quality regulations specific to individual bodies of water within Orange County. It also provides hydrographic and precipitation monitoring countywide, integrated water resource planning, and environmental assessment.

#### Strategic Goals:

- Provide leadership to County agencies and departments, cities, other agencies, and the public on protecting the beneficial uses of surface waters throughout Orange County.
- Promote science as a foundation for innovative and effective environmental regulations and water quality solutions.
- Advance the scientific understanding of water quality to protect effectively the beaches, streams, and estuaries.
- Build collaborative relationships with the public and private sectors as well as the public at large to develop consensus on water quality issues, leverage resources, and achieve efficiencies of scale.
- Achieve compliance with water quality laws and regulations for all County agencies and departments as well as partnering organizations.
- Provide environmental engineering solutions to water resource issues that benefit the County, cities, and water districts throughout Orange County.

## Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>AVERAGE GRADE IN THE HEAL THE BAY REPORT CARD BASED ON 3 REPORTING PERIODS.</b> <b>What:</b> Heal the Bay issues a beach water quality report card for beaches throughout California. <b>Why:</b> Tracking beach water quality grades is a general indicator of overall water quality.	The average of three separate grades issued by Heal the Bay is 4.0 on a scale of 5 (A+ grades are worth 5 points).	The target is 4.0 (A average).	Achieved a 4.0 grade point average for Orange County beaches during summer months and a 3.0 grade point average during wet weather, 12 Orange County beaches on the Beach Honor Roll.
<b>TOTAL NUMBER OF PARTNERS IN CURRENT COOPERATIVE AGREEMENTS.</b> <b>What:</b> Regional leadership preserving, protecting, and enhancing coastal resources and surface waters. <b>Why:</b> A measure of our leadership success is the total number of partners participating.	Number of cumulative partners across all cooperative agreements reached an all-time high of 160, a 2.5 percent increase.	165 cumulative partners across all cooperative agreements.	We continue to expand our partnerships and have external partners voluntarily join cooperative programs that we lead.

## FY 2015-16 Key Project Accomplishments:

- Achieved "A" grades for Orange County beaches during summer months and "B" grades during wet weather, with 12 Orange County beaches on the Beach Honor Roll. Improved beach water quality at Poche Beach such that Heal the Bay removed it from their annual Beach Bummer List.
- Administered \$25 million in grant funds from Proposition 50 that provided funding for over \$90 million of integrated water resources projects.
- Launched the countywide Adopt a Channel Program to promote stewardship of our water resources by the public.
- Achieved approval from the Santa Ana Regional Board for reduced monitoring and reporting requirements for sediment and nutrients regulations based on improved water quality conditions.
- Executed a \$1.7 million grant agreement with Department of Water Resources to build four water resources projects; executed implementation agreements with four project proponents.
- Expanded mobile technology for field data collection to increase efficiency and accuracy.
- Launched an online data portal with user-friendly mapping application for display and analysis of water quality data.
- Gained approval from the OC Sanitation District Board of Directors to revise their policy and pricing structure that provided increased opportunities for diverting urban runoff for treatment.
- Awarded the Outstanding Outreach and Media Award from the California Stormwater Quality Association for the "Overwatering is Out" Public Education Campaign.

**OC Watersheds** - Countywide Municipal Stormwater Program: Coordinate regional compliance with the National Pollutant Discharge & Elimination System (NPDES) permits. The County, serving as the lead permittee for the 36 municipal stormwater co-permittees, conducts countywide water quality monitoring of creeks, channels, bays, and harbors; inspects illegal connections; conducts water pollution inves-

tigations; and performs spill response and abatement. The County also coordinates the Local Implementation Program with County agencies and departments to ensure the County's own compliance, including best management practices for all County facilities and conditioning new development with water quality protection requirements.

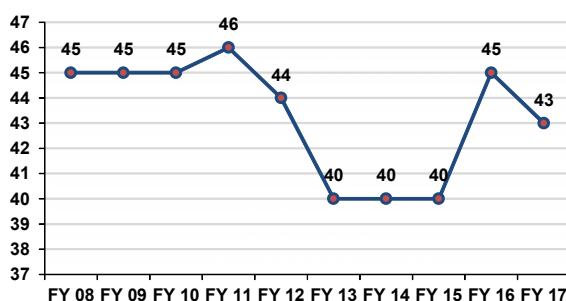


**Total Maximum Daily Load (TMDL) Program:** These regulations are adopted by state and federal agencies to address water quality impairments in specific bodies of water. TMDLs adapted to date include sediment, nutrients, fecal coliform and toxic limitations in the Newport Bay watershed; indicator bacteria limitations for south Orange County beaches and Aliso Creek; and metals limitations for Coyote Creek.

**Environmental Engineering Program:** The eleven watersheds in Orange County have been grouped into three Watershed Management Areas (WMAs) to increase opportunities for collaborative partnerships with cities and special districts. Capital improvement plans are being developed for each WMA to integrate water quality, flood control, water supply, and environmental enhancement projects. Capital improvement projects are built and operated to improve water quality and restore the beneficial uses of beaches, creeks, and bays.

Technical support to County agencies and departments includes operation of the Countywide Hydrologic and Meteorological Data Collection System, an automated flood detection system that employs a network of over 100 water-level sensors for rainfall, flood channels, and reservoirs throughout Orange County. OC Watersheds also conducts hazardous materials investigations for all County land acquisitions as well as other environmental and technical services as required.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- The FY 2016-17 Adopted Budget includes 43 staff positions, a decrease of two positions from the FY 2015-16 Modified Budget. In the FY 2015-16 First Quarter Bud-

get Report, one Planner IV position was moved to Budget Control 080 OC Public Works and one Civil Engineer position to Budget Control 071 Building & Safety as the Department continues the reorganization process. The position movements are to further align staff and anticipated work with the units and duties that they support.

- The FY 2015-16 Adopted Budget included 45 staff positions, an increase of five positions from the FY 2014-15 Adopted Budget. During FY 2014-15, four new positions were added to this fund including one Environmental Engineering Specialist, two Environmental Resources Specialist II, and one Civil Engineer. One Administrative Manager I position was transferred to Budget Control 034 OC Watersheds from Budget Control 080 OC Public Works.
- The budget for FY 2014-15 included 40 staff positions, with 39 of those assigned to support the OC Watersheds Division and one assigned to support the OC Development Services assisting customers in the Development Processing Center.
- During FY 2011-12, two vacant positions were deleted; and two positions were transferred to Budget Control 080 OC Public Works.
- In FY 2010-11, one long-term vacant position was deleted and one position was transferred to Budget Control 115 OC Road.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Continue to expand partnerships with cities, special districts, landowners, and other parties to improve Orange County's water resources and achieve cost savings. Negotiate for practicable conditions in the National Pollutant Discharge Elimination System permits scheduled to be re-issued in 2015. Expand the County's proactive role in formulating new regulations to ensure practical implementation and cost effectiveness, as well as modifying existing regulations.

## Changes Included in the Base Budget:

OC Public Works Budget Control 034 OC Watersheds FY 2016-17 Base Budget of \$15,612,585 is \$78,608 (-0.50%) lower than the FY 2015-16 Modified Budget. Salaries and Employee Benefits increases are offset by the transfer of two positions into Budget Control 071 Building & Safety and 080

OC Public Works. Services and Supplies decrease primarily due to the removal of one-time projects and shifting of \$250,000 from Special Departmental Expenses to Contributions to Non-County Governmental Agencies for water quality program support per the cooperative agreement.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	45	43	43	43	0	0.00
Total Revenues	12,000,012	15,691,193	10,700,279	15,612,585	(78,608)	-0.50
Total Requirements	11,730,174	15,691,193	11,333,006	15,612,585	(78,608)	-0.50
Net County Cost	(269,837)	0	632,727	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Watersheds in the Appendix on page A47

## Highlights of Key Trends:

- Regulatory mandates continue to increase in number, scope, and complexity. The Santa Ana and San Diego Regional Water Quality Control Boards reissue municipal National Pollutant Discharge Elimination System (NPDES) permits for the County, cities, and OC Flood Control District every five years. In each renewal cycle, mandates are added and expanded to increase the protection of the drinking water supply, fishing, swimming, and other uses of Orange County's streams, bays, harbors, and beaches.
- In addition to NPDES requirements, state and federal regulators periodically assess the health of waterways. When data show pollution levels are impairing the uses of those waters, they are added to a list of water quality impairments under the Federal Clean Water Act. In the most recent update, the list of impairments in Orange County increased from 122 to 130. A new regulation called Total Maximum Daily Load (TMDL) is then developed to correct each impairment. To date, 33 TMDLs have been adopted that impose corrective measures on the County, OC Flood Control District, cities, and other public and private entities. Both the currently adopted mandates and the growth trend in this regulatory arena are expected to outpace our resources to address the problems, as well as outpace our ability to sustain compliance.
- The County has taken a leadership role in crafting regulatory approaches as well as investing in science and regulatory development to bring forward TMDL and other regulations for adoption by the Regional Boards. In collaboration with Riverside and San Bernardino Counties, regulators, and other stakeholders, a major revision to the Santa Ana Regional Board's basin plan was developed to rationalize recreational water quality standards for streams and channels. Once approved, the plan will contain strict standards for those streams where people actually recreate and adjust standards in flood control channels to reflect the actual risk to human health based on usage; will modernize the water quality objectives used to measure bacterial contamination; and will suspend the requirement to meet recreational standards during dangerous storm conditions in engineered channels. As a result, cities and counties could invest their limited resources in protecting those streams where recreation occurs and human health may be at risk. Initiatives are underway for improvements to existing TMDLs for bacteria, sediment, nutrients, and toxics.
- Integrated Regional Water Management Plans have been completed for all three Watershed Management Areas to develop collaborative water management strategies and integrate the management of water supply, water quality, flood management, and natural resource



protection. The plans identify solutions to meet regulatory mandates and other water needs, and establish a context for multiple agencies to collaborate on implementation. The plans also position Orange County agencies for grant funding opportunities and prioritize implementation projects for each Watershed Management Area.

## 040 - UTILITIES

### Operational Summary

#### Description:

Construct, operate, and maintain public facilities with excellence and pride for the benefit of the public we serve. OC Utilities fund provides utility sustainability monitoring and invoice processing for utilities and trash collection for County Departments. OC Utilities operates the Central Utility Facility (CUF) which provides steam and chilled water for heating and cooling to County, City, State, and Federal facilities within the Civic Center as well as electricity to County facilities. This group is also responsible for operations and maintenance of the County's building automation system controlling heating, cooling and lighting throughout the County.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	18,689,617
Total FY 2015-2016 Actual Expenditure + Encumbrance:	14,072,314
Total Final FY 2016-2017:	14,466,182
Percent of County General Fund:	0.44%
Total Employees:	23.00

#### Strategic Goals:

- Establish a countywide utility/energy demand strategy by creating a utility demand profile for each county facility and evaluate and develop cost/carbon reduction capital and maintenance projects.
- Continue to improve efficiencies and customer service through increased communication and implementation of new technology.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>CUF - DECREASE USAGE ON PURCHASED WATER.</b> <b>What:</b> CUF - Purchased Water. <b>Why:</b> Decrease water usage and operating costs.	Continued to expand our current chemistry program and strive toward continued annual improvement for both the CUF operations and external County building cooling towers.	Implement new contract with additional water savings procedures.	New meters help monitor in real time system demands and identify any excessive variances. The operations staff has been provided with additional training to help maximize water savings. We began the process to bid a new water treatment contract which will include water saving requirements.
<b>CUF - DECREASE NATURAL GAS CONSUMPTION.</b> <b>What:</b> CUF - Purchased Natural Gas. <b>Why:</b> To increase gas turbine engine efficiency and reduce fuel consumption with maintenance procedures.	Continued to follow our short-term and long-term maintenance planning for Natural Gas consumption. Performed a high level facility audit to determine any additional means of natural gas savings.	Terminate this Outcome indicator as measurable additional savings are unlikely.	With the ongoing optimization of the CUF the operators have greatly reduced the demand of firing duct burners thereby reducing our natural gas consumption.

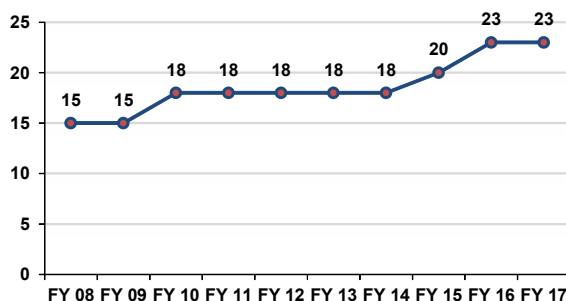
## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>CUF - DECREASE ELECTRICITY COSTS.</b> <b>What:</b> CUF - Purchased Electricity and Gas. <b>Why:</b> More efficient buildings save the environment and lowers County overheads.	Met with Southern California Edison (SCE) and San Diego Gas & Electric (SDG&E) representatives on ways to minimize rate increases and increased costs due to elimination of the General Service accounts.	Move forward with stalled energy improvement projects and renew the efforts to perform additional audits and generate more energy efficiency projects. Continue to utilize CPUC and utility funding programs for rebates and no cost financing.	By opting into new rates early, the County is saving over \$5,000 per year on the affected accounts. In 2015, the team performed 9 energy audits representing approximately \$12,000 per month savings once implemented. Completed one lighting retrofit project (Data Center).

## FY 2015-16 Key Project Accomplishments:

- The CUF upgrades and Civic Center campus infrastructure replacement project continues to move forward. The project is now a Construction Manager at Risk Project and the primary funding was approved by the Board of Supervisors in January 2016. Construction began March 2016. The CUF staff is supporting construction, as well as the Architect & Engineer (A&E) unit on this project.
- The completed CUF Cooling Tower project has resulted in better water flow through the facility resulting in slight energy savings due to less pumping being required to move water.
- The County continues working with The Energy Network and the utility companies on energy efficiency and retrofitting projects for all County facilities. Lighting retrofit projects completed FY 2015-16: Data Center, Hall of Administration and public parking lot for Hall of Administration and Finance Building. The Data Center lighting retrofit project was completed in Sept 2015 and has already paid for itself. Additional energy audits are scheduled to take place to identify additional projects.
- Building Automation Systems (BAS) continues to work closely with Facility Operations HVAC group and County stakeholders to maximize staff and visitor comfort while at County facilities by responding quickly to hot and cold calls and equipment malfunctions and breakdowns. An expansion of the current monitoring network planned for 2016 will enable staff to more closely monitor environmental conditions enabling more preemptive actions.

## Ten Year Staffing Trend:



## Ten Year Staffing Trend Highlights:

- The FY 2016-17 Adopted Budget remains at 23 staff positions. The staffing of positions at the CUF have not remained constant due to retirements and other unfore-

seen reasons. The CUF continues to run recruitments for an operator, assistant operator, and electrician positions.

- The FY 2015-2016 Modified Budget included 23 staff position, an increase of three positions from the FY 2014-15 Adopted Budget. During FY 2014-15, three new positions were transferred to this fund including one Senior Information Technologist and two Information Technician II positions from the Building Automation Systems unit of OC Facilities Maintenance. The changes in staffing were to better align staff with the utility management goals. The staffing of positions at the CUF did not remain constant due to retirements and other unforeseen reasons. The CUF ran recruitments for an operator, assistant operator, and extra help positions.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

With the execution of the CUF Master Plan, the facility will gain greater reliability in supporting County, State, City and Federal agencies operating in the Civic Center. This project will additionally increase the overall efficiency of the CUF and further lower facility operating costs.

### Changes Included in the Base Budget:

OC Public Works Budget Control 040 Utilities FY 2016-17 Base Budget of \$14,466,182 is \$4,223,435 (-23%) lower than the FY 2015-16 Modified Budget. Salaries and Employee Benefits increases are offset by an increase in Intrafund transfers. Revenue decrease of \$862,266 offset by an increase in Services & Supplies Reimbursements and Intrafund transfers.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	23	23	23	23	0	0.00
Total Revenues	5,998,735	11,095,723	5,990,424	6,872,288	(4,223,435)	-38.06
Total Requirements	22,959,941	18,689,617	13,967,468	14,466,182	(4,223,435)	-22.60
Net County Cost	16,961,206	7,593,894	7,977,044	7,593,894	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Utilities in the Appendix on page A52

### Highlights of Key Trends:

- Energy surveys and modeling efforts have provided the OC Facilities Maintenance & CUF team with critical data in supporting our constant focus to develop a more sustainable future. By supporting the development of capital planning targeted to reduce agencies operational demands, the County's overall environmental footprint can be reduced.

## 071 - BUILDING & SAFETY GENERAL FUND

### Operational Summary

#### Description:

Safeguard the quality of life in unincorporated Orange County through stewardship of the environment and application and enforcement of building, water, and grading regulations.

#### Strategic Goals:

- Improve productivity and customer services.
- Improve business processes and efficiencies through Development Services' primary technology initiative.
- Improve business practices and gain efficiencies by refining processes.
- Increase efficiency and decrease processing time for discretionary permit reviews.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>PERCENTAGE OF PLAN CHECK REVIEWS COMPLETED WITHIN TARGET.</b> <b>What:</b> Timely completion of plan check review is important to facilitate completion of customer's projects. <b>Why:</b> To ensure excellent customer service and predictability.	99% (exceeds target)	97% timely completion of plan check review of customers' projects.	OC Development Services is achieving a 99% success rate in completing plan check reviews. The turnaround time for the first plan check review is 15 business days and rechecks of 10 business days after re-submittal. In the case of follow up plan checks, every effort is made to expedite the review.
<b>PERCENTAGE OF INSPECTIONS PERFORMED WITHIN TARGET.</b> <b>What:</b> Timely completion of inspections is important to facilitate completion of customer's projects. <b>Why:</b> To ensure excellent customer service and predictability.	99% (Exceeds Target)	98% timely completion of inspections.	OC Development Services is achieving a 99% success rate in completing inspections. The turnaround time for inspections is within the next work day as requested by permittees and builders.

#### FY 2015-16 Key Project Accomplishments:

- Training and implementation of provisions for newly adopted FEMA policies in regard to managing floodplain development.
- Continued implementation of interactive online permit processing for seven (7) types of permit applications allowing applicants to obtain permits remotely.
- Sponsoring in-house training for the New California CALGreen and Energy Code for Residential Buildings presented by the California Public Utilities Commission.

- Provided training for 10 Building Inspection staff for required International Code Council (ICC) to maintain certified educational units (CEU) and certification credentials. Staff received 14 certifications.
- Mobilized Inspection staff from office locations to full-time field inspection to increase efficiency by offering more permit and safety opportunities to the public.
- Provided Surface Mining and Reclamation Act (SMARA) training for three Senior Construction Inspectors for surface mine inspections.
- Supported training for each staff member to attend building code training sponsored by the California Building Official (CALBO) in Ontario, California (October 2015).
- Sponsored in-house seminar for The California Green and new energy code (September 2015).
- Continued phase in of the OC Development Subsidy Reduction Program as approved by the Board of Supervisors on March 10, 2015.

**Building & Safety General Fund** - Building, Grading, and Land Use Permits: oversees the processing and issuance of Building and Grading permits. Services include: online and over the counter permit processing, property record research, and handling customer inquiries. Overall, this unit facilitates the "one stop shop" approach to development permit processing and is often the first point of contact for many new customers to OC Development Services. Enforces provisions of National Pollutant Discharge Elimination System (NPDES) permits.

**Subdivision Plan Check/Inspections:** In conjunction with other departmental service areas, County departments and outside government agencies, Staff reviews, approves, issues, and inspects street and drainage improvement plans; provides staff support to Subdivision Committee; administers the Master Plan of Drainage; and enforces provisions of National Pollutant Discharge Elimination System (NPDES) permits.

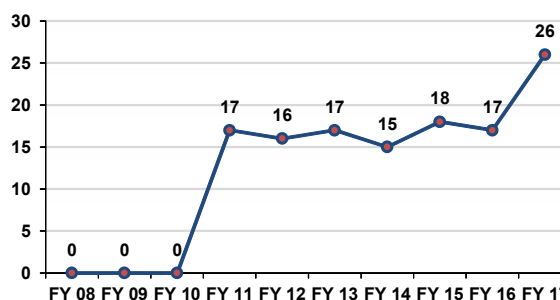
**Grading & Building Plan Check:** Reviews and approves all plans for grading, building improvements and community development for compliance with County grading code and manual, building codes and ordinances. Issues grading and building permits (plumbing, electrical, mechanical, and solar), and use and occupancy certificates. Reviews acoustic reports for compliance with County land use and noise compatibility standards.

**Building & Grading Inspection Services:** Regular inspections conducted by certified inspectors to ensure construction of safe and secure buildings through the application of building and grading codes, and ordinances.

**Encroachment Permit Inspection Services:** Regular inspections of County Property Permits approved for use in Road and Flood right of way to ensure permitted work meets compliance with OC Public Works Standard Plans, Standard Specifications for Public Works (Green Book), and approved plans and specifications.

**OC Operations & Maintenance** - Provides support to Building and Safety as needed.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- In the 1st Quarter of FY 2015-16, nine positions were moved into Budget Control 071. This includes one Administrative Manager II position, three Administrative Manager I positions, two Civil Engineer positions, one Project Manager III position, one Planner IV position, and one Staff Specialist position.
- In the First Quarter of FY 2014-15, one Staff Specialist was transferred into Budget Control 115 OC Road. The reallocation of the position was part of OC Public Work's restructuring to increase efficiencies.

- A Technical Adjustment was included in the FY 2013-14 budget submittal to move one Civil Engineering Assistant and one Construction Inspector to Budget Control 400 OC Flood. The positions provided direct support primarily to OC Flood Fund. In the Second Quarter of FY 2013-14, one Building Inspector IV and two Sr. Building Inspector positions were moved into Budget Control 071 Building and Safety General Fund. The positions primarily provided direct support to Building and Safety General Fund.
- In the Second Quarter of FY 2011-12, one Senior Civil Engineer position was moved into Budget Control 071 Building and Safety General Fund. The position primarily provided direct support to Building and Safety General Fund.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Design/modify the front counter of the OC Development Services to support a customer friendly environment.

Explore possible electronic upgrades to the manual customer check-in and tracking process to support increased efficiency and enhanced customer service.

Continue providing excellent and efficient customer service through the execution of Plan Check and Related On-Call Support Services contract to support the availability of adequate resources for planning application and plan check review.

Expand the digital online plan check process through the development and launch of an On-line Permit and Review system allowing submittal and review of plans digitally.

Continue implementation of over the counter plan check services for smaller projects.

Continue providing Building, CALGreen, Energy Codes and National Pollutant Elimination Discharge System (NPDES) storm water quality training for staff.

Explore increased technology and tools to support field inspection mobilization efforts to provide quality inspections and enhance customer service.

### Changes Included in the Base Budget:

OC Public Works Budget Control 071 Building and Safety General Fund FY 2016-17 Base Budget of \$14,446,757 is \$1,879,557 (15%) higher than the FY 2015-16 Modified Budget. This reflects increases in Salaries and Employee Benefits costs and the addition of nine employees which were moved during the First Quarter of FY 2015-16. Services and Supplies also increased in FY 2016-17 resulting from increased costs for Professional Services related to Developer Planned Consultant expenses and direct charges for services provided within the department. Equipment also increased for costs relating to the Land Management System (LMS) and the Customer Relationship Management (CRM) software system.

The overall increase is offset by an increase of \$1,879,557 in revenues due to an anticipated increase in Building and Safety permit activity and the Board Approved OC Development Fees which was fully phased in by May 2016.

Note: \$3,279,557 reflects Modified Budget in March. QBAR3 increased appropriations by \$1.4M for PCRA contract.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	17	26	26	26	0	0.00
Total Revenues	9,743,585	12,483,200	12,043,774	14,362,757	1,879,557	15.06
Total Requirements	9,638,437	12,567,200	12,295,388	14,446,757	1,879,557	14.96
Net County Cost	(105,148)	84,000	251,614	84,000	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Building & Safety General Fund in the Appendix on page A81

### Highlights of Key Trends:

- When comparing 2015 to date with the same period during 2014, the data represents a 20% increase in the number of building permits issued. Based on recent data and current market and recent activity, the permit volume increase is expected to continue.
- OC Public Works/OC Development Services continues to work with the building industry on further improvements in its provision services, principally through the Developmental Processing Review Committee appointed by the Board of Supervisors and through the Local Government Affairs Committee of the Building Industry Association of Orange County.



## 113 - BUILDING AND SAFETY - OPERATING RESERVE

### Operational Summary

#### Description:

Fund 113 Building and Safety - Operating Reserve was established to manage reserves that will be used for future anticipated expenses for Budget Control 071 Building and Safety General Fund.

#### Strategic Goals:

- Fund 113 Building and Safety - Operating Reserve contains Reserves and Fund Balance Assigned that will be used to minimize fee increases in future years for Budget Control 071 Building and Safety General Fund. Fund 113 also collects OC Development Services 3% Technology Fee which is used to fund technological improvements for Budget Control 071.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,351,720
Total FY 2015-2016 Actual Expenditure + Encumbrance:	5,130
Total Final FY 2016-2017:	1,556,000
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Plan for Support of the County's Strategic Priorities:

Fund 113 Building and Safety - Operating Reserve effectively manages the resources available for the support of Budget Control 071 Building and Safety General Fund. Building and Safety staff continues providing excellent and efficient customer service through the execution of Land Use Planning and Engineering Service contracts to support the availability of adequate resources for planning application and plan check review.

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	606,591	1,351,720	1,493,840	1,556,000	204,280	15.11
Total Requirements	606,591	1,351,720	1,493,840	1,556,000	204,280	15.11
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Building and Safety - Operating Reserve in the Appendix on page A104

# 115 - OC ROAD

## Operational Summary

### Description:

Provide the public with a safe and reliable roadway system and plan for future transportation demands. The Road Fund is used to design, construct, maintain, manage and operate approximately 320 miles of the public road system in the unincorporated areas of Orange County, including traffic engineering and traffic signal operations and maintenance services. The Road Fund is also used to provide roadway and traffic signal maintenance services to several cities within Orange County, on a full cost recovery basis. The program provides construction inspection and performs quality assurance inspections related to the construction of infrastructure within unincorporated planned communities.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	137,750,127
Total FY 2015-2016 Actual Expenditure + Encumbrance:	96,037,981
Total Final FY 2016-2017:	115,725,909
Percent of County General Fund:	N/A
Total Employees:	210.00

### Strategic Goals:

- Maximize the use of all Highway User Tax revenues and continuation of securing state and federal grants needed to implement our capital improvement program and to maintain the unincorporated areas of Orange County road system.
- Increase efficiency and effectiveness during storm events through technology and process upgrades to the Department Operations Center.
- Enhance efficiency and public service through workload balancing and streamline the project delivery process for road infrastructure projects to ensure successful project delivery.
- Maintain the quality of roads in Orange County through the Pavement Maintenance Program.
- Enhance customer service by providing the residents and visitors of Orange County with infrastructure maintenance services delivered in a timely and cost effective manner.
- Improve delivery of maintenance projects through the development of a multi-year maintenance program for County and OC Flood Control District facilities, which will be annually updated.
- Increase efficiency through improved monitoring of equipment to more effectively manage the acquisition, maintenance, condition and utilization of equipment annually.

## Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>PERCENTAGE OF ROAD PROJECTS WITH PS&amp;E COMPLETED TO ADVERTISE FOR BID WITHIN THE BUDGET FISCAL YEAR.</b> <b>What:</b> Measures the percentage of PS&E completed for Road projects budgeted each fiscal year. <b>Why:</b> Road projects require completed PS&E to advertise for bid and begin construction in the budgeted FY.	Completed design engineering Plans Specifications & Estimates (PS&E) for 90% of the budgeted Road projects in FY 2014-15.	To complete Design Engineering PS&E for 90% of budgeted Road projects in FY 2015-16.	The performance measure is on target.
<b>NUMBER OF REPORTED TRAFFIC ACCIDENTS PER MAINTAINED MILE OF UNINCORPORATED COUNTY ROADS.</b> <b>What:</b> This measure reports the relative safety of County roads based on the number of accidents per mile. <b>Why:</b> This measure monitors the overall trend of accidents on unincorporated Orange County roadways.	0.97 accidents per maintained mile reported for FY 2014-15 for all unincorporated County roads (arterials, collector and local roads), as taken from the Road Index.	Maintain 1.7 or less reported accidents per maintained mile per fiscal year for all unincorporated County roads (arterials, collector and local roads), as taken from the Road Index.	The accident ratio has remained relatively constant over a number of years. This measure is on target.
<b>FOR COUNTY ROADS ACHIEVE A PAVEMENT CONDITION INDEX RATING OF 75, OR 1% INCREASE IN THE PCI RATING.</b> <b>What:</b> PCI rating indicates the condition of roadway asphalt concrete pavement. <b>Why:</b> To receive MM2 funds the county should have a PCI rating of 75, or an increase by a minimum of 1%.	County roads received a PCI rating of 77.	Receive a PCI rating of 77.	The county road conditions have steadily increased and have a PCI rating of 77. It is anticipated that the county roads will achieve a PCI rating of 77.
<b>PERCENTAGE OPERATIONS &amp; MAINTENANCE ROAD RELATED WORK ORDER REQUESTS RESPONDED TO WITHIN 72 HOURS.</b> <b>What:</b> Percent of O&M medium/low priority work order requests responded to within established standards. <b>Why:</b> Responding to work order requests is an important indicator of customer service program success.	100% of Operations & Maintenance (O&M) Road related medium/low priority work order requests in FY 2014-15 were responded to within 72 hours.	The goal for FY 2015-16 is 100% of Operations & Maintenance incoming Road related work orders will be responded to within 72 hours.	Operations & Maintenance protocol is for an Area Inspector to check/respond to any issue received, through phones, walk-ins, or online complaints within 3 days of receipt. O&M continues to meet this goal and has added the ease of submitting requests via iOS devices.
<b>PERCENTAGE OF WEATHER RELATED EVENTS RESPONDED TO WITHIN ONE TO TWO HOURS FROM DISPATCH TO ON SCENE.</b> <b>What:</b> Measures how quickly O&M is able to respond to weather related events, specifically emergencies. <b>Why:</b> Early mobilization of resources saves lives and reduces risk of loss to people and property.	100% of weather related emergency events were responded to within one to two hours from dispatch to on the scene with personnel and equipment resources in FY 2014-15.	FY 2015-16 target for Operations & Maintenance is to have 100% of weather related emergency events responded to within one to two hours from dispatch to on the scene with personnel and equipment resources.	There were no significant storms or other weather-related events that occurred in FY 2014-15. Incidents that were reported due to minor weather events (rain, wind, fire) were addressed through the regular inspection and scheduling process.

## FY 2015-16 Key Project Accomplishments:

- Preparation and public outreach for the 2015-16 El Niño storm season.
- La Pata Avenue Gap Closure/Widening project will celebrate its two-year construction milestone in April 2016.
- Completed construction of Dana Point Harbor Median and Parkway Signs (OC Dana Point Harbor), Gilbert Street Improvements, Silverado Canyon Road Drainance at Smisek Ranch Road, Traffic Signal Communications Equipment along Antonio Parkway, and Constructions of the Catch Basin Screens (Phase IV).

- Began construction of: La Pata Gap Closure (Schedule A & B), Dana Point Harbor Intersection and Roadway Improvement, Edinger Avenue Bridge over Bolsa Chica Channel, and Surfside Inn Pedestrian Overcrossing (Phase I).
- Successfully acquired additional Caltrans Highway Bridge Program (HBP) funds for environmental preliminary engineering study phase for four (4) Silverado Bridge replacements.

**OC Road - Programming Division** - Develops and administers County's transportation capital improvement program; develops Project Programming Reports; manages road funding; and secures and manages grant-funding projects. Administers road fee programs and maintains the Disadvantaged Business Enterprise Program.

**Design Division** - Designs and manages road, storm drain, and bridge projects in the unincorporated areas of Orange County. Provide support for the OC Development Services on the Rancho Mission Viejo Project, TCA Oso Parkway Bridge Project, and bridge design support for County facilities.

**Project Management Division** - Provides project management-based oversight for all infrastructure capital improvement projects. Also works with water/sanitation districts, utility companies and other public agencies to relocate, modify and/or protect facilities to facilitate construction projects.

**Traffic Engineering Division** - Conducts traffic safety investigations; provide traffic-engineering support to Design Division, OC Construction, and Traffic Committee as well as plan, design, and operation of traffic signal systems.

**Regulatory and Policy Division** - Secures regulatory permits and meet the environmental requirements; to protect species and habitat; and mitigate the impact of projects.

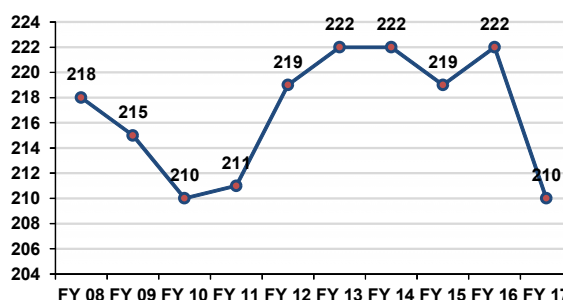
**OC Construction** - Manages capital improvement construction contracts and provides inspection services for the construction of roads, storm drains, and bridges in the unincorporated areas of Orange County; provides quality assurance materials testing services; provides geotechnical recommendations for design of County infrastructure and developer projects; ensures contractors' activities comply with the National Pollutant Discharge Elimination System (NPDES) administers the County's Pavement Management Program.

**OC Operations & Maintenance** - Provides routine and emergency maintenance of roads, and storm drains in the County.

**OC Survey** - Provides survey and right-of-way engineering services to design and construct roads and bridges.

**OC Development Services/Land Development Division** - Manages the County's role in the planning, financing, plan checking, and construction of public and privately owned highways, streets, and related infrastructure built or funded by planned community developers in the unincorporated areas of Orange County planned communities.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- The FY 2016-17 Adopted Budget for Budget Control 115 OC Road includes 210 positions, which includes a Reduce Budget Augmentation to delete three positions and a Technical Budget Augmentation request to move two positions from OC Road to OC Flood for its Mitigation Program. In FY 2015-16 seven positions were moved from Budget Control 115 OC Road to other areas within OC Public Works. The transfer of these positions increased operational efficiency of OC Public Works by aligning the staff with the Budget Control directly supported further improving customer service.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Provide the public with an efficient road system to improve quality of life and plan for the demands of the future.

OC Infrastructure Programs' core responsibility is to provide an efficient roadway system for the traveling public within the unincorporated areas and contract cities in the County. OC Infrastructure Programs serves the residents of and visitors to Orange County, through the safe and efficient movement of people and goods throughout unincorporated areas of Orange County roadways. OC Infrastructure Programs is supported by a professional staff of planners, project managers, technicians, and engineers working in OC Construction, OC Survey, OC Operations & Maintenance, OC Development Services to meet the public's needs through the planning, design, construction, and oversight of the County's 330 miles (320 maintained miles and 10 non-maintained miles) of unincorporated area roadways.

Provide and maintain essential infrastructure through the safe, efficient, and convenient movement of persons and goods within the unincorporated areas of Orange County.

Improve delivery of Capital Improvement Projects by completing the workload balancing analyses and fiscal year allocation for the construction phase of horizontal Road projects in the Department's Capital Improvement Program.

Continue the use of a pavement management system to manage long-term maintenance of unincorporated areas of Orange County roadways. Through our Geotechnical Unit, continue to evaluate and recommend emerging technologies and sustainable development techniques such as the use of warm mix asphalt and reuse of existing roadbed materials where possible.

Improve customer service and branding by enhancing revenue for our Materials Laboratory and other construction services through outreach to Orange County cities and districts. Continue to promote the use of Job Order Contracting (JOC) to deliver Road maintenance construction projects. Develop written guideline to help walk designers and project managers through the JOC delivery process. Continue to partner with and provide construction management and materials testing services to other County Departments, such as Dana Point Harbor and OC Community Resources on projects that support the County's roadway system. Implement a rotation program that supports the Department's goals of improving cross-training and succession development.

### Changes Included in the Base Budget:

The revenue base budget is \$89.1M, a decrease of \$16.2M compared to FY 2015-16 modified budget. The expense base budget is \$115.7M, a decrease of \$22.0M compared to the FY 2015-16 modified budget. The changes are primarily due to a reduction in capital improvement projects. The Salaries and Employee Benefits increased resulting from negotiated increases per the Memorandum of Understanding. Also included in the recommended base budget are contributions to non-county government agencies for non-county lead projects including: City of Irvine - Marine Way, City of La Habra - County Islands Annexation, City of Anaheim - Brookhurst Street, City of Fountain Valley - Harbor Boulevard and Caltrans - Laguna Canyon Road Segment 4.

FY 2016-17 Base Budget request included a Reduce Level of Service Augmentation for Board of Supervisors' consideration to delete three (3) positions to offset the addition of three (3) position additions to OC Public Works Budget Control 080, which was recommended by the County Executive Office and approved by the Board of Supervisors.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	222	215	215	210	(5)	-2.33
Total Revenues	106,912,004	137,750,127	86,251,005	115,725,909	(22,024,218)	-15.99
Total Requirements	106,912,005	137,750,127	86,251,005	115,725,909	(22,024,218)	-15.99
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Road in the Appendix on page A105

## Highlights of Key Trends:

- Industry trends consist of a transition to alternate project delivery methods for vertical and some horizontal projects such as bridges. OC Public Works, through the Traffic Engineering Division is currently participating in the OCTA-led effort to create interconnected regional data collection systems that can be combined to deliver comprehensive transportation information and support regional management and operational coordination.
- Dodge Data & Analytics 2016 Construction Outlook report predicts that public works construction growth will remain generally the same as in 2015, with a modest reduction for highways and bridges and an increase in environmental public works projects.
- An editorial in California Asphalt Pavement Association Magazine's January 2016 issue opined that when dealing with limited budgets, public agencies will focus more on quality and efficiency to ensure they get the highest performance possible from limited highway improvement projects.
- A January 4, 2016, article titled "10 Construction Industry Trends to Watch in 2016" on ConstructionDrive.com identified a continued reduction in available skilled construction labor that started in 2015. As identified in last year's CEO Budget Report, this is expected result in increased construction costs for public works projects. The shortage of labor is expected to result in fewer bids received for public works construction contracts.

# 128 - SURVEY MONUMENT PRESERVATION

## Operational Summary

### Description:

California Government Code Section 27584 authorizes this Fund to pay for County Surveyor costs for retracement or remonument surveys of major historical land division lines upon which later surveys are based.

### Strategic Goals:

- Maintain County survey markers.

**Survey Monument Preservation** - This balanced Fund receives revenue from fees charged by the County Recorder for filing and recording grant deeds. These funds are dedicated to retracement and remonument services performed by the Orange County Surveyor's Office.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	331,161
Total FY 2015-2016 Actual Expenditure + Encumbrance:	114,396
Total Final FY 2016-2017:	339,921
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	19,167	331,161	161,592	339,921	8,760	2.65
Total Requirements	19,167	331,161	161,591	339,921	8,760	2.65
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Survey Monument Preservation in the Appendix on page A117



## 137 - PARKING FACILITIES

### Operational Summary

#### Description:

To provide well maintained professionally operated parking facilities serving the public while conducting business with City, County, Federal and State agencies as well as providing parking for many of those agency's employees.

#### Strategic Goals:

- Ensure that parking structures are properly maintained, addressing deferred maintenance items as needed to avoid incurring unbudgeted emergency expenses; and that they are operated in a safe, efficient and effective manner.
- Identify and evaluate revenue generating and cost saving opportunities hourly, daily and monthly parking rates, cross-training parking operator personnel to increase skill levels and providing greater depth of resources that may be utilized when needed for project assignments.

#### FY 2015-16 Key Project Accomplishments:

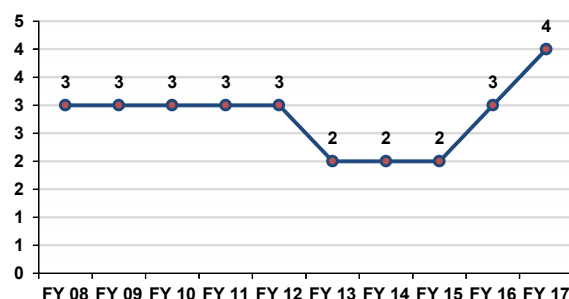
- Transit Towers - P8 parking structure, acquired during April 2015, as part of the Transit Towers acquisition, has anti-quated parking control equipment. Fund 137 plans to complete acquisition of modern PARCS equipment to incorporate this 475-vehicle structure into the parking management system by January 2017.

**Parking Facilities** - The Parking fund is used to account for costs and revenue associated with providing parking facilities to the public and employees. Segregating this fund from the General Fund allows for analysis of the parking facilities impact to the General Fund. Revenue is generated by providing paid parking to public users as well as County owned paid parking lots and parking spaces leased by the County to internal and external agencies. Operating and maintenance costs are for the parking lots at Manchester, Hall of Administration, Hutton Twin Towers, Civic Center Lot 1 and Lot 2, Civic Center Garage, Westminster Lot 1 and Lot 2, and the County's cost associated with the operation of Civic Center Authority parking lots. The Parking fund also provides financing to meet debt service obligations for the Manchester parking structures.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	6,818,384
Total FY 2015-2016 Actual Expenditure + Encumbrance:	6,261,988
Total Final FY 2016-2017:	6,954,778
Percent of County General Fund:	N/A
Total Employees:	4.00

#### Ten Year Staffing Trend:



#### Ten Year Staffing Trend Highlights:

- The FY 2016-17 Adopted Budget includes four staff positions, an increase of one position from the FY 2015-16 adopted budget to increase business operations efficiency and further improve customer service.



## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Continue monitoring clientele operating hours to efficiently manage staffing levels for maximum customer service at peak operating hours while minimizing operating costs. Continue operating parking control facilities according to County electronic security standards and within secure banking credit processing standards and practices.

### Changes Included in the Base Budget:

The proposed budget continues the practice of billing all County Departments that utilize parking facilities for County employees in the Civic Center area. The change in billing practices allows Parking Facilities to establish reserve accounts for future capital improvements and will no longer have to rely on the General Fund for structural improvements.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	3	4	4	4	0	0.00
Total Revenues	4,932,380	6,818,384	5,855,390	6,954,778	136,394	2.00
Total Requirements	4,932,380	6,818,384	5,855,391	6,954,778	136,394	2.00
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Parking Facilities in the Appendix on page A132

### Highlights of Key Trends:

- Since 2008, all parking facility Parking Access and Revenue Control System (PARCS) equipment and software have been upgraded to current technology to provide secure transaction processing and to protect the parking revenue stream. The wireless network transmitting parking transaction data has also been recently upgraded to current secure transaction requirements. As the equipment is nearing ten years of age and as technology continues to evolve, planning and budgeting are underway preparing for steps necessary to ensure that the PARCS will remain current and in compliance with County of Orange as well as banking electronic transaction security procedures and standards, including Europay, Mastercard, and Visa (EMV) Credit Card acceptance.

## 140 - AIR QUALITY IMPROVEMENT

### Operational Summary

#### Description:

The Air Quality Improvement Fund was established pursuant to the passage of the 1988 California Clean Air Act for the purpose of promoting programs in Orange County that reduce air pollution from motor vehicles. Its primary funding source is AB 2766 funding provided by the State of California. The County of Orange receives approximately \$140,000 per year in subvention funds from the South Coast Air Quality Management District (SCAQMD) as part of the AB 2766 program.

#### Strategic Goals:

- Since 1991, local governments have received AB 27661 funds to implement programs that reduce air pollution from motor vehicles. A Motor Vehicle Registration fee surcharge of \$6 per vehicle is collected by the Department of Motor Vehicles and allocated to the SCAQMD for disbursement. One dollar and sixty cents goes to local governments, based on population, for qualifying Clean Air projects. Orange County continues to seek out and implement programs that reduces air pollution.

#### FY 2015-16 Key Project Accomplishments:

- Purchase nine plug-in hybrid vehicles for the County's rental pool to replace nine older vehicles from the pool.
- Purchase and install ten EV charging stations in the Civic Center Garage.
- Provided \$35,000 in co-funding to the support the County's Rideshare Program.
- Purchased two electric forklifts for \$120,000 to comply with Large Spark Ignition (LSI) Mandates.

**Air Quality Improvement** - The AB 2766 Subvention Program provides a funding source for cities and counties to meet requirements of federal and state Clean Air Acts, and for implementation of motor vehicle emission reduction measures in the SCAQMD Air Quality Management Plan (AQMP). The legislation creating this revenue source provides for oversight of the use of these monies by local governments. Air districts that receive AB 2766 monies report annually to California Air Resources Board (CARB) on the use and results of the programs funded by the fees. Cities and counties under SCAQMD's jurisdiction provide annual program and financial information to the SCAQMD.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	603,055
Total FY 2015-2016 Actual Expenditure + Encumbrance:	435,749
Total Final FY 2016-2017:	357,930
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Changes Included in the Base Budget:

Reserves available for FY 2016-17 decreased from FY 2015-16. Reserves were used during FY 2015-16 for purchase of electric vehicles and EV charging stations.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	87,214	603,055	121,953	357,930	(245,125)	-40.65
Total Requirements	87,214	603,055	121,954	357,930	(245,125)	-40.65
Balance	0	0	(1)	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Air Quality Improvement in the Appendix on page A144

## Highlights of Key Trends:

- Use of AB2766 Subvention Funds will continue to promote quantifiable strategies that specifically reduce motor vehicle emissions. Subvention Funds will be considered as a source of funding to encourage the development of motor vehicle emission reduction measures or projects that result in the reduction of motor vehicle emissions in conjunction with the County's Green Fleet Plan.

# 148 - FOOTHILL CIRCULATION PHASING PLAN

## Operational Summary

### Description:

Provide for the acquisition and construction of roads, bridges and intersection improvements as outlined by the Foothill Circulation Phasing Plan (FCPP) adopted September 15, 1987.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,078,954
Total FY 2015-2016 Actual Expenditure + Encumbrance:	681,002
Total Final FY 2016-2017:	895,744
Percent of County General Fund:	N/A
Total Employees:	0.00

### Strategic Goals:

- Complete required projects according to priority and stay within the financial requirements of bond financing.
- Maintain, manage, and monitor the Alton Parkway 12-acre Wildlife Corridor Habitat Mitigation site until March 2017, then transfer it to the City of Irvine.
- Maintain, manage, and monitor the Alton Parkway 14.4-acre Off-site Habitat Mitigation until FY 2021-22. The mitigation will consist of arundo donax removal in Aliso Creek.
- Complete three intersection improvements with the City of Lake Forest as the lead agency: El Toro Road at Jeronimo Road, El Toro Road at Toledo Way, and Los Alisos Boulevard at Muirlands Boulevard.

### FY 2015-16 Key Project Accomplishments:

- The County continues to administer the program; including providing funds for the Wildlife Corridor, Offsite Mitigation, and coordination with the responsible cities.

**Foothill Circulation Phasing Plan** - OC Infrastructure Programs: Acquisition and construction of roads, bridges and intersection improvements within the fee program area of benefit.

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	787,253	1,078,954	960,431	895,744	(183,210)	-16.98
Total Requirements	787,254	1,078,954	960,431	895,744	(183,210)	-16.98
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Foothill Circulation Phasing Plan in the Appendix on page A149

# 151 - SOUTH COUNTY ROADWAY IMPROVEMENT PROGRAM (SCRIP)

## Operational Summary

### Description:

Provide for the acquisition and construction of roads, bridges, and intersection improvements as outlined by the South County Roadway Improvement Program (SCRIP) adopted November 8, 2004.

### Strategic Goals:

- Ensure timely collection and management of SCRIP development fees to fund infrastructure.
- Plan, design and secure environmental and regulatory permits necessary to construct SCRIP infrastructure projects.
- Complete construction of SCRIP infrastructure projects consistent with their schedule and implementation goals.

### FY 2015-16 Key Project Accomplishments:

- The initial phase of the La Pata Extension Project, Gap Connector, is 85% complete.

### South County Roadway Improvement Program (SCRIP)

- OC Infrastructure Programs: Design and construction of key infrastructure arterials, bridges, and intersections within the fee program area to include Antonio Parkway, Cow Camp Road and La Pata Avenue. Partner with Rancho Mission Viejo (RMV) and the Transportation Corridor Agency (TCA) for design and construction of "F" Street (Los Patrones Parkway) between Oso Parkway to Cow Camp Road.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	54,060,460
Total FY 2015-2016 Actual Expenditure + Encumbrance:	28,647,338
Total Final FY 2016-2017:	34,322,800
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Improve Regional mobility in South County by providing increased roadway capacity to help reduce congestion and to help improve regional mobility.

SCRIP's core responsibility is to provide a safe and efficient infrastructure system to improve mobility for new developments within the unincorporated South County and its citizens. SCRIP is supported by a professional staff of planners, project managers, technicians, and engineers working in OC Construction, OC Survey, OC Infrastructure Programs, and OC Development Services to meet the public's needs through the planning, design, construction, and oversight of the County's new infrastructure.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	(4,766,223)	54,060,460	3,006,135	34,322,800	(19,737,660)	-36.51
Total Requirements	0	54,060,460	28,647,338	34,322,800	(19,737,660)	-36.51
Balance	(4,766,223)	0	(25,641,203)	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: South County Roadway Improvement Program (SCRIP) in the Appendix on page A161

## Highlights of Key Trends:

- SCRIP funds would be used to leverage local and regional funds to obtain full funding for SCRIP infrastructure projects. Increase the County's roadway mileage inventory and help improve regional mobility.

## 400 - OC FLOOD

### Operational Summary

#### Description:

Provides for Countywide flood protection and for the operation and maintenance of the Orange County Flood Control District's (OCFCD) 380 miles of flood control channels, 6 dams, 33 retarding basins, 13 pump stations, and other flood control infrastructure. OC Public Works designs and constructs new flood control improvements each year. In addition, flood control improvements required due to new development are inspected and accepted into the flood con-

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	170,214,765
Total FY 2015-2016 Actual Expenditure + Encumbrance:	87,278,766
Total Final FY 2016-2017:	169,789,513
Percent of County General Fund:	N/A
Total Employees:	246.00

trol system for maintenance. Rainfall and stormwater flows throughout the County are monitored twenty-four hours a day for potential storm damage to OCFCD and County operated facilities. This enables a quick response in the event of danger to persons and property in Orange County.

#### Strategic Goals:

- Continue efforts to raise the level of protection in Orange County to the 100-year level.
- Ensure the availability of a minimum of \$35 million in Flood Fund emergency reserves.
- Diligently work with other counties and flood management entities to monitor potential State and Federal efforts to raise the flood protection levels to as high as a 500-year storm frequency level. Even increasing the level of protection to a 200-year level could place over 18 cities in a newly defined floodplain which would require residents, businesses and property owners to purchase flood insurance. Included are cities which were recently removed from the 100-year storm floodplain as a result of improvements from the Santa Ana River project. In addition, the Federal Emergency Management Agency's (FEMA) 2009 revisions to their Flood Insurance Rate Maps (FIRMs) include a designation for areas protected by levees. These recent efforts and changes must be monitored as they could result in the imposition of flood insurance requirements for properties situated behind levees, even when such levees meet Federal levee criteria.
- Continue to work with the California State Association of Counties (CSAC) and the Department of Water Resources (DWR) to seek equitable distribution of flood control funding resulting from Propositions 1E and 84 and continue to directly seek subvention program reimbursements to complete the Santa Ana River Mainstem Project.
- Continue to develop state of the industry flood control expertise.
- Provide the residents and visitors of Orange County with infrastructure maintenance services delivered in a timely and cost effective manner.
- Increase efficiency and effectiveness during storm events through technology and process upgrades to the Department Operations Center prior to the start of the 2016-17 storm season.
- Improve delivery of maintenance projects through the development of a multi-year maintenance program for County and OCFCD facilities which will be annually updated prior to March of each year.
- Increase efficiency through improved monitoring of equipment to better manage the acquisition, maintenance, condition, and utilization of equipment by the end of the calendar year.
- Partner with other OC Public Works' Service Areas and other County

## Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>PERCENT OF FLOOD CAPITAL IMPROVEMENT PROJECTS WITH DESIGN PHASE COMPLETED.</b> <b>What:</b> Every year contracts for Flood Control projects are awarded for construction. <b>Why:</b> Progress & completion of CIPs achieves the goal of protecting life and property from flood damage.	80.1% of design phase completed.	Target of 80.0% of design phase.	FY 2015-16 performance measures were impacted by diversion of staff's work to address non-Capital projects and higher priorities including: planning/PM/design for large projects; special projects/studies/reviews/complicated negotiations; and construction support services for complex projects.
<b>AMOUNT OF GRAFFITI REMOVED WITHIN UNINCORPORATED COUNTY OF ORANGE BASED ON AVERAGE DAILY PRODUCTION.</b> <b>What:</b> Measure of how much graffiti the County is actively mitigating within unincorporated areas. <b>Why:</b> This is a constant visible problem for the County and its residents that needs to be controlled.	1,242,049 square feet of graffiti removal is projected in FY 2015-16 from the flood channels and other County facilities.	Target for FY 2016-17 is to remove 1,200,000 square feet of graffiti from the flood control channels and other County facilities.	The County's graffiti program has been successful throughout the years, but it has been a constant challenge to keep up with the ever growing demand to control the problem. The program continues to evolve to meet the needs of the community.

## FY 2015-16 Key Project Accomplishments:

- Secured grant funding for East Garden Grove Wintersburg Channel (Bolsas Chica Tide Gates to Warner Ave) and Fletcher Retarding Basin totaling \$7.25 million.
- Began construction of: Peters Canyon Channel Selenium Removal project, Newland Channel Project, Greenville Banning Channel, Glassell Campus LID Retrofit project, Dana Point Harbor Maintenance Dredging (OCDPH), Sunset Beach/Huntington Harbor Maintenance Dredging and Waterline Installation (OCCR).
- Fullerton Creek Channel plan, specification, and estimates (PS&E) are completed. The project is estimated to be awarded in late 2016.
- Completed construction of: East Garden Grove-Wintersburg Channel, Haster Basin and Recreational Field, Newland Storm Channel, Rossmoor Storm Channel, SARI Line Relocation Mainline, Trabuco Creek Channel Levee Protection (Phase VII).
- Completed preparation and public outreach for the 2015-16 El Niño storm season.
- Continued to evaluate and implement cost efficiency process and new technologies such as; provide robotic controlled field instruments to field crews, collect and map hydrographic areas, create county-wide Monument Inventory application, create a Map Check database for tracking time, and scan historic Flood right-of-way parcels for access within GeoResearch application, and developed a web-based tool to allow users to access ALERT weather data through an easy to use map interface.
- Completed the first phase of an on-line map checking system for Corner Records and Records of Survey.
- Provided technical assistance to establish mitigation areas within Arroyo Trabuco - O'Neill Regional Park and the acquisition of easements for Surfside Inn Pedestrian Overcrossing.
- Transitioned from proprietary Parcel Management Maintenance System to Industry Standard ESRI Parcel Manager saving OC Public Works \$48,000 per year in software costs.
- Created a County Wide Digital Elevation Model from LiDAR to help support OC Public Works Capital Projects, and NPDES programs.
- Enhanced and updated the capabilities of GeoResearch to include numerous layers from other service areas within OC Public Works.



- Incorporated County Wide Historical Aerial Photos dating back to 1999 into the GIS system allowing for viewing of historical information on any subject property.
- Consolidated all ESRI licenses for OC Public Works into one account, and began an effort to create a County Wide GIS. Formed a GIS steering committee to share information and create best practices guidelines for the department and the County. Created an on-line portal for the public to download County Wide GIS Parcel Data and created an on-line GIS portal for the Treasurer Tax Collector's on-line payment system.
- Installation of an ALERT rain gauge above the Silverado Fire burn area.
- Provided real-time rainfall totals to the OC Public Works Department Operations Center (DOC) and County Emergency Operations Center which were used to help predict where debris flows might occur and make decisions on evacuations, along with adding a contract meteorological service providing weather information and forecasting services online and via mobile application.

#### OC Flood - OC Infrastructure:

- Develops and administers County's flood capital improvement program; develops Project Programming Reports; manages flood funding; and secures and manages grant-funding projects.
- Designs and manages all flood channels projects in the unincorporated areas of Orange County.
- Provides project management-based oversight for all infrastructure capital improvement projects. Also works with water/sanitation districts, utility companies and other public agencies to relocate, modify and/or protect facilities to facilitate construction projects.
- Conducts traffic safety investigations; provide traffic-engineering support to Design Division, OC Construction, and Traffic Committee as well as plan, design, and operation of traffic signal systems.
- Secures regulatory permits and meet the environmental requirements; to protect species and habitat; and mitigate the impact of projects.

#### OC Environmental Resources:

- The Environmental Data Management Section is responsible for operation of an advance flood warning system called Automated Local Evaluation in Real Time (ALERT) which consists of multiple flood control channel/basin water level sensors, rain gauges and other weather sensors located at 85 sites throughout the County. Data from the ALERT system is fed directly to the OCPW Department Operations Center as well as the County's Emergency Operations Center during storm events. ALERT also supports

regulatory compliance monitoring programs and provides real-time hydrologic data to OC Public Works staff and public.

- One third of the ALERT network sites are water-level gauges. These gauges are used to monitor real-time water level height in flood control channels, basins and lakes. Gauges are monitored daily and serviced monthly. Service at sites includes inspection, calibration, stream gauging, data collection and needed repairs. Data collected in both real-time and downloaded in processed and archived.
- Environmental Data Management also maintains a network of 25 historical precipitation sites. Each site measures every 0.01 inch of rainfall. The data is stored at the site, bimonthly all sites are serviced which includes calibration, cleaning and data download. The data is then QA/QC and archived. The data is used in flood design, hydrology, permitting and water quality.

#### OC Operations & Maintenance:

- OC Public Works/Operations and Maintenance is a diverse organization under the direction of the Board of Supervisors whose goal is to serve the citizens of Orange County by improving the quality of life and maintaining public infrastructure. Operations and Maintenance provides a wide range of maintenance services to Orange County's unincorporated areas, 380 miles of flood control channels, four dams, eight pump stations, 33 retention basins and 321 miles of county roads. Operations and Maintenance also serves as the public works department for the contracted cities of Lake Forest, Mission Viejo and Dana Point. Operations and Maintenance also plays a cru-

cial role in responding to the needs of the public in the aftermath of devastating earthquake, fire and storm events.

#### OC Construction:

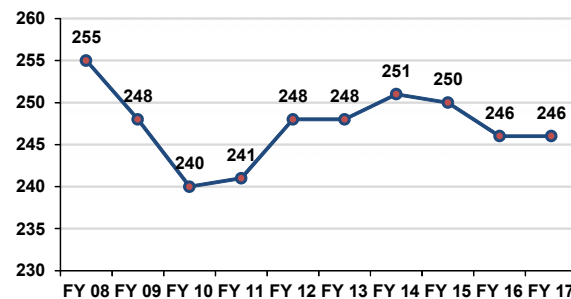
- OC Construction manages capital improvement construction contracts and provides inspection services for the construction of roads, storm drains, and bridges in the unincorporated areas of Orange County; provides quality assurance materials testing services; provides geotechnical recommendations for design of County infrastructure and developer projects; ensures contractors' activities comply with the National Pollutant Discharge Elimination System (NPDES) administers the County's Pavement Management Program.

#### OC Survey:

- The Map Checking and Right-of-Way Section is responsible for providing technical map checking services for all subdivisions within the County. This includes reviewing all subdivision maps for incorporated cities. The Section also performs technical reviews for all Corner Records, Records of Survey, Lot Line Adjustments, Certificate of Compliance, Tentative Maps, Parcel Maps, and Tract Maps. The section also provides technical review for all county Right-of-Way acquisitions and dispositions, in support of OCPW, Santa Ana River, and many other county Agencies involved in real estate transaction. This Section is also responsible for technical review and approvals for all annexations within the County. The Section provides new addresses and facilitates address revisions within the unincorporated territory of the county.
- The Field Survey Section performs an array of surveying tasks utilizing some of the most efficient, technologically advanced equipment available. Robotic Total Stations, High Definition Surveying and Global Positioning Satellites (GPS) receiver units are used in conjunction with data collection and construction staking software which enable timely, accurate and cost-effective delivery of survey information. The section provides design and boundary surveys in support of all capital improvement projects designed and managed by OCPW.

- The Geospatial Services Section provides GIS mapping in support of OCPW, and other agencies in need of mapping products. The Section also is the author of the Land Information System, which accounts for all new subdivisions, and parcel adjustments within the county. The section also maintains the geodetic infrastructure, including bench mark elevations, horizontal control points, County boundaries, and the operation of the Orange County Real Time Network.

#### Ten Year Staffing Trend:



#### Ten Year Staffing Trend Highlights:

- The OC Flood Fund final count continues to be 246 positions for FY 2016-17, which includes a Technical Budget Augmentation request to move two positions from OC Road to OC Flood for its Mitigation Program.
- The FY 2015-16 mid-year position adjustments included: 1st Quarter transfer of one position to Budget Control 071 and Second Quarter transfer of one position to Budget Control 080.

### Budget Summary

#### Plan for Support of the County's Strategic Priorities:

Improve delivery of Capital Improvement Projects by completing the workload balancing analyses and fiscal year allocation for the construction phase of horizontal Flood projects on the Department's Capital Improvement Program.

Improve customer service and branding by enhancing revenue for our Materials Laboratory and other construction services through outreach to Orange County cities and districts.

Continue to promote the use of Job Order Contracting (JOC) to deliver Flood maintenance construction projects. Develop written guideline to help walk designers and project managers through the JOC delivery process.

Continue to partner with and provide construction management and materials testing services to other County Departments, such as Dana Point Harbor and OC Community Resources on projects that support the District's flood control system.

Continue to support and participate in endeavors to deliver projects through alternate methods, e.g. Construction Manager at Risk (CMAR) process for Lower Santa Ana River Sand Management, Fullerton Creek Channel Improvements, and San Juan Creek Channel Improvements.

Implement a rotation program for Civil Engineers in Infrastructure Programs and Construction Management that supports the Department's goals of improving cross training & succession development.

### Changes Included in the Base Budget:

Included in the base budget is a technical Adjustment to move two positions from Budget Control 115 OC Road to Budget Control 400 OC Flood as a result of shifting Mitigation Program from OC Infrastructure Programs to OC Environmental Resources Service Area.

Total appropriation for FY 2016-17 is \$169,789,513 which is \$425,252 (.25%) lower than the FY 2015-16 Modified Budget.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	246	244	244	246	2	0.82
Total Revenues	138,894,122	170,214,765	124,297,840	169,789,513	(425,252)	-0.25
Total Requirements	138,894,123	170,214,765	124,297,841	169,789,513	(425,252)	-0.25
Balance	(1)	0	(1)	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Flood in the Appendix on page A230

### Highlights of Key Trends:

- Dodge Data & Analytics 2016 Construction Outlook report predicts that public works construction growth will remain generally the same as in 2015, with a modest reduction for highways and bridges and increase in environmental public works projects.
- An editorial in California Asphalt Pavement Association Magazine's January 2016 issue opined that when dealing with limited budgets, public agencies will focus more on quality and efficiency to ensure they get the highest performance possible from limited highway improvement projects.
- A January 4, 2016, article titled "10 Construction Industry Trends to Watch in 2016" on ConstructionDrive.com identified a continued reduction in available skilled construction labor that started in 2015. As identified in last year's CEO Budget Report, this is expected result in increased construction costs for public works projects. The shortage of labor is expected to result in fewer bids received for public works construction contracts.
- Municipal stormwater permits issued to OCFCD, the County, and the cities are requiring the development of Water Quality Improvement Plans (also termed an Enhanced Watershed Management Plan) that will prioritize water quality conditions; establish improvement goals, strategies and schedules; establish an improve-

ment monitoring and assessment program; and create an adaptive management re-evaluation of the developed plans. Based on work in one of the County's five watershed areas, the priority water quality conditions identified include pathogen health risk, unnatural water balance and flows, and impacts resulting from channel erosion and changes in channel form. The Improvement Plans will place an emphasis on source controls and best management practices that restore natural water course function and flows. The plans will impact future flood channel design and improvement projects.

- Proposition 1 funds will start to be released for competitive proposal in 2016-17 with eligibility requirements that require the development of a Storm Water Resource Plan and its incorporation into the appropriate Integrated Regional Water Management Plan. OCFCD will be participating in preparing a Storm Water Resource Plan (similar to a Water Quality Improvement Plan) to be eligible for grant funding.
- Ramping up of the mitigation program for habitat impacts from OCFCD capital improvement projects will begin in 2016-17 with a review of the existing inventory and monitoring of existing mitigation sites and work on new potential mitigation areas.

## 403 - OC SANTA ANA RIVER

### Operational Summary

#### Description:

Provide for the environmental enhancement of the Santa Ana River between Katella Avenue and Imperial Highway per agreement with Orange County Water District.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	75,453
Total FY 2015-2016 Actual Expenditure + Encumbrance:	56
Total Final FY 2016-2017:	80,101
Percent of County General Fund:	N/A
Total Employees:	0.00

**OC Santa Ana River** - Santa Ana River (SAR) Environmental Enhancement Fund: The main activities of the SAR Environmental Enhancement Fund are the reconstruction and rehabilitation of the Santa Ana River Bike Trail along the stretch of the Santa Ana River and the sale of sand.

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	5,059	75,453	6,376	80,101	4,648	6.16
Total Requirements	5,059	75,453	6,376	80,101	4,648	6.16
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Santa Ana River in the Appendix on page A231

## 404 - OC FLOOD - CAPITAL

### Operational Summary

#### Description:

Remove the flood threat in Orange County from the Santa Ana River (SAR).

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	54,830,021
Total FY 2015-2016 Actual Expenditure + Encumbrance:	27,955,737
Total Final FY 2016-2017:	56,702,044
Percent of County General Fund:	N/A
Total Employees:	0.00

#### Strategic Goals:

- Continue to work with the State Legislature, through the Orange County delegation and the Board of Supervisors to ensure Department of Water Resources (DWR) processes claims and disburses flood control subventions in accordance with the historical practice of "First in - First out."
- Support the Orange County Flood Control District (OCFCD), through Orange County's delegation, to continue working aggressively with the State Legislature to include Santa Ana River Mainstem Project subvention funding in the State budget for previously submitted as well as upcoming claims. At risk is the ability to acquire property needed for the completion and full operation of Prado Dam.
- Continue efforts to work with Orange County's Congressional delegation to increase Federal appropriations for the Santa Ana River Mainstem Project.
- Continue to purchase properties or flowage easements behind Prado Dam which are required for the completion of construction and ultimate operation of the dam.

#### FY 2015-16 Key Project Accomplishments:

- Purchased 28.1 acres for \$6.4 million in the Prado Basin.
- Completed Construction of Housing Tract and Sewage Treatment Dike Improvements (\$2 million).
- Completed construction of the \$16.7 million California Institute for Women Embankment Project.

**OC Flood - Capital** - Provide overall Project Management and Coordination with U.S. Army Corps of Engineers on requirements to meet Santa Ana River (SAR) and Prado Dam Project construction schedule. Endeavor to obtain additional funding to complete the SAR project including Prado Dam.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

OC Infrastructure Programs staff works synergistically with OC Operations and Maintenance, OC Construction, OC Survey, and others to ensure public safety through the design, operation and management of OCFCF infrastructure that includes Seven Oaks Dam, Lower Santa Ana River and Prado Dam. A team of engineers, technicians, and support employees in partnership with Army Corps of Engineers work in concert to ensure that the Santa Ana River Project afford the public protection from a 190-year flood.

The \$2.4 billion Santa Ana River Project (SARP) is a partnership with the U.S. Army Corps of Engineers (Corps) and the Counties of Orange, Riverside and San Bernardino to increase levels of flood protection to more than 3.35 million people within the tri-County area. Begun over two decades ago, the project encompasses 75 miles of improvements along the Santa Ana River in three Counties including seven independent features: Seven Oaks Dam, Mill Creek Levee, San Timoteo Creek, Oak Street Drain, Prado Dam, Santiago Creek and Lower Santa Ana River. With full Federal funding from the Corps, this project is estimated to be completed within the next eight years. However, project completion within this timeframe is subject to continued funding from the Federal government and continued acquisition of properties needed to complete the project.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	32,975,252	54,830,021	27,686,809	56,702,044	1,872,023	3.41
Total Requirements	32,975,253	54,830,021	27,686,808	56,702,044	1,872,023	3.41
Balance	(1)	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Flood - Capital in the Appendix on page A232

### Highlights of Key Trends:

- Expedite completion of acquisition of real property rights for construction of dikes and other protection structures for Prado Dam Project.
- Expedite completion of acquisition of dairy and other properties needed for Prado Dam Project.
- Continue support for Seven Oaks Dam multi-species habitat management planning.
- Continue to work towards receiving State Subvention Fund reimbursements in FY 2016-17.
- Work with Army Corps of Engineers and the Orange County's Congressional Delegation to increase Federal appropriations for the Prado Dam Project.

## 468 - COUNTY SERVICE AREA #13 - LA MIRADA

### Operational Summary

#### Description:

Provide for maintenance of local collector sewers in an unincorporated Orange County island adjacent to the City of La Mirada, near the City of Fullerton.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	18,167
Total FY 2015-2016 Actual Expenditure + Encumbrance:	9,352
Total Final FY 2016-2017:	9,998
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	10,027	18,167	10,120	9,998	(8,169)	-44.97
Total Requirements	10,027	18,167	10,120	9,998	(8,169)	-44.97
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: County Service Area #13 - La Mirada in the Appendix on page A238



## 475 - COUNTY SERVICE AREA #20 - LA HABRA

### Operational Summary

#### Description:

Originally established to provide sewer maintenance services in unincorporated area islands surrounded by the City of La Habra. Over the years, these island areas were progressively annexed into the City such that the remaining islands are either undeveloped or are served by private septic sewers. As a result, the City no longer provides sewer services or makes any charges to this fund. Annexation proceedings of the remaining islands are pending. If completed, this fund will be dissolved and, in accordance with State law, its fund balances will be transferred to the City.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	200,304
Total FY 2015-2016 Actual Expenditure + Encumbrance:	760
Total Final FY 2016-2017:	9,950
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	10,214	200,304	11,342	9,950	(190,354)	-95.03
Total Requirements	10,214	200,304	11,342	9,950	(190,354)	-95.03
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: County Service Area #20 - La Habra in the Appendix on page A239

## 108 - OC DANA POINT HARBOR

### Operational Summary

#### Mission:

To provide public coastal access, environmental stewardship, and maintain a diverse regional recreational facility so all users and visitors may experience the unique Dana Point Harbor resource in a safe and enjoyable way.

#### Strategic Goals:

The Department's goals are derived from the identified core services:

- Act as a responsible agent for the community by safeguarding Harbor environmental assets and the public's access to the coast. Facilitating recreational boating, effective communication with our various stakeholder groups, and harbor commercial opportunities
- Implement the Dana Point Harbor Revitalization Plan
- Provide resources to commercial tenants to help them meet the County's standard for customer service
- Continue to pursue improvements in Harbor water quality

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>ENSURE A RESPONSIBLY FUNCTIONING COUNTY FACILITY.</b> <b>What:</b> Perform needed maintenance/upkeep and stay involved as an effective operational manager. <b>Why:</b> Responsibility of OCDPH to provide the public with safe maritime and coastal opportunities.	Completed the Design Construction Plans and permitting for the Harbor Maintenance Dredging Project.	Continue to perform priority maintenance of facilities. Begin construction of road intersection improvements in the Harbor as the initial phase of the Revitalization project. Complete Harbor Maintenance Dredging Project.	Repairs to infrastructure programmed and budgeted as needed.
<b>COMPLETION OF THE DANA POINT HARBOR REVITALIZATION PROJECT.</b> <b>What:</b> Phase 1 of the Revitalization project allowing for future phases to progress. <b>Why:</b> Revitalize aging Harbor facilities, as well as update and improve infrastructure.	Obtained bids for Phase 1 - Plans for intersection and Roadway Improvements in the Harbor, which is the initial phase of the Revitalization Project.	Execute Contract for Phase 1 for Intersection and Roadway Improvements in the Harbor, which is the first phase of the Revitalization Project.	Coastal Development Permit was received January 2015. OC Dana Point Harbor is currently working with OC Public Works on the construction contract for these improvements.

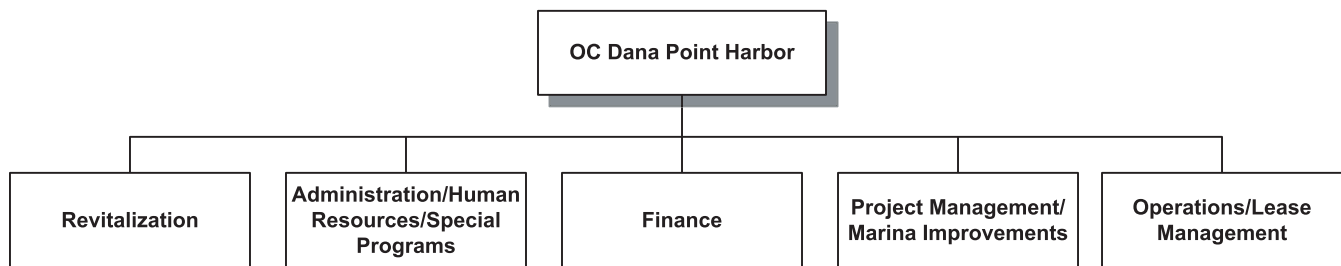
## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>OC DANA POINT HARBOR FULLY CAPABLE TO PROVIDE NEEDED RESOURCES AND A SAFE ENVIRONMENT.</b> <b>What:</b> Responsibly managing the Harbor operations and planning for the future. <b>Why:</b> As a County facility, the Harbor must meet proper standards for user expectations and safety.	Documented Parking Management Programs for each special event. Continued Human Powered Craft safety guidelines harbor wide.	Continue to responsibly address maintenance requirements, such as repaving parking lots, replacing deficient handrails on stairways, replacing and installing handicap access ramps in various locations, and constructing sign renovation program to replace outdated directional signs.	Sign Project was completed for directional signs within the Harbor. Other maintenance items continue to be scheduled as staff and funding resources are made available.

## FY 2015-16 Key Project Accomplishments:

- Implemented tree trimming and removal contract in 2015 for all operators and OC Dana Point Harbor areas.
- Completed Request for Qualifications for the construction phases of the Dana Point Harbor Revitalization Project.
- Completed Harbor maintenance dredging project.
- Completed Harbor Sign project for directional signs within the Harbor.

## Organizational Summary



**Revitalization** - Operate and manage projects related to the Dana Point Harbor Revitalization Project.

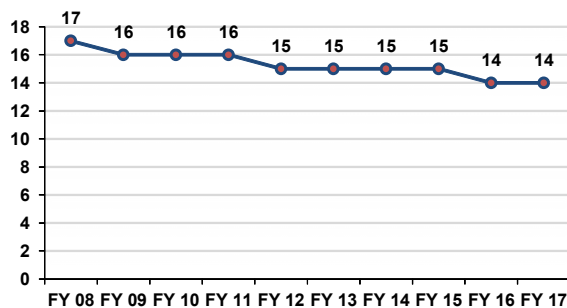
**Administration/Human Resources/Special Programs** - Includes Administrative, Purchasing, Staff Support, Special Programs, Information Technology and Human Resource Services. Provides the oversight and daily operations to ensure that OC Dana Point Harbor operates in a manner that is safe, efficient and effective. Promotes public access and services that is responsive to the community. Monitors all Harbor activities for compliance with the Coastal Commission certified Local Coastal Plan (LCP).

**Finance** - Includes Budget/Finance staff and activities required for Accounting and Financial support. Responsible for OC Dana Point Harbor budget, strategic financial plan, financial support services, and coordination with CEO and Auditor-Controller for budget-related issues.

**Project Management/Marina Improvements** - Includes Program Management Services. Provides oversight and management of capital projects and minor facility maintenance projects to ensure harbor facilities are functional and safe and that all applicable laws and regulations are met.

**Operations - Lease Management** - Includes the management, oversight and budget for operator leases for both the marinas and harbor commercial core.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- In FY 2014-15, the Board of Supervisors approved a mid-year budget adjustment to transfer one Administrative Manager I from Fund 108 to CEO Real Estate. This reduced the total position count in Fund 108 from 15 to 14, which was reflected in the position count for the Fund 108 adopted budget for FY 2015-16.
- In February 2011 (mid-year FY 2010-11), the Board of Supervisors approved the deletion of one Real Property Agent III position. This reduced the total position count for OC Dana Point Harbor from 16 to 15, which was reflected in the position count for the Fund 108 adopted budget for FY 2011-12.
- In FY 2008-09, the Department changed its name to OC Dana Point Harbor and eliminated one groundskeeper position, which reduced its total position count from 17 to 16.
- When the Dana Point Harbor Department was created in FY 2005-06, the County reduced the position count in the Dana Point Tidelands Fund 108 from 24 to 17 by

transferring seven positions to the OC Parks Fund 405 and other county funds. The 17 positions remaining in Fund 108 were tasked with providing the services required to properly maintain and manage the properties and functions assigned to the Dana Point Harbor Department.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

OC Dana Point Harbor will help enhance the quality of life in Orange County through effective management and development of the Harbor for the benefit of the community. Revenues from Harbor operations are used to preserve, develop, and further enhance an integrated system of natural features, historical assets, and recreational and cultural opportunities while maintaining environmental integrity.

### Changes Included in the Base Budget:

The Fiscal Year 2016-17 expense budget includes appropriations for engineering and construction costs related to the Harbor Revitalization project as well as other facility maintenance projects required in the Harbor. This includes \$12.1 million budgeted for construction of landside improvements planned as part of the Revitalization Project and \$1.2 million budgeted to repair aging docks, pilings, and ramps in the harbor.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	14	14	14	14	0	0.00
Total Revenues	23,969,136	39,831,627	29,094,732	40,962,164	1,130,537	2.84
Total Requirements	23,969,137	39,831,627	29,094,732	40,962,164	1,130,537	2.84
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Dana Point Harbor in the Appendix on page A100

### Highlights of Key Trends:

- On June 14, 2016, the Board of Supervisors approved the reorganization of the OC Dana Point Harbor Department into OC Community Resources/OC Parks. OC Dana Point Harbor Fund 108 will continue to dedicate all expenditures and revenues for approved Dana Point Tidelands purposes.
- OC Dana Point Harbor continues to pursue key steps required to implement the Harbor Revitalization project. This includes developing a final design for the Commercial Core project, finalizing a financial strategy, and acquiring required construction permits. Additional Coastal Development Permits will be required for the Dry Boat Storage Building Project as well as the Marina Improvement Project.

### Budget Units Under Department Control:

No.	Agency Name	Revitalization	Administration/Human Resources/Special Programs	Finance	Project Management/ Marina Improvements	Operations - Lease Management	Total
108	OC Dana Point Harbor	16,266,128	8,328,703	170,123	1,633,762	14,563,448	40,962,164
	Total	16,266,128	8,328,703	170,123	1,633,762	14,563,448	40,962,164

# 135 - REAL ESTATE DEVELOPMENT PROGRAM

## Operational Summary

### Description:

This Fund receives note payments and rents from cafeterias, automated teller machines and vendor carts. In order to establish new revenue streams and preserve existing ones, investments necessary to lease or develop county real estate are made-such as planning, appraisal, advertising, property maintenance and improvement. Revenue from these projects is transferred to the General Fund annually or carried over in the Fund for future Corporate Real Estate needs.

### Strategic Goals:

- Maximize income and services provided by cafeterias, automatic teller machines, vendor carts and other real estate leases, licenses, permits and notes.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,129,240
Total FY 2015-2016 Actual Expenditure + Encumbrance:	41,197
Total Final FY 2016-2017:	1,767,186
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Continue to generate revenue for the General Fund through sound management of available real estate assets.

### Changes Included in the Base Budget:

The FY 2016-17 Base Budget is higher than the FY 2015-16 Modified Budget, due to the inclusion of a one-time transfer-out of \$1.3M to Budget Control 036 - Capital Projects for Phase II of the El Toro project, partially offset by the removal of FY 2015-16 one-time projects.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	1,758,943	1,129,240	838,106	1,767,186	637,946	56.49
Total Requirements	1,758,943	1,129,240	838,105	1,767,186	637,946	56.49
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Real Estate Development Program in the Appendix on page A131

## 15T - EL TORO IMPROVEMENT FUND

### Operational Summary

#### Description:

The Irvine Redevelopment Agency, the County of Orange, and the City of Irvine entered into certain Property Tax Transfer and Pre-Annexation agreement on March 4, 2003, which was implemented on March 18, 2005. As per these agreements, the El Toro Improvement Fund 15T Budget receives revenue from the Successor Agency to the Irvine Redevelopment Agency based on incremental property tax amount. The use of this revenue is restricted to legally allowable County infrastructure, facilities, and development needs in the area pursuant to the 2003 agreement.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	335,000
Total FY 2015-2016 Actual Expenditure + Encumbrance:	187,513
Total Final FY 2016-2017:	1,136,244
Percent of County General Fund:	N/A
Total Employees:	0.00

#### FY 2015-16 Key Project Accomplishments:

- Issued Final 100 Acre Parcel and West Alton Parcel Economic Impact Analysis Reports in February 2016.
- Completed 100 Acre Parcel Draft Development Plan in September 2015 and West Alton Parcel Development Plan in December 2015.
- The 100 Acre Parcel Draft Environmental Impact Report (DEIR) was completed in April 2016 and will be ready for circulation. West Alton Parcel DEIR is anticipated for public review in May 2016.

### Budget Summary

#### Changes Included in the Base Budget:

Supplemental Assessment filed by the developer reduced the assessment value for the real properties in the El Toro Redevelopment areas.

In FY 2009-10, the Irvine Redevelopment Agency filed an appeal to reduce prior year assessed values for the El Toro parcels. This resulted in a reduction of assessed values and negative supplemental property taxes for the El Toro parcels. The Agency has requested no refund but will offset future incremental property taxes. As a result of the withholdings, Fund 15T received no incremental property tax revenue in

FY 2010-11 and received lower \$667,147 revenue in FY 2011-12. FY 2012-13 revenue was budgeted at \$518,075, which is less than the \$673,863 amount in the initial schedules and Recognized Obligation Payment Schedule (ROPS) received from the Irvine Redevelopment Agency. The revised ROPS from the Oversight Board to Successor Agency to the Irvine Redevelopment Agency showed a reduced amount of \$110,000 is anticipated for FY 2012-13. As per County Implementation Agreement No. 1, Fund 15T receives revenue within 30 days after the close of the fiscal year.

FY 2016-17 Appropriations of \$1,136,244 is \$801,244 higher than FY 2015-16 Modified Budget and composed primarily of rent from ground leases, incremental property tax, and a draw from reserves to balance financing.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	314,183	335,000	580,843	1,136,244	801,244	239.18
Total Requirements	314,183	335,000	580,843	1,136,244	801,244	239.18
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: El Toro Improvement Fund in the Appendix on page A171

## Highlights of Key Trends:

- In December 2011, the California Supreme Court upheld Assembly Bill X1 26 dissolving redevelopment agencies effective February 1, 2012. The City of Irvine elected to become Successor Agency to the Irvine Redevelopment Agency.
- The Successor Agency to the Irvine Redevelopment Agency met and approved the ROPS on February 7, 2013, which included \$256,754,898 for County Implementation Agreement No. 1 to Fund 15T for FY 2013-14 (Year 7) through FY 2051-52 (Year 46). The approved ROPS showed \$110,000 FY 2013-14 estimated revenue for the County Implementation Agreement to El Toro Improvement Fund 15T. As per the County Implementation Agreement, Fund 15T receives a certain percentage of incremental property taxes, which changes with changes in assessed value each year.



## 274 - OCWR CORRECTIVE ACTION ESCROW

### Operational Summary

#### Description:

The Corrective Action Escrow fund was established as required by state regulations to demonstrate assurance of funds for corrective action, in the event that corrective action is necessary, at three active and two closed County of Orange landfills.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,075,634
Total FY 2015-2016 Actual Expenditure + Encumbrance:	0
Total Final FY 2016-2017:	1,644,634
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	2,100,754	1,075,634	1,084,456	1,644,634	569,000	52.90
Total Requirements	1,069,122	1,075,634	0	1,644,634	569,000	52.90
Balance	1,031,632	0	1,084,456	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OCWR Corrective Action Escrow in the Appendix on page A182

## 280 - AIRPORT - OPERATING ENTERPRISE

### Operational Summary

#### Mission:

The Mission of John Wayne Airport is to plan, direct and provide high quality aviation services and facilities for Orange County in a safe, secure and efficient manner.

#### Strategic Goals:

- Maintain a safe and secure environment for aviation and the traveling public.
- Provide a positive aviation experience to travelers and tenants.
- Operate in an environmentally responsible manner.
- Operate as a financially efficient and self-supporting aviation facility.
- Implement ongoing and new capital improvement projects.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>SUCCESSFULLY PASS THE FAA ANNUAL PART 139 AIRPORT CERTIFICATION INSPECTION.</b> <b>What:</b> The FAA conducts an annual inspection to ensure that the Airport is being operated in a safe manner. <b>Why:</b> Failing the inspection may lead to decertification and loss of all commercial air service.	Passed with minor correctable actions.	Pass the Annual Part 139 Inspection with no correctable actions.	JWA is taking all steps necessary to continue to achieve a full pass with no correctable actions.
<b>90% OF RESPONDENTS IN THE PASSENGER SURVEY RATE JWA'S SERVICE AS "EXCELLENT" OR "GOOD."</b> <b>What:</b> Surveys of passengers conducted to learn their views of Airport's facilities and services. <b>Why:</b> Surveys identify facility and service improvements to add value to the passenger experience.	95% of both intercept and telephone survey respondents rated JWA as "excellent" or "good" for overall satisfaction in the 2015 Passenger Survey.	The Passenger survey is conducted biannually, and will not be conducted again until Summer 2017.	The Passenger Survey was completed in FY 2015-16.
<b>ENSURE ALL REQUIRED ENVIRONMENTAL PERMITS ARE IN PLACE AND IN GOOD STANDING.</b> <b>What:</b> JWA is subject to various environmental regulations, many of which require permits. <b>Why:</b> To comply with all applicable regulations and ensure environmentally sensitive operations.	100% of all required environmental permits are in place.	Have 100% of all required environmental permits in place.	The Airport anticipates that 100% of all required environmental permits will continue to be in place.

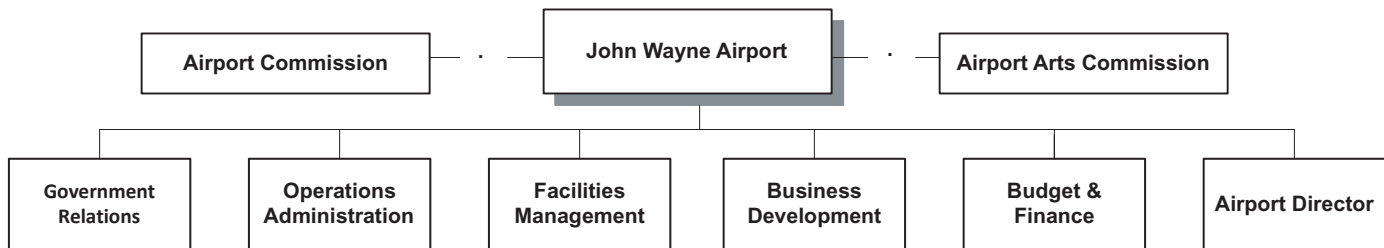
## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>MAINTAIN A DEBT SERVICE COVERAGE OF AT LEAST 175%.</b> <b>What:</b> Bond Indenture requires Airport net revenues each FY of at least 125% of debt service requirement. <b>Why:</b> Demonstrates both prudent fiscal management and the ability to repay bonded debt.	The debt coverage for FY 2014-15 improved to 641% as the result of the early redemption of Series 2003 bonds.	Continue to maintain debt service coverage above the 175% internal minimum target.	Since issuance of the 1987 Airport Revenue Bonds, JWA has consistently exceeded the rate coverage imposed by indenture.
<b>MAINTAIN A RESERVE CASH CONTINGENCY OF \$50 MILLION.</b> <b>What:</b> A contingency for unforeseen operating emergencies, catastrophic events and to minimize disruption. <b>Why:</b> Reserve contingency is a key component of sound fiscal management.	The Airport maintained a reserve contingency of \$50 million.	Maintain a reserve contingency of \$50 million.	The Airport anticipates maintenance of the \$50 million reserve contingency for FY 15-16.
<b>IMPLEMENT ONGOING AND NEW CAPITAL IMPROVEMENT PROJECTS.</b> <b>What:</b> Preserve and enhance the Airport's facilities and infrastructure. <b>Why:</b> To maintain a safe and secure environment and provide a positive experience to the traveling public.	Completed Bristol Street Slope Stabilization, Terminal A & B Baggage Handling System, Campus Drive Widening at Bristol Street and the Cell Phone Lot.	Continue components of the Terminal Improvements project and the Paularino Street Gate Improvement, Station 18 Improvements, Taxiway B Rehabilitation and Common Use Passenger Processing System Upgrade.	The Airport is currently on schedule to meet the anticipated completion of planned capital improvement projects.

## FY 2015-16 Key Project Accomplishments:

- John Wayne Airport served 10.18 million passengers in calendar year 2015, an increase of 8.5% compared to 2014. Airlines commenced new service to Reno/Tahoe and Santa Rosa/Sonoma and additional service to Los Cabos and Puerto Vallarta, Mexico.
- The Airport completed construction of the new 18-space cell phone waiting lot and significant improvements to the Bristol Street right turn lane.
- The Airport successfully passed the Federal Aviation Administration (FAA)'s Part 139 annual certification inspection.
- John Wayne Airport celebrated the 25th anniversary of the Thomas F. Riley Terminal.
- The Airport initiated a Disadvantaged Business Enterprise (DBE) study as required by Federal DBE contracting regulations to ensure that JWA remains eligible for Department of Transportation/Federal Aviation Administration financial assistance on eligible projects.
- John Wayne Airport maintained its strong credit ratings by Moody's (Aa3), Fitch (AA-) and Standard and Poor's (AA-).
- Successfully completed the replacement of a new Noise Monitoring System.
- The Passenger Facilities Charge (PFC) Amendment was filed and approved by the FAA.

## Organizational Summary



**Government Relations Admin** - Includes Government Relations, Access and Noise, Communications, Customer Relations, and Public/Media Relations. Manage government, media and community relations, customer relations and communications at John Wayne Airport. Respond to media and public inquiries; serve as front-line customer service agents; coordinate Ambassador and Tour Guide volunteer programs; plan and organize museum-quality exhibitions; disburse information via the Airport Web site; track local, state and federal legislation; enforce the Phase 2 Commercial Airline Access Plan and Settlement Agreement; educate the surrounding communities about access and noise issues; and handle noise complaints.

**Operations Administration** - Includes Operations, Law Enforcement (Sheriff-Coroner) and Aircraft Rescue and Firefighting (Orange County Fire Authority). Ensure that John Wayne Airport operates safely, securely, and effectively and within the scope of strict federal regulations. Conduct airport inspections; address the needs of all tenants, patrons, and other customers; oversee the administration of general aviation aircraft tiedown spaces; issue and track employee identification badges and other access cards and keys; manage parking facilities; and monitor the activities of ground transportation providers.

**Facilities Management** - Includes Engineering, Airport Development, Planning, Maintenance and Information Systems. Provide engineering studies and analysis of Airport facility requirements; manage planning and project management of improvement projects; prepare grant applications for federal assistance under the FAA Airport Improvement Program; amend the Airport Master Plan and revise the Airport Layout Plan; provide staff support to ALUC (Airport

Land Use Commission) and coordinate CEQA (California Environmental Quality Act) clearance for Airport projects; ensure compliance of Airport facilities with environmental regulations; and manage all aspects of Airport facilities maintenance and information systems.

**Business Development Admin** - Includes Asset Management, Purchasing and Insurance. Manage concession planning and revenue development activities; negotiation and administration of leases, licenses, concession agreements and easements; and the acquisition and sale of real property and related appraisal and condemnation issues. Administer the Airport Concession Disadvantaged Business Enterprise Program and manage Airport procurement and insurance requirements.

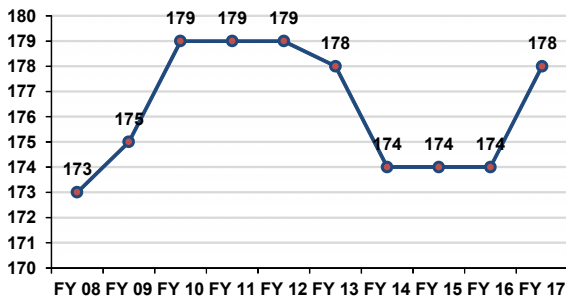
**Budget & Finance** - Includes Budget, Finance and Staff Services. Manage Airport budget, finance, debt management, cash and liquidity management, and fixed asset control; oversee airport rates and charges preparation; prepare revenue budget and projections; provide staff services and administrative support for ASR coordination; and provide staff support to the Airport Commission.

**Auditor-Controller** - Includes Auditor-Controller's satellite JWA Accounting unit. Manage lease and concession revenue account control, Purchase Order and Non-Purchase Order accounts payable; and oversee accounting processes for FAA Grants, bond and investments, tie downs, ground transportation, and passenger facility charges.

**Airport Director** - Includes the Office of the Airport Director, Human Resources and Quality Assurance and Compliance. Develop airport policy and administer all activities associated with the operation of John Wayne Airport. The Office of the Director has direct responsibilities for five airport divisions: Public Affairs, Operations, Facilities, Business Development and Finance & Administration.

**County Counsel** - Includes County Counsel's satellite attorneys who are assigned to the Airport. Provide legal advice and representation to the Airport.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Four positions were added in FY 2015-16. One Administrative Manager I, two Trades Helper IIs and one limited-term Storekeeper I. In FY 2013-14, two positions, a Technical Systems Specialist and an IT Systems Technician II were transferred from CEO/IT to John Wayne Airport. In FY 2012-13, four positions were transferred out of John Wayne Airport due to the centralization of Human Resources and Safety functions. One Administrative Manager II, one Administrative Manager I and one Staff Specialist were transferred to Human Resource Services. One Safety and Training Officer was transferred to CEO/Risk Management. One position was deleted in FY 2011-12, an Airport Communications Operator, in conjunction with 5% overall vacancy policy.
- Four positions were added for FY 2009-10, a Senior Systems Programmer/Analyst, two Information Systems Technicians and a Building Inspector IV. Two positions were added for FY 2008-09, an Administrative Manager I and a Procurement Contract Specialist. Six positions were added in FY 2007-08, a Senior Land Surveyor, a Survey Party Chief, a Survey Instrumentman, a Rodman & Chainman, a Systems Programmer/Analyst II and an Airport Maintenance Worker II.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

As an enterprise fund, John Wayne Airport is self-supporting through revenues it generates and receives no money from the County General Fund. Revenues are utilized to operate the Airport, repay revenue bonds, fund facility capital improvements or maintenance projects and support aviation planning in order to provide high quality aviation services and facilities for Orange County in a safe, secure and efficient manner.

### Changes Included in the Base Budget:

Fund 280 operating revenue budget increased from FY 2015-16 by \$10.3M or 8.1%. Increased revenues are projected for airline reimbursement of CUPPS upgrade, Space and Gate Hold Rent, Parking, Landing, Airline Operations and RON fees.

Fund 280 operating expense increased from FY 2015-16 Modified Budget by \$9.0M or 5.5%. Salaries and Benefits budget increased from FY 2015-16 Modified Budget by \$0.5M or 2.6% due to the vacancy factor of 4.49% for FY 2016-17 and salary and benefit increases. Services and Supplies budget increased by \$5.6M or 8.0% due primarily to Maintenance - Buildings & Improvements for the Operations & Maintenance portion of the Terminal Improvements Project and Central Plant scheduled maintenance.

Fund 281 Capital Improvements budget increased \$25.9M or 45.6% and includes Terminal Improvements, Taxiway "B" Rehabilitation, Paularino Street Gate Improvements and Station 18 Improvements.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)(2)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	174	178	178	178	0	0.00
Total Revenues	156,244,091	189,330,707	537,670,387	193,370,745	4,040,038	2.13
Total Requirements	95,781,130	189,330,707	482,310,857	193,370,745	4,040,038	2.13
Balance	60,462,961	0	55,359,530	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

(2) Total Revenues includes an adjustment for \$348,455,874 primarily due to a net transfer of assets from Fund 281 and Fund 283.

Detailed budget by expense category and by activity is presented for agency: Airport - Operating Enterprise in the Appendix on page A186

## Highlights of Key Trends:

- The FY 2016-17 priorities are to operate a financially efficient and self-supporting aviation facility with conservative fiscal policies to continually provide safe and superior services to the traveling public and the Airport's tenants
- Budget Priorities:
  - Exercise prudence in managing and prioritizing operating expenses and other expenditures and maintain a viable diversification of revenue sources.
  - Appropriate cash reserves and other financing sources for continuing capital improvements at the Airport

## ■ Finance and Operating Priorities:

- Control operating expenses and cash outlay to maintain the Airport competitiveness via costs reimbursed (compensatory) through airline rents and fees given the Airport's growth constraints (Settlement Agreement)
- Maintain long-term sustainable and diversified revenue streams and remain vigilant to revenue trends and opportunities
- Utilize cost-effective available financing sources and provide adequate wherewithal to maintain the Airport facilities and infrastructure in good condition
- Maintain strong debt coverage exceeding the Bond Indenture Rate Covenant requirement

## Budget Units Under Department Control:

No.	Agency Name	Government Relations Admin	Operations Administration	Facilities Management	Business Development Admin	Budget & Finance	Auditor-Controller	Airport Director	County Counsel	Total
280	Airport - Operating Enterprise	3,594,308	38,436,846	46,898,628	1,803,263	99,934,739	0	2,702,961	0	193,370,745
281	Airport Construction Fund	0	0	61,767,424	0	21,015,000	0	0	0	82,782,424
283	Airport Debt Service Fund	0	0	43,257,475	0	0	0	0	0	43,257,475
	Total	3,594,308	38,436,846	151,923,527	1,803,263	120,949,739	0	2,702,961	0	319,410,644

## 281 - AIRPORT CONSTRUCTION FUND

### Operational Summary

#### Description:

Fund 281 was established to segregate the Airport's Capital Improvement Program project expenses from Fund 280 operational expenses as the funding sources for the two respective funds are different. Expenditures in this fund are financed by transfers from the Airport's Operating Fund (Fund-Department 280-280) and Debt Service Fund (Fund-Department 283-280), Federal and State grants and by interest earnings on the cash balance in the Fund.

#### Strategic Goals:

- All strategic goals for John Wayne Airport are contained in the narrative for Airport Operating Fund 280.

#### FY 2015-16 Key Project Accomplishments:

- All key project accomplishments for the Airport are contained in the narrative for Airport Operating Fund 280.

### Budget Summary

#### Plan for Support of the County's Strategic Priorities:

As an enterprise fund, John Wayne Airport is self-supporting through revenues it generates and receives no money from the County General Fund. Net revenues from JWA operations are utilized to fund capital projects that provide high quality aviation services and facilities for Orange County in a safe, secure and efficient manner.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	56,875,054
Total FY 2015-2016 Actual Expenditure + Encumbrance:	15,362,478
Total Final FY 2016-2017:	82,782,424
Percent of County General Fund:	N/A
Total Employees:	0.00

#### Changes Included in the Base Budget:

Expenditures in this fund are financed by transfers from the Airport's Operating Fund (Fund-Department 280-280) and Debt Service Fund (Fund-Department 283-280), Federal and State grants and by interest earnings on the cash balance in the Fund.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)(2)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	23,975,296	56,875,054	308,233,581	82,782,424	25,907,370	45.55
Total Requirements	18,524,685	56,875,054	310,639,458	82,782,424	25,907,370	45.55
Balance	5,450,611	0	(2,405,877)	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

(2) Total Requirements includes an adjustment for \$299,589,953 due to a net transfer of assets to Fund 280.

Detailed budget by expense category and by activity is presented for agency: Airport Construction Fund in the Appendix on page A190



## 283 - AIRPORT DEBT SERVICE FUND

### Operational Summary

#### Description:

Fund 283 provides appropriations for debt service and related trustee activity associated with Airport Revenue Bonds, Series 2009. The bonds were issued to finance the Airport Improvement Plan. Passenger Facility Charge (PFC) revenues are also recorded in this fund.

#### Strategic Goals:

- Continue to comply with Bond Coverage/Rate Covenant requirements in accordance with the Bond Indenture.
- Maintain Moody's Aa3 rating, Standard and Poor's AA- rating and Fitch AA- rating on JWA revenue bonds.
- Monitor PFC revenue collections, not to exceed the amended aggregate limit.

#### FY 2015-16 Key Project Accomplishments:

- All key project accomplishments for the Airport are contained in the narrative for Airport Operating Fund 280.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	25,184,761
Total FY 2015-2016 Actual Expenditure + Encumbrance:	9,000,153
Total Final FY 2016-2017:	43,257,475
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Plan for Support of the County's Strategic Priorities:

As an enterprise fund, John Wayne Airport is self-supporting through revenues it generates and receives no money from the County General Fund. Net revenues from JWA

operations are utilized to provide repayment of Airport Revenue Bonds

#### Changes Included in the Base Budget:

JWA will utilize PFC revenue and transfers in from the JWA Operating Fund (Fund-Department 280-280) to make debt service payments.

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)(2)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	72,311,101	34,641,648	77,618,518	43,257,475	8,615,827	24.87
Total Requirements	63,064,615	25,184,761	62,638,384	43,257,475	18,072,714	71.76
Balance	9,246,486	9,456,887	14,980,134	0	(9,456,887)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

(2) Total Requirements includes an adjustment for \$48,763,295 due to a net transfer of assets to Fund 280.

Detailed budget by expense category and by activity is presented for agency: Airport Debt Service Fund in the Appendix on page A193

## 284 - OCWR - FRB LANDFILL ESCROW

### Operational Summary

#### Description:

State regulations require landfill operators to make deposits to closure accounts in order to demonstrate financial assurance to pay for future landfill closure costs. OC Waste & Recycling makes deposits to this fund to comply with the regulations as required.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	15,041,809
Total FY 2015-2016 Actual Expenditure + Encumbrance:	127,226
Total Final FY 2016-2017:	1,146,711
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	1,076,635	15,041,809	15,073,157	1,146,711	(13,895,098)	-92.38
Total Requirements	311,499	15,041,809	14,244,034	1,146,711	(13,895,098)	-92.38
Balance	765,136	0	829,123	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OCWR - FRB Landfill Escrow in the Appendix on page A195

## 286 - OCWR - BREA/OLINDA LANDFILL ESCROW

### Operational Summary

#### Description:

State regulations require landfill operators to make deposits to closure accounts in order to demonstrate financial assurance to pay for future landfill closure costs. OC Waste & Recycling makes deposits to this fund to comply with the regulations as required.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	11,670,043
Total FY 2015-2016 Actual Expenditure + Encumbrance:	7,459,979
Total Final FY 2016-2017:	1,838,824
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	Change from FY 2015-2016		
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	FY 2016-2017 Final Budget	Budget Amount	Percent
Total Revenues	2,481,654	11,670,043	11,707,870	1,838,824	(9,831,219)	-84.24
Total Requirements	(5,162,453)	11,670,043	9,941,757	1,838,824	(9,831,219)	-84.24
Balance	7,644,107	0	1,766,113	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OCWR - Brea/Olinda Landfill Escrow in the Appendix on page A198

## 287 - OCWR - PRIMA DESHECHA LANDFILL ESCROW

### Operational Summary

#### Description:

State regulations require landfill operators to make deposits to closure accounts in order to demonstrate financial assurance to pay for future landfill closure costs. OC Waste & Recycling makes deposits to this fund to comply with the regulations as required.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,236,920
Total FY 2015-2016 Actual Expenditure + Encumbrance:	375,681
Total Final FY 2016-2017:	1,282,500
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	1,994,550	1,236,920	1,258,685	1,282,500	45,580	3.68
Total Requirements	1,864,752	1,236,920	592,600	1,282,500	45,580	3.68
Balance	129,798	0	666,085	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OCWR - Prima Deshecha Landfill Escrow in the Appendix on page A199

## 299 - OC WASTE & RECYCLING ENTERPRISE

### Operational Summary

#### Mission:

To provide waste management services, protect the environment, and promote recycling in order to ensure a safe and healthy community for current and future generations.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	150,301,186
Total FY 2015-2016 Actual Expenditure + Encumbrance:	97,418,880
Total Final FY 2016-2017:	170,173,563
Percent of County General Fund:	N/A
Total Employees:	267.00

#### Strategic Goals:

- To maintain a financially sound, flexible long-term plan for local solid waste disposal and management services.
- To maintain protection of Orange County's public health, safety, and its environment.
- To sustain the economic viability of the Orange County solid waste disposal system by ensuring consistent and reliable public fees/rates and adequate revenues to maintain efficient, cost-effective and high-quality OC Waste & Recycling operations.
- To provide a fair, objective, open, planning process that is: presented in non-technical, easily understood terms, applicable to an evaluation matrix, responsive to and involves stakeholders and the public, and results in public understanding.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>LONG-TERM PERMITTED SYSTEM CAPACITY AND NUMBER OF YEARS OF LANDFILL LIFE WITHIN EXISTING PHASE.</b> <b>What:</b> Measures if Orange County meets state minimum standard of providing 15 years of landfill capacity. <b>Why:</b> Maintains adequate long-term landfill capacity to avoid expensive out-of-county disposal options.	Greater than 15 years for long-term Permitted System Capacity. Years of Landfill Life within Existing Phase: 9 years for Frank R. Bowerman Landfill, 9 years for Olinda Alpha Landfill, and 8 years for Prima Deshecha Landfill.	Greater than 15 years and greater than or equal to 3 years for Frank R. Bowerman Landfill, Olinda Alpha Landfill, and Prima Deshecha Landfill.	The Department has more than adequate capacity to fulfill state minimum standard. Results indicate that the Department exceeded the performance target of at least 3 years in the number of years of landfill life within existing phase for Frank R. Bowerman and Prima Deshecha Landfills.
<b>TOTAL VISITS AT 4 HOUSEHOLD HAZARDOUS WASTE COLLECTION CENTERS AND FOR MATERIAL EXCHANGE PROGRAM.</b> <b>What:</b> Collect household hazardous waste from County residents at 4 centers. <b>Why:</b> Reduce illegal and improper household hazardous waste disposal.	120,424 visits to the 4 Household Hazardous Waste Collection Centers and 20,002 visits for the Material Exchange Program.	90 to 99% of target visits to the 4 Household Hazardous Waste Collection Centers and the Material Exchange Program.	A slight decrease from prior year is due to the implementation of Door-to-Door collection of household hazardous waste by various franchise waste haulers throughout the county. Number of residents using the Material Exchange Program exceeds the goal due to public education/outreach programs.

## Key Outcome Indicators: (Continued)

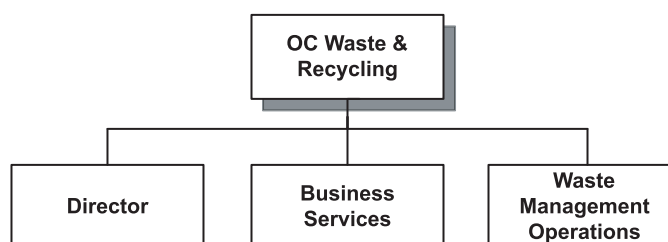
Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>NUMBER OF MONETARY ENFORCEMENT ACTIONS AND NOTICES OF NON-COMPLIANCE.</b> <b>What:</b> Inspection reports of the landfills prepared by regulatory agencies. <b>Why:</b> To continuously monitor, maintain, and comply with mandated Federal, State and local requirements.	Zero monetary enforcement actions and two notices of non-compliance.	Zero monetary enforcement actions and 5-7 notices of non-compliance.	Results indicate the Department met the performance target without incurring any monetary enforcement actions from regulatory agencies and by receiving less than four notices of non-compliance per year from Federal, State, and/or local regulatory agencies.
<b>COMPLIANCE WITH HABITAT MITIGATION PERMIT REQUIREMENTS &amp; COMPENSATORY HABITAT MITIGATION INITIATED.</b> <b>What:</b> Measures the effectiveness & performance of habitat mitigation as required by Federal/State agencies <b>Why:</b> Federal/State regulations require habitat mitigation to be completed prior to a development phase.	100% compliance with habitat mitigation permit requirements and 100% compensatory habitat mitigation initiated (i.e., in the ground) prior to impact at Frank R. Bowerman, Olinda Alpha and Prima Deshecha Landfills.	85-99% compliance with habitat mitigation permit requirements and initiate 85-99% compensatory habitat mitigation (i.e., in the ground) prior to impact at Frank R. Bowerman, Olinda Alpha and Prima Deshecha Landfills.	All existing mitigation sites are in compliance and met the performance target of 100%. Habitat mitigation has been implemented for Frank R. Bowerman, Olinda Alpha, and Prima Deshecha Landfills and new construction projects are proceeding at all three landfill sites.
<b>TOTAL AMOUNT OF RENEWABLE ENERGY GENERATED IN MEGAWATTS (MW) HOURS.</b> <b>What:</b> The target renewable energy production demonstrates maximizing the beneficial use of landfill gas. <b>Why:</b> Utilizing landfill gas to generate renewable energy offsets costs & maintains a stable disposal rate	266,100 MW hours of renewable energy.	Greater than or equal to 121,801-129,816 MW hours of renewable energy.	Results indicate that conversion of solid waste into landfill gas from Olinda, Prima, and Coyote landfills cumulatively generated renewable energy which exceeded the goal and which provided electricity to Orange County homes.
<b>PUBLIC CONTACTS WITH EDUCATIONAL PURPOSE, COMMUNITY EVENT PARTICIPATION, AND EARNED MEDIA COVERAGE.</b> <b>What:</b> To continuously educate and inform the public on the merits of reduce, reuse, and recycle. <b>Why:</b> Provide education/outreach to ensure a safe & healthy community & expand landfill disposal capacity.	864,996 direct public contacts with educational purposes, 35 outreach events, and 27 occurrences of earned media coverage.	Less than 629,757 and greater than 550,000 public contacts with educational purpose, participate in 23-27 community events, and earn 9-12 media coverage.	The Department's reach in educating the public about OCWR's program is growing exponentially. The number of outreach events were higher due to the ongoing partnerships.
<b>PERCENTAGE TARGET OF RESERVES AND REGULATORY REQUIREMENT COMPLIANCE.</b> <b>What:</b> Indicates the financial stability of the County's disposal system. <b>Why:</b> Ensures long-range self-sustainability of Orange County's solid waste disposal system.	40% Target of Reserves and 100% Regulatory Requirement Compliance.	20-24% Target of Reserves and greater than or equal to 100% Regulatory Requirement Compliance.	Results indicate that the Department has reserves in excess of the targeted 25%, is financially stable, and has set aside the required amount of funds for Financial Assurances related to Closure, Post Closure, and Corrective Action.
<b>DAILY UTILIZATION RATE FOR CORE EQUIPMENT.</b> <b>What:</b> Measures the efficiency of daily machine usage. <b>Why:</b> To efficiently manage solid waste at the Orange County landfills.	70.8% Daily utilization rate for core equipment.	Limit the standby time and utilize the core equipment 65%-69% or more based on industry standard.	The utilization rate for core equipment exceeded the target and industry standard.

## FY 2015-16 Key Project Accomplishments:

- Received the American Society of Civil Engineers Project Award for the Bowerman Power landfill gas-to-energy plant at the Bowerman Landfill.
- Received the Governor's Environmental and Economic Leadership Award for Project Zero Waste service-learning program, in partnership with Inside the Outdoors.

- Received the California School Boards Association's Golden Bell Award for the Project Zero Waste service-learning program, in partnership with Inside the Outdoors.
- Received the Association of California Cities-Orange County Golden Hub of Innovation Award for the Community Outreach Ambassador Program.
- Received the Association of California Cities-Orange County Golden Hub of Innovation Award for the Landfill Good Neighbor Policy.
- Received the National Association of Counties Achievement Award (Civic Education and Public Information) for the Landfill Good Neighbor Policy.
- In coordination with OC Public Works, continued assistance with La Pata Habitat permitting and engineering/construction. Also assisted community outreach events with 5th District for La Pata Gap Closure Project.
- Installed Phase 1 Viewshed Master Plan to reduce visual impacts of the Prima Deshecha Landfill from vehicles traveling on La Pata Rd.
- Transfer of approximately \$25.3 million to General Fund in FY 2015-16 for bankruptcy debt obligations.
- Continuation of importation tonnage from out of the County was approved April 2016.

## Organizational Summary



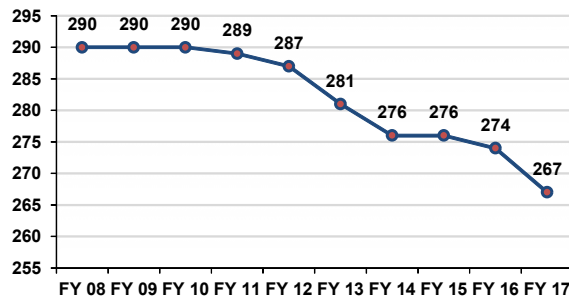
**Director** - OC Waste & Recycling's Director provides oversight, policy direction and leadership to ensure the Department remains mission centered, strategically planned and effectively organized; oversees a total of 267 positions; provides cost effective and efficient waste management services to the County and facilitates both the development and achievement of the Department's goals and strategic priorities. The Office of the Director includes strategic communication, public affairs activities, educational and recycling activities, and human resources functions.

**Business Services** - Conducts Department accounting, budget and landfill administration, finance, asset control and purchasing/procurement activities, coordinates administration and maintenance of the Department's information systems with OC-IT; provides general administration support services; administers the Waste Disposal Agreements, importation agreements and manages contracts for solid waste and collection services in the unincorporated areas; maintains and manages the Countywide Integrated Waste Management; provides Departmental business planning and

support; provides legislative and regulatory analysis and support; provides contract compliance services; administers the material regulations, recycling and household hazardous waste programs; coordinates insurance services; provides safety and emergency preparedness services for the Department.

**Waste Management Operations** - Operates and manages daily activities at the Olinda Alpha, Frank R. Bowerman, and Prima Deshecha Landfills which accept residential, commercial and industrial non-hazardous waste for disposal; manages and maintains various closed landfill sites. Department's liaison with local, state and federal regulators; manages the habitat program and provides California Environmental Quality Act compliance services; manages the renewable energy programs; manages the regulatory compliance program handling all related reporting and permitting for the Department; responsible for the Department's capital improvement project planning and management; provides contract administration and contract quality assurance/quality control support.

## Ten Year Staffing Trend:



## Ten Year Staffing Trend Highlights:

- In FY 2015-16, seven regular positions were transferred to OC-IT as part of the centralization. In FY 2014-15, two regular positions were deleted as part of a reorganization in accordance with an internal strategic planning process. In FY 2012-13, four regular positions were transferred to Human Resources Department and 1 regular position was transferred to CEO Risk Management as part of recentralization. In FY 2011-12, six regular positions were deleted in accordance with CEO direction. In FY 2010-11, two regular positions were deleted in accordance with Board direction. In FY 2009-10, one regular position was deleted due to a retirement and subsequent redistribution of job duties.

## Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016 Budget	FY 2015-2016 Actual Exp/Rev <sup>(1)(2)</sup>	FY 2016-2017 Final Budget	Change from FY 2015-2016 Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Total Positions	274	267	267	267	0	0.00
Total Revenues	158,612,912	150,301,186	172,698,113	170,173,563	19,872,377	13.22
Total Requirements	109,995,816	150,301,186	119,009,515	170,173,563	19,872,377	13.22
Balance	48,617,096	0	53,688,598	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

(2) Total Requirements includes an adjustment for \$12,918,047 due to a net transfer of assets to Fund 273.

Detailed budget by expense category and by activity is presented for agency: OC Waste & Recycling Enterprise in the Appendix on page A224

## Highlights of Key Trends:

- OC Waste & Recycling will continue to support the County General Fund in FY 2016-17 with an estimated transfer of \$11.2 million for bankruptcy debt obligations.
- OC Waste & Recycling continues with its ongoing habi-

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Department will continue to provide available landfill capacity as needed for importation of waste and transfer net importation revenue to the County General Fund for bankruptcy recovery related obligations. In addition, the Department continues its support of the County with multi-year borrowing to the County General fund, OC Community Resources, and Sheriff-Coroner for one-time costs.

### Changes Included in the Base Budget:

The FY 2016-17 Base Budget of \$170.1M is \$18.4M (12%) higher than the FY 2015-16 Modified Budget. This is largely due to transfers-out needed for the funding of capital projects in OCWR's Capital Project Fund 273. The \$170.1M Revenue request includes \$102.4M in anticipated revenue, \$8.2M from transfers-in, \$13.7M from Reserves, and \$45.8M from FY 2015-16 Fund Balance Unassigned.

- OC Waste & Recycling continues to integrate disposal capacity and strategic financial and operational planning, maintains a competitive disposal rate, and continues to manage risk/liability through diligent administrative practices.
- tat mitigation efforts.



- OC Waste & Recycling operates and maintains state of the art environmental control systems and continues to work towards increasing the beneficial reuse of landfill gas at the landfills.
- OC Waste & Recycling will continue development of the County's landfills in FY 2016-17 with large capital expansion projects.
- OC Waste & Recycling continues with its Renewable Technologies Implementation Plan to evaluate existing agreements and to explore new arrangements to help diversify its waste management and landfill gas management portfolios.

## 273 - OCWR CAPITAL PROJECT FUND

### Operational Summary

#### Description:

Fund 273 was established to provide a separate OC Waste & Recycling fund for the budgeting, monitoring and funding of capital acquisitions and construction projects.

#### Strategic Goals:

- All strategic goals for OC Waste & Recycling are contained in the narrative for OC Waste & Recycling Fund 299.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	28,132,826
Total FY 2015-2016 Actual Expenditure + Encumbrance:	(6,260,209)
Total Final FY 2016-2017:	53,976,456
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Plan for Support of the County's Strategic Priorities:

As an enterprise fund, OC Waste & Recycling is self-supporting through revenues it generates and receives no money from the County General Fund.

#### Changes Included in the Base Budget:

Operating expenditures increased by \$25.8M due to large capital projects scheduled for FY 2016-17. These projects include Olinda Alpha Landfill's Front Slope Improvement Project (\$16.6M), Frank R. Bowerman Landfill's Phase VIII-B-2 Buttress and Liner Project (\$13.5M), and Prima Deshecha Landfill's Zone 1 Phase D Mass Excavation and Liner Project (\$11M). Expenditures in this fund will be financed by a combination of transfers from OC Waste & Recycling Bankruptcy Recovery Plan Fund (Fund-Department 285-299) and by OC Waste & Recycling Operating Fund (Fund-Department 299-299).

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)(2)</sup> As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	39,357,044	28,132,826	48,337,569	53,976,456	25,843,630	91.86
Total Requirements	32,768,034	28,132,826	35,070,305	53,976,456	25,843,630	91.86
Balance	6,589,010	0	13,267,264	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

(2) Total Revenues includes an adjustment for \$12,918,047 due to a net transfer of assets from Fund 299.

Detailed budget by expense category and by activity is presented for agency: OCWR Capital Project Fund in the Appendix on page A180

## 275 - OCWR - ENVIRONMENTAL RESERVE

### Operational Summary

#### Description:

The Environmental Reserve Fund was established for the purpose of setting aside monies for unknown and/or unforeseen environmental liabilities, including County legal liability at the County's active landfill sites, closed landfill sites, and former refuse disposal stations. The fund provides the financial resources to fund these liabilities in order to prevent those financial demands from impacting funding required for day-to-day operations.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	33,358,368
Total FY 2015-2016 Actual Expenditure + Encumbrance:	47,761
Total Final FY 2016-2017:	49,067,931
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Changes Included in the Base Budget:

The base budget includes one technical augmentation of \$15M to allow for the transfer of OCWR funds in support of the County's IT projects, expansion of the Musick facility, and OC Community Resources' Animal Shelter project.

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	2,875,836	33,358,368	33,663,770	49,067,931	15,709,563	47.09
Total Requirements	1,324,647	33,358,368	47,760	49,067,931	15,709,563	47.09
Balance	1,551,189	0	33,616,010	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OCWR - Environmental Reserve in the Appendix on page A183

## 279 - OCWR - LANDFILL POST-CLOSURE MAINTENANCE

### Operational Summary

#### Description:

State regulations require OC Waste & Recycling provide financial assurance to conduct postclosure maintenance activities at all closed landfills. As needed, OC Waste & Recycling transfers monies into this fund to comply with the regulations and fund current/future expenses.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	76,976,343
Total FY 2015-2016 Actual Expenditure + Encumbrance:	8,552,044
Total Final FY 2016-2017:	50,455,323
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Changes Included in the Base Budget:

The base budget includes four technical augmentations totaling \$36.6M to allow for the transfer of OCWR funds in support of the County's IT projects, expansion of the Musick facility, and OC Community Resources' Animal Shelter project.

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	20,742,771	76,976,343	44,963,520	50,455,323	(26,521,020)	-34.45
Total Requirements	(22,640,683)	76,976,343	34,038,770	50,455,323	(26,521,020)	-34.45
Balance	43,383,454	0	10,924,750	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OCWR - Landfill Post-Closure Maintenance in the Appendix on page A184

## 285 - OCWR - BANKRUPTCY RECOVERY PLAN

### Operational Summary

#### Description:

To continue to receive and dispose of imported waste and provide net imported waste revenue for transfer to the General Fund in support of the County Bankruptcy Recovery Plan.

#### Strategic Goals:

- See OC Waste & Recycling Fund 299.

#### Ten Year Staffing Trend Highlights:

- See OC Waste & Recycling Fund 299.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	43,307,765
Total FY 2015-2016 Actual Expenditure + Encumbrance:	43,074,382
Total Final FY 2016-2017:	33,140,000
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	40,407,113	43,307,765	43,279,879	33,140,000	(10,167,765)	-23.48
Total Requirements	40,204,348	43,307,765	43,074,382	33,140,000	(10,167,765)	-23.48
Balance	202,765	0	205,497	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OCWR - Bankruptcy Recovery Plan in the Appendix on page A196



## PROGRAM IV: GENERAL GOVERNMENT SERVICES

### Summary of Appropriations and Revenues

Budget Control	Budget Control Name	FY 2016-2017	FY 2016-2017	FY 2016-2017
		Appropriations	Revenue	Net County Cost
002	Assessor	38,870,900	375,000	38,495,900
003	Auditor-Controller	19,808,206	7,477,884	12,330,322
006	Board of Supervisors - 1st District	1,183,818	0	1,183,818
007	Board of Supervisors - 2nd District	1,183,818	0	1,183,818
008	Board of Supervisors - 3rd District	1,183,818	0	1,183,818
009	Board of Supervisors - 4th District	1,183,818	0	1,183,818
010	Board of Supervisors - 5th District	1,183,818	0	1,183,818
011	Clerk of the Board	4,671,990	91,450	4,580,540
014	CAPS Program	10,888,761	0	10,888,761
015	Property Tax System Centralized O&M Support	7,759,853	4,300,000	3,459,853
017	County Executive Office	21,220,514	4,279,463	16,941,051
025	County Counsel	12,873,600	2,967,500	9,906,100
031	Registrar of Voters	15,672,450	4,990,180	10,682,270
050	Office of the Performance Audit Director	802,765	0	802,765
052	Orange County Ethics Commission	549,164	0	549,164
054	Human Resource Services	6,339,558	1,704,592	4,634,966
059	Clerk-Recorder	14,425,000	14,425,000	0
074	Treasurer-Tax Collector	13,889,904	11,804,850	2,085,054
<b>GENERAL FUND SUBTOTAL</b>		<b>173,691,755</b>	<b>52,415,919</b>	<b>121,275,836</b>
107	Remittance Processing Equipment Replacement	76,410	76,410	0
12D	Clerk-Recorder Special Revenue Fund	8,075,000	8,075,000	0
12E	Clerk-Recorder Operating Reserve Fund	2,005,000	2,005,000	0
12P	Assessor Property Characteristics Revenue	220,000	220,000	0
<b>OTHER FUNDS SUBTOTAL</b>		<b>10,376,410</b>	<b>10,376,410</b>	<b>0</b>
<b>TOTAL - GENERAL GOVERNMENT SERVICES</b>		<b>184,068,165</b>	<b>62,792,329</b>	<b>121,275,836</b>



## 002 - ASSESSOR

### Operational Summary

#### Mission:

To serve the citizens of Orange County by valuing all legally assessable property with uniformity and impartiality, producing property tax assessment rolls in accordance with the laws of the State of California, and helping property owners to understand their property valuations.

#### Strategic Goals:

- Identify and properly assess and value all taxable property in Orange County, aiming to achieve top ranked results for the Practice Survey (audit) conducted by the Board of Equalization and ensuring all taxpayers receiving the exemptions they are eligible for.
- Advocate on behalf of the taxpayers through the Taxpayer Advocate Office and extending the annual assessment appeals filing deadline to November 30th.
- The appeals sections were removed from the Business and Real Property Divisions and assigned to the Quality Assurance Division, following the best practice of the State Board of Equalization where the appeals were removed from the audit division.
- Make property information more accessible and assist taxpayers, including extending the public service hours from 8 am to 5 pm and establishing a South County public service office.
- The Treasurer-Tax Collector is working on credit card capability for the Assessor's public service counter. We anticipate this will be an added convenience to the tax payer.
- Enhance operational efficiency and productivity through the use of technology and adopt procedures to meet the needs of the workforce and support to the public.
- Encourage employee development by providing access to relevant training opportunities.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>VALUE ALL TAXABLE PROPERTY IN ORANGE COUNTY.</b> <b>What:</b> Fulfills the Assessor's Constitutional mandates. <b>Why:</b> Implements the provisions of Proposition (Prop) 13 and other property tax laws.	Valued 930,470 real property parcels and 141,224 business/personal property (unsecured assessments) accounts.	Continue to value all taxable property in the County, an estimated 937,000 real property parcels and 143,000 business and personal property accounts.	We continue to respond to market dynamics and trends that change significantly from year to year, revisions in property tax laws, a workload that is increasing and a workload mix that is shifting continually.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	38,205,196
Total FY 2015-2016 Actual Expenditure + Encumbrance:	37,821,654
Total Final FY 2016-2017:	38,870,900
Percent of County General Fund:	1.2%
Total Employees:	315.00



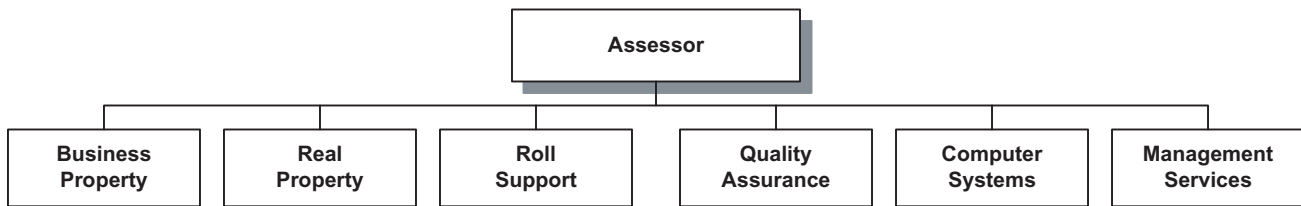
## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>PUBLISH THE SECURED AND UNSECURED ASSESSMENT ROLLS OF VALUE JULY 1, EVERY YEAR.</b> <b>What:</b> Fulfills the Assessor's Constitutional mandates. <b>Why:</b> Establishes the basis for property tax assessments that fund schools and local government services.	Published the Secured and Unsecured Assessment Rolls by June 29, 2015.	Publish the Secured and Unsecured Assessment Rolls by June 29, 2016.	We are in the process of valuing all taxable property in the County for the FY 2016-17 Assessment Rolls of Value.
<b>IMPLEMENT HOMEOWNER, VETERAN &amp; INSTITUTIONAL EXEMPTIONS FOR ELIGIBLE INDIVIDUALS AND ORGANIZATIONS.</b> <b>What:</b> Limits or reduces taxable value, as mandated by the State Constitution. <b>Why:</b> Qualifying individuals and organizations receive the tax-saving benefits of these exemptions.	More than 428,000 Homeowners, Veterans and Institutional Exemptions were enrolled.	Implement exemptions in accordance with property tax laws.	We process claims and application forms on a continuous basis.
<b>APPLY TAXABLE VALUE RESTRICTIONS ADOPTED BY CALIFORNIA VOTERS.</b> <b>What:</b> Restricts taxable value based on qualifying events, such as declines in value. <b>Why:</b> Implements Prop. 13 and other property tax laws that restrict the taxable value of property.	Applied taxable value restrictions to eligible parcels in accordance with property tax laws. Value may be restricted if property declines in value (Prop. 8, 1979), is transferred between parent and child, or is purchased as a replacement residence by a senior citizen or disabled property owner.	Continue to proactively apply taxable value restrictions to eligible properties in accordance with property tax laws.	We process claims and application forms on a continuous basis, and evaluate parcels for Prop. 8 conditions annually.
<b>CONTINUE TO PRODUCE LOCAL ASSESSMENT ROLLS THAT MEET LEGAL QUALITY STANDARDS.</b> <b>What:</b> The BOE conducts periodic surveys to determine if assessment rolls meet legal quality standards. <b>Why:</b> Reduces appeals and related costs, provides uniformity statewide, builds confidence in the system.	Orange County's Local Assessment Rolls meet legal quality standards established by Government Code Sections 15640 and 15642. The minimum legal quality rating is 95.0%.	Continue to produce assessment rolls in accordance with property tax laws and exceed the minimum legal quality rating of 95.0%.	The Orange County Assessor and staff continually monitor the status of property tax laws and state rules. The Assessor Department's property assessment practice is modified to implement changes in the law.

## FY 2015-16 Key Project Accomplishments:

- 930,470 parcels of real estate
- 141,224 unsecured assessments
- \$499 billion net taxable value
- 90,282 reassessable transfers
- 25,973 new construction events
- 755 requests for informal review
- 158,779 events reviewed for possible market value adjustments
- 428,005 exemptions enrolled including homeowners', welfare, religious, and disabled veterans
- 18,002 parcels are wholly exempt (government owned - schools, city, and state and federal)
- 44,631 Business Property Statements filed electronically (SDR and e-SDR)
- Provided public service support for 51,027 telephone inquiries and 20,331 walk-in customers for the 2015 year.

## Organizational Summary



**Business Property** - Audits and appraises business personal property and assesses all trade fixtures, leased equipment, boats and aircraft with taxable situs in Orange County.

**Real Property** - Appraises real property, new construction and reassessable changes in ownership, and maintains records on all real property parcels including residential, commercial, rural, industrial and special use properties.

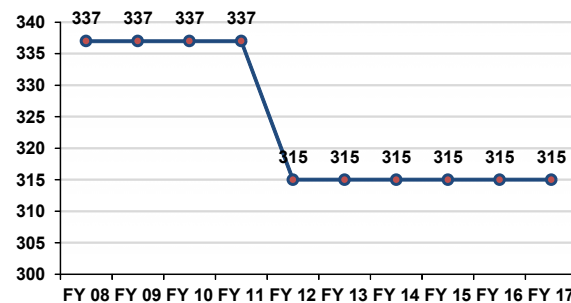
**Roll Support** - Reviews and maintains recorded documents evidencing a change in ownership of real property, prepares Assessor parcel maps and processes homeowner, veteran and institutional exemptions.

**Quality Assurance** - Provides appraisal methodologies, procedures, training and quality control for roll production, audit and appraisal staff.

**Computer Systems** - Provides programming and data processing services, system security and technical services to support the development of the Assessment Rolls of Value.

**Management Services** - Provides fiscal management, process integration, contract administration, procurement and personnel services, general department administration and public service support to the public and other government agencies.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- The number of real estate parcels has grown over 99.8% since 1975, from 465,692 parcels to 930,470 parcels in 2014. During the same period, the Assessor's authorized staff level has only increased 8.2%, from 291 authorized positions to 315. Strategic investment in technology, a strong commitment to staff development, a relatively lean management structure and empowered work teams support increased department productivity by allowing staff to work more effectively each year.
- The Assessor Department budgeted staff level (294 funded positions) is similar to the number of positions in 1988 (28 years ago). The Department continues to use extra-help and limited overtime labor to manage seasonal workload fluctuations and to complete significant workload increases and fluctuations.
- A major challenge to the Department is mitigating the loss of extremely experienced and knowledgeable staff due to retirement. This Department will continue to face this challenge as many of the department's remaining experienced professional staff is past retirement eligibility requirements. Combining the impact from the recent retirements with ongoing hiring constraint due

to budget challenges, there are short-term and long-term challenges related to hiring, training, quality of product, and the production of the Annual Rolls for future years.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Assessor Department recognizes the County's Strategic Priorities and will continue to operate in coordination with those priorities to the extent they do not impact with the Department's constitutional mandates to produce Rolls of Value and provide valuation services to the Orange County's property owners and businesses.

### Changes Included in the Base Budget:

The FY 2016-17 adopted budget includes \$1.06M Restore Level of Service Augmentation.

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Restore Appropriations and Net County Cost to Maintain Current Level of Service Amount:\$ 1,055,306</b>	Restoration of \$1.055M in appropriations and NCC is requested to meet current level of service.	Restoration will mitigate delay of mandated assessment and valuation functions.	7070

### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016		FY 2016-2017 Final Budget	Change from FY 2015-2016	
		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Positions	315	315	315	315	0	0.00
Total Revenues	337,937	310,000	291,623	375,000	65,000	20.97
Total Requirements	36,635,809	38,205,196	37,185,288	38,870,900	665,704	1.74
Net County Cost	36,297,872	37,895,196	36,893,664	38,495,900	600,704	1.59

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Assessor in the Appendix on page A10

### Budget Units Under Department Control:

No.	Agency Name	Business Property	Real Property	Roll Support	Quality Assurance	Computer Systems	Management Services	Total
002	Assessor	6,569,233	11,506,872	9,873,476	572,428	2,707,730	7,641,161	38,870,900
12P	Assessor Property Characteristics Revenue	0	0	0	0	0	220,000	220,000
	<b>Total</b>	<b>6,569,233</b>	<b>11,506,871</b>	<b>9,873,47</b>	<b>572,427</b>	<b>2,707,730</b>	<b>8,222,373</b>	<b>39,090,900</b>



# 12P - ASSESSOR PROPERTY CHARACTERISTICS REVENUE

## Operational Summary

### Description:

The Assessor's Property Characteristics Revenue Fund (Fund 12P) was created in FY 2005-06 in compliance with the implementation of GASB 34. In coordination with the Auditor Controller Department, the Assessor Department requested establishment of Fund 12P, closure of Assessor's Property Characteristics Trust Fund 300-352 and requested transfer of all funds in Trust Fund 300-352 to Fund 12P - Assessor's Property Characteristics Revenue Fund.

This fund is subject to the Revenue and Taxation Code Section 408.3 and will be used to support, maintain, improve, and provide creation, retention, automation, and retrieval of assessor information. Accordingly, part of these funds may be used to purchase system tools (e.g. computers, servers and software), for collecting and maintaining assessor information data. There is no expiration date for the fund. Interest earned from the fund will be deposited in the County General Fund based on Management's decision.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	30,000
Total FY 2015-2016 Actual Expenditure + Encumbrance:	0
Total Final FY 2016-2017:	220,000
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

This budget is consistent with the priorities and operational plans contained in the Assessor Department's Business Plan and Strategic Financial Plan. Expenditures incurred in this fund will follow the guidelines set forth in Revenue and Taxation Code Section 408.3.

### Changes Included in the Base Budget:

Starting in FY 2016-17 the Assessor will record property characteristics revenue in Fund 12P and transfer for eligible expenses and reimbursement to Budget Control 002.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	Change from FY 2015-2016		
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	FY 2016-2017 Final Budget	Budget Amount	Percent
Total Revenues	398,601	30,000	228,318	220,000	190,000	633.33
Total Requirements	398,600	30,000	228,318	220,000	190,000	633.33
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Assessor Property Characteristics Revenue in the Appendix on page A125

## 003 - AUDITOR-CONTROLLER

### Operational Summary

#### Mission:

The Auditor-Controller's mission is to promote public oversight, provide accountability, and support financial decision-making for the County. The Auditor-Controller's vision is to be the County's trusted source of financial information to account for the past, direct the present, and shape the future.

As the Auditor-Controller's Office carries out its vision and mission, it will conduct business with the highest ethical and

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	18,148,266
Total FY 2015-2016 Actual Expenditure + Encumbrance:	17,635,279
Total Final FY 2016-2017:	19,808,206
Percent of County General Fund:	0.61%
Total Employees:	445.00

due diligence standards and demonstrate commitment to the citizens of Orange County, other County departments, special districts, and its own employees.

#### Strategic Goals:

- To assist the County in controlling financial risk.
- To promote accountability by developing and enforcing systems of accounting controls.
- To anticipate and meet the County's needs for financial services and reliable information.
- To increase countywide organizational effectiveness by making appropriate investments in our staff and technology.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>PERFORM THE REQUIRED AUDITS OF THE TREASURY AND TIMELY ISSUE THE REQUIRED REPORTS.</b> <b>What:</b> Quarterly reviews and annual audits of the Treasury and quarterly audits of the County investments. <b>Why:</b> Provide assurance that cash and investments are fairly presented and comply with Investment Policy.	The legislatively-mandated quarterly reviews and annual audit of the Treasury were completed and the required reports were submitted timely.	Perform reviews of the Treasury for the quarters ending 9/30/15, 12/31/15 and 3/31/16, perform the annual audit for the year ended 06/30/15, and submit the required reports timely. Prepare quarterly reports on Treasury Compliance and submit reports to the Treasury Oversight Committee timely.	Completed the mandated reviews and audits of the Treasury in accordance with California government code.
<b>HAVE THE AUDITOR-CONTROLLER REPRESENTED ON SPECIFIC OVERSIGHT COMMITTEES.</b> <b>What:</b> Auditor-Controller or staff will attend 100% of these committee meetings. <b>Why:</b> Ensures the Auditor-Controller provides full support for these oversight committees.	Most meetings were attended by the Auditor-Controller with the balance being attended by senior Auditor-Controller staff.	Auditor-Controller or senior staff will attend the following oversight committee meetings: Treasury Oversight Committee, Audit Oversight Committee, Public Financing Advisory Committee, CAPS Steering Committee, Property Tax Systems Steering Committee, and Measure M Taxpayer Oversight Committee.	The Auditor-Controller continues to provide full support for these oversight committees.

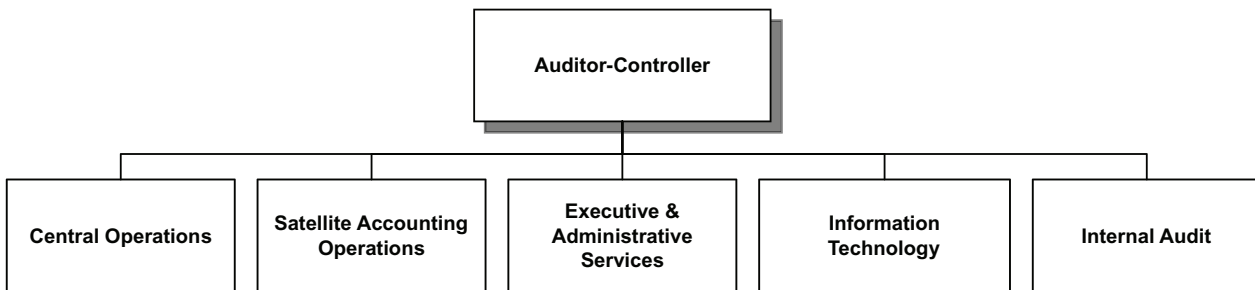
## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>RECEIVE AN UNMODIFIED OPINION ON COMPLIANCE WITH LAWS, REGULATIONS, AND GRANTS PROVISIONS.</b> <b>What:</b> Measures compliance with requirements in administering Federal and State programs. <b>Why:</b> Provides assurance that there are no material weaknesses in controls affecting compliance.	The County received an unmodified opinion for its FY 2014-15 CAFR, and that the County complied, in all material respects, with the requirements that could have a direct and material effect on each of its major federal programs reported in the Single Audit for the year ended June 30, 2015.	Continue to receive an unmodified opinion in a timely manner for all accounting related areas, and continue to meet the requirements of the U.S. Office of Management and Budget (OMB) Uniform Guidance.	The County received an opinion that the County complied, in all accounting related areas covered by GAAP and the Single Audit Report.
<b>RECEIVE A RATING OF AT LEAST 90% IN OVERALL SATISFACTION IN THE ANNUAL SURVEY OF COUNTY VENDORS.</b> <b>What:</b> The survey measures vendors' satisfaction with services provided. <b>Why:</b> The survey results and feedback are used to meet and exceed the expectations of County vendors.	The vendor survey resulted in an overall rating of 94% being "Very Satisfied" or "Satisfied" with the County's payment processing services.	The Auditor-Controller will continue to strive to achieve a 90% overall satisfaction rating.	In FY 2014-15, overall satisfaction was 90%; timeliness dropped to 88%; courtesy was 98%; and responsiveness was 94%. The vendor ratings are based on the contract inception at the department through the final payment issued by the A/C.
<b>MEET ALL BI-WEEKLY PAYROLL DEADLINES FOR ALL 26 PAY PERIODS.</b> <b>What:</b> Measures ability to meet biweekly County payroll deadlines. <b>Why:</b> To ensure County employees can rely on being paid consistently and without delay.	The bi-weekly payroll deadlines were met for all pay periods in FY 2014-15.	The Office expects to meet all bi-weekly payroll deadlines during FY 2015-16.	During the fiscal year the payroll cycle continued to be completed timely with an average of 18,400 County and special district employees being paid.

## FY 2015-16 Key Project Accomplishments:

- Maintained appropriation control over County's \$6.0 billion budget.
- Prepared the County of Orange property tax rolls in the total amount of \$6.3 billion and distributed the related tax proceeds to schools, cities, special districts, redevelopment trust funds, and County funds.
- Prepared the FY 2014-15 Comprehensive Annual Financial Report (CAFR) and received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the FY 2014-15 CAFR.
- Prepared the annual Orange County Citizens' Report that provides an overview of the County's financial condition and received the twelfth consecutive Award for Outstanding Achievement in Popular Annual Financial Reporting from GFOA.
- Provided financial oversight of \$6.5 billion of assets in the County Treasury by auditing and reviewing the Treasury and auditing of the investment pools.
- Processed over \$5.5 billion in vendor payments and continued to exceed an overall 90% vendor satisfaction rating.
- Successfully implemented all County and Special District union negotiated changes to employee pay and deductions in the CAPS+ HR/Payroll System and met all bi-weekly payroll deadlines.
- Prepared the FY 2014-15 Single Audit Report and received an opinion that the County has complied, in all material respects, with the requirements that could have a direct and material effect on each of its major federal programs.
- Prepared the FY 2016-17 County Wide Cost Allocation Plan (CWCAP) in a timely manner.
- Prepared the County's FY 2015-16 Adopted Budget in a timely manner.
- Decentralized the Payment Request for a Commodity (PRC) Process for Non-DPA contract invoices, which reduced duplicative efforts and shortened the payment process.

## Organizational Summary



**Central Operations** - The Central Operations Division core services are those that one traditionally associates with the Auditor-Controller's Office such as accounts payable services, financial reporting, and maintenance of the property tax rolls. The Claims Section audits and allows payments which are statutorily required or which are provided for in contracts approved by the Board or by the County's Purchasing Agent. These payments are for a large variety of goods and services which are necessary to keep the county functioning. One of the major services provided by the Financial Reporting group is the preparation of the County's Comprehensive Annual Financial Report (CAFR), which is a presentation of the County's financial information. It is used by the public, bond-rating agencies, government, and internally to examine the financial health of the County. The Financial Reporting group is also responsible for preparing the Single Audit Report, a federal requirement for governments that receive federal financial assistance and is required to continue receiving such assistance. Other core services include payroll completed for an average of 18,400 County and special district employees, completed countywide cost plan to help departments maximize revenues from federal and state funding sources for the recovery of County indirect costs, and the preparation of the adopted line-item County budget. The General Accounting Unit provides vital checks and quality controls for the County's financial records and performs daily monitoring and reconciliation of the County's bank accounts. In addition, staff prepare mandated financial reports, record and monitor County capital asset records, and support the financial needs of the County. The Property Tax unit performs the Auditor-Controller's statutorily mandated functions related to property tax. This includes the allocation and apportionment of property tax collections,

and the establishment and maintenance of the property tax rolls. The main property tax rolls include the secured, unsecured, and supplemental rolls. Property taxes are a significant source of revenue for cities, schools, redevelopment property tax trust funds, special districts and the County. The timely and accurate allocation and apportionment of property taxes to these taxing entities is essential for them to meet their mandates and maintain their cash flow. Maintenance of the property tax rolls involves ensuring that property tax liabilities are accurate and appropriate.

**Satellite Accounting Operations** - The Satellite Accounting Division provides specialized accounting services to nine departments. The departments are the Health Care Agency (HCA), OC Community Resources (OCCR), OC Waste & Recycling (OCWR), John Wayne Airport (JWA), OC Public Works (OCPW), the Social Services Agency (SSA), the County Executive Office Public Finance (CEO/PF) Section, OC Dana Point Harbor (OCDPH), and County Counsel. The accounting services provided are varied and are in accordance with the needs of each host department. Examples of these specialized services are the performance of accounting functions such as reimbursement claiming, financial reporting, accounts receivable, accounts payable, payroll, job cost accounting, grant accounting, special information reports for management decision making, providing consultation on special projects, and determining strategies to accomplish business objectives. Reimbursement claims prepared by the Satellite Accounting units exceed \$1 billion. This amount does not include funds from drawdowns, allocations, invoicing, and cost applies. Drawdown amounts from HCA alone exceed \$375 million.



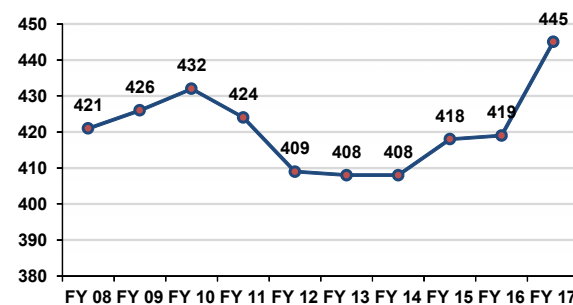
**Executive & Administrative Services** - The Executive Management Team provides leadership and direction for the department. The Division also includes the Administrative Services Unit that is responsible for purchasing, budget management, and administrative support and provides central administrative support to the rest of the Auditor-Controller Department.

**Information Technology** - The Information Technology Division keeps the Auditor-Controller and countywide financial systems running accurately and timely. Their support enables the Auditor-Controller's Office and financial professionals throughout the County to run systems and access the information necessary to perform their jobs. Some of the systems supported by the division include the county-wide CAPS+ Financial and Procurement and CAPS+ Human Resource and Payroll Systems, CAPS+ System Security & Workflow administration, document imaging and management system (ERMI), Financial and Procurement Data Warehouse, Personnel Data Warehouse, Training Partner learning management system, and property tax systems. These systems are a vital component of the County's infrastructure, and are required for County operations, such as financial planning, budget development, maintaining financial records, generating financial statements, collecting costs for federal and state program billings, procuring goods and services, making vendor and trust disbursements, processing the County's payroll, and administering personnel records. The Division takes the lead in system developments to increase County efficiency such as VTI (payroll timesheets) and Mileage Claims, and provides considerable support to the County's system upgrade efforts.

**Internal Audit** - The Internal Audit Division performs countywide audits of County departments/agencies related to financial statement accounts and transactions. The division performs a countywide risk assessment and prepares an annual audit plan that is reviewed and approved by an Audit Oversight Committee and the Board of Supervisors. The audit plan includes internal controls and information technology audits that provide an opinion regarding the status of internal controls and the County's compliance with grant or other governing provisions. The division also performs the Auditor-Controller's legally mandated audits required by the Government Code and the Welfare Institutions Code, and performs quarterly reviews and an annual audit of the Treasurer's Statement of Assets. Additional key responsibilities include monitoring the financial statements of Special Districts and Joint Power Authorities, and investi-

gating financial fraud allegations and cash losses reported by County management. At the request of the Treasury Oversight Committee, the division performs monthly monitoring of the investment portfolio for compliance with the Investment Policy Statement. The division reports the status of audits quarterly to the Audit Oversight Committee and monthly to the Board of Supervisors.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- FY 2016-17 - Transferred three positions, one Administration Manager II, one Administrative Manager I, and one Accountant-Auditor II, from Employee Benefits to Auditor-Controller. The FY 2016-17 adopted budget included two additional Senior Accountant/Auditor I positions. Total FY 2016-17 budgeted positions is 445.
- FY 2015-16 - Mid-Year Adjustments - Transferred 14 positions, one Director of Internal Audit, one Administrative Manager III, eight Administrative Manager II, three Administrative Manager I and one Staff Specialist from the Internal Audit Department to Auditor-Controller Internal Audit Division. Transferred one Administrative Manager I from Auditor-Controller to CEO. Added one Administrative Manager I in Central Operations as part of the 1st QBAR. Transferred six positions, one Administrative Manager II, one Sr Accountant Auditor I, three Accounting Technician, one Accounting Specialist from HCA Public Guardian to HCA Accounting, and added one Administrative Manager I to Central Operations as part of the 2nd QBAR. Total FY 2015-16 budgeted positions was 440.
- FY 2014-15 - Transferred four Accounting Specialists and one Senior Accounting Assistant from OCPW to OCPW Accounting. Base Budget was 418 positions. FY



2014-15 Mid-Year Adjustments - Added Administrative Manager I in the Information Technology division. Modified Budget was 419 positions.

- FY 2013-14 - Deleted one Administrative Manager III, one Administrative Manager II, and one Administrative Manager I in the CAPS Program Management Office. Transferred one Senior IT Applications Developer, one IT Applications Developer II, and one Network Engineer I from Treasurer-Tax Collector to A-C Systems. Base Budget was 408 positions. FY 2013-14 Mid-Year Adjustments - Transferred one Accounting Office Supervisor I and one Accounting Assistant II from Social Services Agency Accounting to Social Services Agency. Added four Accounting Assistant II, two Accounting Specialists, and one Sr. Accounting Assistant to Social Services Agency Accounting. Modified budget was 413 positions.
- FY 2012-13 - Transferred one Administrative Manager I and one Information Technologist I from the County Procurement Office to A-C Systems. Transferred three HR positions to Human Resources Services as part of the 2nd QBAR for HRS Recentralization. Modified budget was 408 positions.
- FY 2011-12 - Restored Limited Term Systems Programmer/Analyst II in A-C Information Technology. Base Budget was 414 positions. FY 2011-12 Mid-Year Adjustments - Deleted one Limited Term Accounting Assistant II in OCCR Accounting. Deleted one Accounting Assistant II in SSA Accounting. Deleted one Limited Term IT Applications Developer II in A-C Systems PTMS Support. Deleted one Limited Term Administrative Manager II and one Senior IT Applications Developer in Systems which expired 6/30/2012. Modified budget was 409 positions.
- FY 2010-11 - Transfer one Accounting Office Supervisor II, two Senior Accounting Assistants, one Accounting Specialist, and one Accounting Assistant II to Treasurer-Tax Collector. Transfer one Administrative Manager III and one Systems/Programmer Analyst II to A-C Systems from Treasurer-Tax Collector. Base budget of 424 positions. FY 2010-11 Mid-Year Adjustments - Transfer one Accounting Office Supervisor I and one Accounting Specialist from OCPW to OCPW Accounting. Transfer one Sr. Technical Systems Specialist from CEO HRD to the A-C Information Technology Division. Deleted one Limited Term Accounting Technician, four Limited Term Administrative Manager I, six Limited Term Administrative Manager II, and one Limited Term Administrative Manager III as part of the CAPS+ Limited Term Position Clean Up. Deleted two Limited Term Systems Programmer/Analyst II in A-C Information Technology which expired 6/30/2011. Modified budget was 413 positions.
- FY 2009-10 - Transferred one Supervising Collections Officer, two Collection Officers, one Accounting Assistant II, and one Office Technician to Treasurer-Tax Collector. Base budget of 432 positions. FY 2009-10 Mid-Year Adjustments - Deleted one Limited Term Admin Manager II in CAPS+ Finance Upgrade Project. Deleted one Accounting Assistant II and one Secretary II in HCA Accounting. Deleted one Information Systems Technician in SSA Accounting. Deleted one Accounting Specialist in Claims & Disbursing. Modified budget was 427 positions.
- FY 2008-09 - Added one Sr Programmer Analyst in the Information Technology division. Base budget of 426 positions.
- FY 2008-09 Mid-Year Adjustments - Transferred one Accounting Office Supervisor I and one Senior Accounting Assistant to OC Community Resources Accounting from OC Public Works. Transferred one Accounting Office Supervisor II and two Accounting Specialists to OC Community Resources Accounting from OC Public Library. Transferred one Accounting Office Supervisor II, two Accounting Assistant II and one Accounting Specialist to OC Community Resources Accounting from OC Community Resources. Deleted one Limited Term Admin Manager I and one Limited Term Admin Manager II in IT. Transferred one Accounting Office Supervisor I, two Accounting Assistant II, and one Office Specialist to OC Community Resources Accounting from OC Community Resources. Modified budget was 437 positions.
- FY 2007-08 - Added two positions for Internal Audit Unit. Added four Limited Term Admin Manager II positions and one Limited Term Admin Manager I position for CAPS Upgrade. Deleted one Limited Term Accounting Assistant II position in HCA Accounting. Base budget of 421 positions.
- FY 2007-08 Mid-Year Adjustments - Added three Limited Term Admin Manager II positions for CAPS+. Added one Sr. Accountant Auditor position in RDMD Accounting. Modified budget was 426 positions.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Although the Auditor-Controller does not have responsibility for a specific priority item, the department will continue to promote public oversight, provide accountability and support financial decision making for the County in a cost-efficient manner.

### Changes Included in the Base Budget:

The Auditor-Controller defunded five positions in the Central Operations Division and one position in the Administrative Services unit in order to meet the Net County Cost Limits.

The base budget includes the transfer of three Employee Benefits Accounting Unit positions from Employee Benefits 056 to the Audit-Controller 003 effective August 5, 2016. The positions include: one Administrative Manager II, one Administrative Manager I, and one Accountant/Auditor II.

The FY 2016-17 Adopted Budget includes \$535K Restore Level of Service Augmentation and one Expand Level of Service Augmentation to add two Senior Accountant/Auditor I positions for staff services.

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Restore Net County Cost to Maintain Current Level of Service Amount: \$ 534,892</b>	Restore \$534,892 in Salaries and Employee Benefits for six defunded positions.	Meet core mandated requirements and achieve the strategic goals of controlling financial risk.	7135
<b>Add Two Senior Accountant/Auditor I Positions to Staff Services Amount: \$ 0</b>	Provide the necessary resources and staff to ensure duties are performed efficiently.	The augmentation meets the County's objective for increased countywide organizational effectiveness.	7091

### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016	FY 2015-2016	FY 2016-2017 Final Budget	Change from FY 2015-2016	
		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget	
					Amount	Percent
Total Positions	419	440	440	445	5	1.14
Total Revenues	6,959,557	7,228,497	6,944,386	7,477,884	249,387	3.45
Total Requirements	14,301,114	18,148,266	17,339,734	19,808,206	1,659,940	9.15
Net County Cost	7,341,557	10,919,769	10,395,349	12,330,322	1,410,553	12.92

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Auditor-Controller in the Appendix on page A13

### Highlights of Key Trends:

- The Auditor-Controller Department has been able to continually meet established Net County Cost limits through careful analysis, planning, and limiting requests to those that are essential to the mission and goals of the department.

### Budget Units Under Department Control:

No.	Agency Name	Central Operations	Satellite Accounting Operations	Executive & Administrative Services	Information Technology	Internal Audit	Total
003	Auditor-Controller	8,187,386	4,588,321	3,038,638	1,030,089	2,963,772	19,808,206
014	CAPS Program	10,888,761	0	0	0	0	10,888,761
015	Property Tax System Centralized O&M Support	7,759,853	0	0	0	0	7,759,853
	Total	26,836,000	4,588,321	3,038,638	1,030,089	2,963,772	38,456,820

## 014 - CAPS PROGRAM

### Operational Summary

#### Description:

The CAPS+ Program budget control was established by Board Minute Order dated November 1, 2005 for the purpose of managing all appropriations and expenditures relating to the CAPS+ Systems (County-wide Accounting and Personnel System). The CAPS+ Financial & Procurement, Human Resources & Payroll, and Performance Budgeting (PB) information systems are a vital component of the County's infrastructure. These systems are required for County operations to track financial transactions, financial planning and budget development. This information is leveraged in the generation of the County's financial statements

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	17,021,407
Total FY 2015-2016 Actual Expenditure + Encumbrance:	16,916,998
Total Final FY 2016-2017:	10,888,761
Percent of County General Fund:	0.33%
Total Employees:	0.00

(Comprehensive Annual Financial Report), and for collecting costs for federal and state billings. The system is also used in the procurement of goods and services and making vendor payments. The CAPS+ system also tracks all Human Resources Personnel records and generates the County's payroll for over 18,000 employees.

#### Strategic Goals:

- **Continuous Improvement:** Keep improving the functionality of the CAPS+ Systems and related administrative practices with the on-going expansion of features and capabilities which demonstrate a clear return on investment. Following best practices the County should strive to leverage the ERP to its fullest capabilities. The oversight of these systems is managed by the CAPS+ Advisory Committee and the CAPS+ Steering Committee which both have representatives from Auditor-Controller and the County Executive Office.
- **Single-Source Solution:** Position CAPS+ to be the single source of Financial, Procurement, Payroll, Human Resources, and Budget information within the County to minimize system redundancy, reduce related costs, and eliminate conflicting data.
- **Stay Current with Technology:** Keep the CAPS+ Systems at the leading edge of information technology to leverage the County's workforce and improve services for our constituents.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>MAINTAIN SYSTEM OPERATIONAL READINESS.</b> <b>What:</b> Ensures that County staff has access to information systems resources. <b>Why:</b> CAPS+ is required for key administrative processes and its availability impacts staff productivity.	The CAPS+ systems maintained the 99% availability of scheduled up-times with processing completed on time according to established schedules.	Online systems to be available and fully functional 99% of scheduled up-times and processing to be completed on time 99% of established schedules while upgrading the Financial/Procurement system to version 3.10.	The team is on target.

## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>COMPLETE MAJOR PROJECTS ON TIME AND WITHIN BUDGET.</b> <b>What:</b> Measures project management effectiveness. <b>Why:</b> CAPS+ projects typically have county-wide impacts and compete for limited County funds.	The major projects completed were modifications to the CAPS+ HR/Payroll System to comply with the state mandated public employee's pension reform act and the CAPS+ Finance/Purchasing System Data Warehouse. Both projects were implemented under budget.	Work with multiple vendors in the implementation of the CAPS+ Financial/Procurement System Upgrade, implement the CAPS+ Payroll / Labor Data Warehouse and initiate the CAPS+ Human Resources/ Payroll Upgrade.	Major projects, CAPS+ ARA (Access Request Application) Development, CAPS+ Payroll Data Warehouse, and the CAPS+ Platform hardware refresh are anticipated to be completed. Major projects are monitored and reported to the CAPS+ Advisory Group and the CAPS+ Steering Committees.
<b>MAINTAIN A HIGH LEVEL OF SYSTEM USER SATISFACTION.</b> <b>What:</b> Measures relative satisfaction with CAPS+ in meeting the County's business needs. <b>Why:</b> A formalized feedback mechanism is needed to ensure CAPS+ is meeting the needs of the County.	The satisfaction survey has been sent to users and results will be compiled.	Maintain a minimum 4.0 (scale of 1-5 with 5 being highest rating) overall satisfaction rating.	Selective surveys in various areas of CAPS+ have met the target ratings.

## FY 2015-16 Key Project Accomplishments:

- Operations: The CAPS+ Systems were used to manage a \$6.0 billion County budget and process over 714,127 financial transactions in the CAPS+ Financial/Procurement System and over 1,149,940 Personnel/Payroll transactions in the CAPS+ HR/Payroll System.
- Maintenance and User Support: Staff resolved over 7,974 help desk tickets and completed mandatory maintenance tasks.
- Additional reports were added to the CAPS+ Data Warehouse.
- The CAPS+ ARA (Access Request Application) was implemented.

**Central Operations** - Includes Operations and Maintenance, User Support, On-going Minor Enhancements, and Strategic Initiatives.

**Operations and Maintenance:** Provides support for the operations of the systems according to established schedules, processing deliverables, and service levels. It also provides software maintenance to ensure the timely and accurate processing of finance, purchasing and human resources information.

**User Support:** Provides system documentation, training and assistance for the CAPS+ user community.

**On-Going Minor Enhancements:** Provides on-going improvements to the CAPS+ systems which improve the utility of the system, enhances staff productivity, and demonstrates a clear return on investment.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

CAPS+ Systems supports the County's directive to provide core Enterprise Resource Planning (ERP) processes while assessing process improvements.

### Changes Included in the Base Budget:

The base budget includes one reduce level of service for professional services and hardware for \$265K. The CAPS Program requires adequate professional services in order to maintain the CAPS System and to provide support to users and leverage the system to its fullest capability.

The FY 2016-17 Adopted Budget includes \$265K Restore Level of Service Augmentation.

## Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Restore Net County Cost to Maintain Current Level of Service Amount:\$ 265,262</b>	Restore \$265,262 in professional services and hardware.	Meet core mandated requirements and to achieve the strategic goals of controlling financial risk.	7142

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Requirements	11,860,530	17,021,407	13,252,167	10,888,761	(6,132,646)	-36.03
Net County Cost	11,860,530	17,021,407	13,252,167	10,888,761	(6,132,646)	-36.03

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: CAPS Program in the Appendix on page A27

## Highlights of Key Trends:

- County business needs are driving an increasing demand for more information system capabilities. Examples are the need to automate transactions to increase productivity and lower costs to keep up with an increasing workload and mandated requirements.

# 015 - PROPERTY TAX SYSTEM CENTRALIZED O&M SUPPORT

## Operational Summary

### Description:

The main source of General Purpose Revenue for the County of Orange is property taxes. Property Tax Revenue in the County of Orange is derived from about 1.7 million assessments annually, with a valuation of close to \$500 billion, and results in \$6.3 billion in tax revenues received and apportioned throughout the County. The Property Tax System (PTS) Centralized Operations and Maintenance (O&M) Budget Control 015 was established in FY 2014-15 under the Auditor-Controller Department to centralize the costs and

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	3,425,597
Total FY 2015-2016 Actual Expenditure + Encumbrance:	3,159,942
Total Final FY 2016-2017:	7,759,853
Percent of County General Fund:	0.24%
Total Employees:	0.00

and resources related to the administration of the PTS. The system is primarily used by the Auditor-Controller, Clerk of the Board, and Treasurer-Tax Collector, and includes interfaces with the Assessor and the Clerk-Recorder.

### Strategic Goals:

- Centralize the PTS administration to facilitate coordination and data sharing, and to increase visibility and association of related issues between the Auditor-Controller, Clerk of the Board, and Treasurer-Tax Collector.
- Ensure continuity of property tax processing and management of assets.
- Provide for a more cohesive resource and budget plan.

### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>PROPERTY TAX SYSTEMS SERVICE CONTINUITY</b> <b>What:</b> Within constraints of the PTS IT Team, ensure continuity of core and peripheral PTS applications. <b>Why:</b> Interruption impacts department operations, and may have financial and legal ramifications.	System support, functionality and availability of PTS was met for 99% of scheduled up-times and scheduled timely for 99% of established schedules.	Promote uninterrupted system support to departments by ensuring full functionality and availability of the core property tax systems (PTS) for 99% of scheduled up-times and processing to be completed on time 99% of established schedules.	The team is on target.
<b>PROPERTY TAX SYSTEM COMMUNICATION PLAN</b> <b>What:</b> Implement and provide effective PTS support to property tax administration departments. <b>Why:</b> Effective support and communication promotes stakeholder participation, collaboration and oversight.	Communicated to the Departments by regularly issuing status reports to each of the PTS departments and meeting with them on a regular basis to discuss issues, business requirements, timelines, and resource allocation.	Improve transparency by implementing a regular communications plan that lists issues, timelines, and resource allocation.	The team is on target.

## FY 2015-16 Key Project Accomplishments:

- More than 854,400 Secured Tax Bills were sent.
- Approximately 2.36 million property tax bills were generated for all rolls including Delinquent, Unsecured and Supplemental.
- 1,040 PTS help tickets were resolved.
- Extension of roll was extended earlier than any previous time.
- Transparency was increased by providing enhanced information, including a GIS map feature on the taxpayers website to facilitate property searches.
- Views of the Property Tax web page on average exceeded 500,000 per month, while exceeding a million page views in the months of December and April.
- The payment processing backend solution was updated to address enterprise security and to comply with changing security standards.
- Support of the imaging system was consolidated and streamlined, which decreased costs, increased reliability, improved productivity and decision-making, by automating various areas of the tax systems and providing new reporting capabilities.

**Information Technology** - Ensure PTS continuity and integration across departments and mitigate risks that could lead to property tax processing delays, failures, or unmet mandates.

Identify, recommend and implement additional improvements that will result in improved business process efficiencies and service continuity across departments.

Promote intra-department cross-training program that covers at-risk critical functions.

Continue to look for viable open platform alternatives to replace the aging legacy system.

## Changes Included in the Base Budget:

The base budget includes one technical augmentation rolled into the base budget of \$4.3M to finance the Property Tax System Re-Platforming by OC Waste and Recycling. The Property Tax System Re-Platforming project total estimated cost is \$6.5M. In FY 2016-17, the first year of the project, \$4.3M will be financed with borrowing from Orange County Waste and Recycling (OCWR) with repayment by the County General Fund. The transfer out is funded by a \$4.3M decrease to OCWR reserves. In FY 2017-18, the second year of the project, \$2.2M will be financed by the County with the method of financing and repayment to be determined.

The Property Tax System (PTS) processes approximately \$6 billion annually in property taxes and special assessments for the County, cities, school districts, redevelopment trust funds, and special districts within the County. The PTS currently runs on the County's mainframe platform and was developed in the late 1980's using a programming language that is now obsolete and it does not allow for Disaster Recovery backup for the PTS system. The re-platform will increase the life expectancy of the current Property Tax System application for up to 10 years, and allow additional time for a replacement solution to be developed.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The maintenance of the current and eventual upgrade of the Property Tax System is a strategic technology initiative that supports the business needs of the County.



## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	0	0	0	4,300,000	4,300,000	0.00
Total Requirements	3,017,215	3,425,597	3,158,217	7,759,853	4,334,256	126.53
Net County Cost	3,017,215	3,425,597	3,158,217	3,459,853	34,256	1.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Property Tax System Centralized O&M Support in the Appendix on page A28

## Highlights of Key Trends:

- The PTS Steering Committee will continue to look for innovative solutions to effectively administer the property tax system processes by working collaboratively with all stakeholders and other California counties.

## 006 - BOARD OF SUPERVISORS - 1ST DISTRICT

### Operational Summary

#### Mission:

Orange County Supervisor Andrew Do represents the First District communities of Garden Grove, Westminster, Santa Ana, Midway City and portions of Fountain Valley.

Andrew Do's mission is to serve Orange County taxpayers in public policy matters, support small businesses by streamlining county regulations and assisting residents of the First District with county programs and public services.

His top priorities are:

- 1) Fully funding Orange County's law enforcement agencies to keep our neighborhoods safe.

#### Strategic Goals:

- Fighting for Orange County taxpayers by defending Proposition 13.
- Keeping our community safe from the effects of prison realignment and prisoner release by funding law enforcement.
- Supporting Orange County's public school children by increasing access to recreational facilities and after-school opportunities.
- Eliminating costly regulations that impede innovation and hurt Orange County's small businesses.
- Investing in the County's aging infrastructure and securing the County's long-term fiscal health.
- Expanding access to vital health care services for seniors and low-income families.

#### FY 2015-16 Key Project Accomplishments:

- Public Safety: Responded to the state's early release of convicted criminals by working with his colleagues to increase funding to the Orange County Sheriff's Department to keep our community safe from criminals.
- Homelessness: Achieved meaningful progress on homelessness in Orange County by purchasing the Kraemer site to be used as a new homeless shelter, streamlining the transformation of the OCTA bus terminal into an El Niño emergency shelter, and creating a new head of homeless initiatives to help deliver existing services to those in need.
- Health Care: Worked with the Orange County Health Care Agency and CalOptima to give patients more control over their health care decisions and expand access to free Community Health Fairs, which provide flu shots, health screenings and dental checkups for needy families.

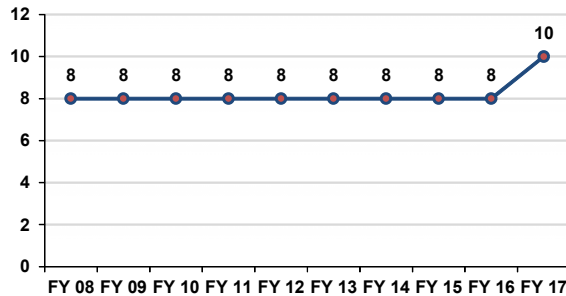
#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,172,097
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,099,433
Total Final FY 2016-2017:	1,183,818
Percent of County General Fund:	0.04%
Total Employees:	10.00

- 2) Protecting Orange County taxpayers by defending Proposition 13.
- 3) Supporting small businesses by eliminating burdensome regulations that impede innovation.
- 4) Investing in Orange County's public infrastructure and long-term fiscal health.

- **Fiscal Accountability:** Authored and placed on the ballot a proposal to require all future ballot measures to include a "fiscal impact statement" listing any costs, revenues and possible funding mechanisms to increase transparency and give voters more information about the cost of government.
- **Government Reform:** Reformed CalOptima to give the public greater power over the management of Orange County's public health system by broadening board member eligibility requirements and streamlining the recruitment process.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Of the ten positions budgeted for First District, one is occupied by the Supervisor.
- Two positions were added in FY 2015-16 1st Quarter Budget Adjustment Report.

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	8	10	10	10	0	0.00
Total Revenues	713	0	0	0	0	0.00
Total Requirements	832,584	1,172,097	1,138,401	1,183,818	11,721	1.00
Net County Cost	831,871	1,172,097	1,138,401	1,183,818	11,721	1.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Board of Supervisors - 1st District in the Appendix on page A17

### Budget Units Under Department Control:

No.	Agency Name	Board Of Supervisors - 1st District
006	Board of Supervisors - 1st District	1,183,818
	Total	1,183,818

## 007 - BOARD OF SUPERVISORS - 2ND DISTRICT

### Operational Summary

#### Mission:

The mission of Supervisor Michelle Steel and her office is to represent, advocate for, and openly communicate with the citizens of the 2nd District, which includes Costa Mesa, Cypress, Huntington Beach, La Palma, Los Alamitos, Newport Beach, Seal Beach, Stanton, a portion of Buena Park, a portion of Fountain Valley, and the unincorporated areas of Anaheim Island and Rossmoor. And, to carry out the legislative and executive functions of the Board of Supervisors as authorized under California Law including the adoption of ordinances, resolutions, and rules. To oversee the activities of county agencies and departments, establish policy, determine annual budget allocations, approve contracts for public

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,172,097
Total FY 2015-2016 Actual Expenditure + Encumbrance:	962,605
Total Final FY 2016-2017:	1,183,818
Percent of County General Fund:	0.04%
Total Employees:	10.00

improvement projects and other specialized services, conduct public hearings on matters such as zoning appeals and planning, and make appointments to various local boards and commissions. And most importantly, to ensure that the tax dollars provided by the hard working citizens of the County of Orange are spent wisely and efficiently as the County conducts the core business of public safety, public health, environmental protection, regional planning, public assistance social services, and transportation.

#### Strategic Goals:

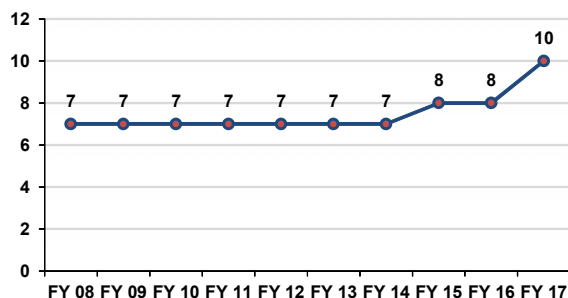
- Ensure cost effective and efficient delivery of service and remove bureaucratic red tape in each and every department within the County of Orange.
- Conduct the business of the County of Orange openly and transparently, including a clean and competitive contract bidding process, and maintain an open door policy.
- Ensure the County of Orange employs the best and brightest by implementing a sustainable compensation system that is fair to both employees and taxpayers.
- Pursue initiatives that will streamline and modernize County operations, provide the highest level of County service at the lowest cost, and improve the quality of life for 2nd District residents.

#### FY 2015-16 Key Project Accomplishments:

- Continued to lead opposition to new and increased fee and tax increases at the county.
- Improved transparency and efficiency in county operations and giving Orange County residents a greater opportunity to participate in their government by adjusting and scheduling regular board meetings.
- Continued to lead the effort at John Wayne Airport to ensure the highest level of customer service and to protect the quality of life of the surrounding community
- Proclaimed February 6, 2016, Ronald Reagan Day in the County of Orange in celebration of the President's legacy of liberty

- Proclaimed January 13, 2016, Korean American Day, the 113th Anniversary of the first Korean immigrants landing in America, beneficiaries of the American Dream achieved through free markets, law and order, and freedom of speech and association
- Commemorated the 100 year anniversary of the Armenian Genocide and remembering the 1.5 million Armenians, about 75% of the worlds' population of Armenians at the time who lost their lives
- Served on the Orange County Juvenile Justice Coordinating Council
- Served on the Central (Newport Bay) Watershed Management Area
- Served on the Children and Families Commission of Orange County
- Served on the Orange County Council of Governments
- Served on the Orange County Transportation Authority Board of Directors
- Served as Chairman of the Legislative Committee of the Orange County Transportation Authority
- Served on the Southern California Association of Governments Regional Council
- Served on the Emergency Management Council
- Served on the National Association of Counties
- Served on the Orange County Sanitation District
- Served on the South Orange County Watershed Management Area

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Of the ten positions budgeted for Second District, one is occupied by the Supervisor.
- Two positions were added in FY 2015-16 1st Quarter Budget Adjustment Report.
- One Executive Assistant position was added during FY 2014-15 First Quarter Budget Report to equalize the number of positions to each District.

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	8	10	10	10	0	0.00
Total Revenues	140	0	0	0	0	0.00
Total Requirements	784,302	1,172,097	930,292	1,183,818	11,721	1.00
Net County Cost	784,163	1,172,097	930,292	1,183,818	11,721	1.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Board of Supervisors - 2nd District in the Appendix on page A18

### Budget Units Under Department Control:

No.	Agency Name	Board Of Supervisors - 2nd District
007	Board of Supervisors - 2nd District	1,183,818
	Total	1,183,818

## 008 - BOARD OF SUPERVISORS - 3RD DISTRICT

### Operational Summary

#### Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and departments, establishes policy, determines annual budget allocations, approves contracts for public improvement projects

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,172,097
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,036,170
Total Final FY 2016-2017:	1,183,818
Percent of County General Fund:	0.04%
Total Employees:	10.00

and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. Third Supervisorial District represents the citizens of Orange, Villa Park, Yorba Linda, Tustin, portions of Anaheim and Irvine, the unincorporated areas of, North Tustin, El Modena, Orange-Olive, Orange Park Acres, Modjeska Canyon, Santiago Canyon, Silverado Canyon and Trabuco Canyon.

#### Strategic Goals:

Strive daily to represent the interests of the men, women and children of Orange County and continue to make Orange County the best place to live, work and play. Set policy and give direction on County priorities identified in the County's Strategic Plan and in the following areas:

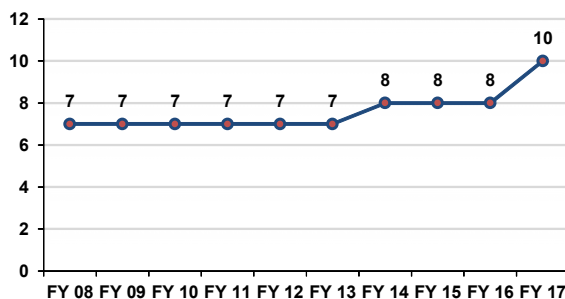
- Fiscal Solvency - Ensure the County of Orange's financial health by continuing to provide structurally balanced budgets for its operating funds.
- Government Transparency - Work to improve government efficiency and transparency. Expand community outreach, public information and constituent involvement in county government.
- Infrastructure - Actively seek Capital Improvement opportunities to expand and properly manage the County's infrastructure including roads, parks and buildings.
- Organizational Structure - Develop and maintain a viable and effective county government organizational structure to provide county services. Identify cost saving measures and methods to improve government efficiency.
- Public Safety - Protect and enhance public safety by ensuring adequate public safety resources are available for our citizens, families, children, businesses and visitors.

#### FY 2015-16 Key Project Accomplishments:

- Led Board of Supervisors as Chairman.
- Secured approval at a special Board meeting for acquisition of 1000 North Kraemer Place for use as a year-round emergency shelter and multiservice center.
- Placed an Ethics Commission on the ballot.

- Strengthened public safety oversight by expanding the Office of Independent Review.
- Accepted an open space land donation from the Irvine Company of 2,500 acres in the canyons providing additional connectivity to the 20,000 acres the Irvine Company donated in 2010.
- Broke ground on the Crime Victims' Monument.
- Dedicated a portion of the Board of Supervisors agenda for Special Board Presentations.
- Improved the County's credit rating.
- Held a ribbon cutting for the completion of a green energy plant, the Bowerman Landfill Gas to Energy Project that will create 160,000 megawatt-hours of electricity, which is enough energy to serve about 18,500 home.
- Held a Special Board of Supervisors Hearing on Public Safety Oversight.
- Secured approval of the Alcohol Ordinance Amendment to allow alcohol in parks by permit at special events.
- Awarded with 2015 Distinguished Service Honoree Award, Black Chamber of Commerce.
- Reformed Conflict of Interest Disclosure Process.
- Honored Orange County Veterans Service Office to honor their award from California State Association of Counties.
- Hosted the 21st Annual Toy Drive and Ride for CHOC Children's Hospital in partnership with Orange Council Member Mark Murphy, OC Harley Davidson and Orange Coast HOG Chapter.
- Held the Changing of the Flags Ceremony to retire state flags, including the Mississippi state flag and replaced them with the flags of the 34 cities in Orange County.
- Sponsored and participated in the Gift of History where the County of Orange helped to provide a history book, Nothing Rhymes with Orange, for every third grade student in Orange County.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Of the ten positions budgeted for Third District, one is occupied by the Supervisor.
- Two positions were added in FY 2015-16 1st Quarter Budget Adjustment Report.
- One regular Executive Aid position was added during FY 2012-13 2nd Quarter.



## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	8	10	10	10	0	0.00
Total Requirements	980,815	1,172,097	1,037,206	1,183,818	11,721	1.00
Net County Cost	980,815	1,172,097	1,037,206	1,183,818	11,721	1.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Board of Supervisors - 3rd District in the Appendix on page A19

### Budget Units Under Department Control:

No.	Agency Name	Board Of Supervisors - 3rd District
008	Board of Supervisors - 3rd District	1,183,818
	Total	1,183,818

## 009 - BOARD OF SUPERVISORS - 4TH DISTRICT

### Operational Summary

#### Mission:

The Fourth Supervisorial District represents the citizens of Anaheim, Brea, Buena Park, Fullerton, La Habra, Placentia and several unincorporated areas.

Our mission is to deliver effective and affordable County services to the people of the Fourth District and Orange County.

#### Strategic Goals:

- Provide leadership, formulate new ideas and build consensus on programs and projects benefiting the Fourth District and all of Orange County.
- Serve as the personal conduit between Anaheim, Brea, Buena Park, Fullerton, La Habra and Placentia constituents and Orange County government.

#### FY 2015-16 Key Project Accomplishments:

- Successfully represented six cities and served over 600,000 constituents district wide on a variety of issues.
- Due to retirements and vacancies, oversaw the recruitment of new management positions, including Airport Director, Clerk of the Board and OC Parks Deputy Director.
- Supported the construction of a new Orange County Animal Shelter on ten acres of land at the former Tustin Marine base originally earmarked for the South Orange County Community College District.
- Voted in favor of the Veterans Village in the City of Placentia to eventually house 49 homeless United States veterans.
- As a member of the County's Real Estate Ad Hoc Committee, introduced recommendations to reorganize the OC Civic Center.
- Focused on resolving the countywide homeless challenge, including:
  - Voting in support of the acquisition of a long-overdue, permanent year-round homeless shelter and multi-service center in the City of Anaheim and attending the County's first community forum to answer attendees' questions and concerns regarding the site.
  - Continuing to lead the search for additional suitable, permanent year-round homeless shelters county-wide.
  - Collaborating with municipal partners to extend the hours of the Fullerton and Santa Ana armories during the El Niño season.
  - Directing that the County Behavioral Health Staff maintain a larger presence amongst the homeless community that currently reside in the Civic Center to better educate them on resources available to help them.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,172,097
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,016,302
Total Final FY 2016-2017:	1,183,818
Percent of County General Fund:	0.04%
Total Employees:	10.00

- Approving the purchase of the Santa Ana Transit Terminal from the Orange County Transportation to operate as an on-call refuge for the homeless in the Civic Center during cold weather events.
- Championed efforts to complete the 66-mile OC Loop recreational trail in north and central Orange County, including:
  - Convening numerous public workshops, staff briefings and conferences with stakeholders to advocate for and coordinate completing the OC Loop and ensuring affected local agencies are updated on the progress of the Loop.
  - Received the Active Transportation Program Cycle II grant in the amount of \$646,000 for the Environmental Phase of Segments O, P, Q along the Coyote Creek Channel between Buena Park and La Mirada.
  - Advocated for the passage of joint funding from OC Public Works and OC Parks toward Segments O, P, Q for a balance of up to \$2.6 million total while supporting the January 2016 grant application to the Rivers and Mountains Conservancy to offset County costs.
  - Supported the March 2016 grant application to fund a countywide Active Transportation Program.
  - Supported the approval of \$20 million over the next two years in the Bicycle Corridor Improvement Program to expand funding to all three phases: Environmental, Design and Construction.
- As a Member of the Orange County Transportation Authority Board of Directors:
  - Petitioned federal representatives to ensure that a congressional transportation bill include \$125 million for the OC Streetcar in the President's Federal Fiscal Year 2017 budget.
  - Supported the completion of a westbound lane addition on the 91 freeway between the I-5 and SR-57 in Spring 2016.
  - Oversaw the public opening of the O.C. Bridges grade separation overcrossing projects at Tustin Avenue/Rose Drive and Orangethorpe Avenue in mid-2016.
- As Chairman of the Southern California Regional Rail Authority:
  - Oversaw the successful system wide implementation of a Mobile Ticket Application to enhance passenger satisfaction and reduce member agency subsidy through increased fare revenue.
  - Proposed an optional incentive program to freeze property reassessment for developers who build commercial office towers near existing transit stations in an effort to increase train ridership, thereby reducing vehicle traffic and pollution to meet state law emissions standards.
  - Initiated a Title VI public hearing to review the fare structure and streamline ticket prices to increase ridership, resulting in a consolidated lower fare for Student and Youth riders.
  - Successfully preserved the Rail 2 Rail program, which allows Metrolink monthly riders to use Amtrak service, after brokering a satisfactory reimbursement rate from Metrolink to the agency overseeing the rail corridor from San Luis Obispo to San Diego known as LOSSAN.
  - Following a train-vehicle collision and derailment in early 2015, initiated the lease of BNSF locomotives to safeguard rider safety.
  - Authored a letter to federal representatives as part of Metrolink's support for on-time implementation of Positive Train Control (PTC) in the region, which uses GPS-based safety technology to prevent train-to-train collisions, over-speed derailments, unauthorized incursion into work zones and errant train movement due to switches left in the wrong position.
  - Oversaw discussions to between City representatives and Orange County Transportation Authority staff to fund and build a new Metrolink train station in Placentia.

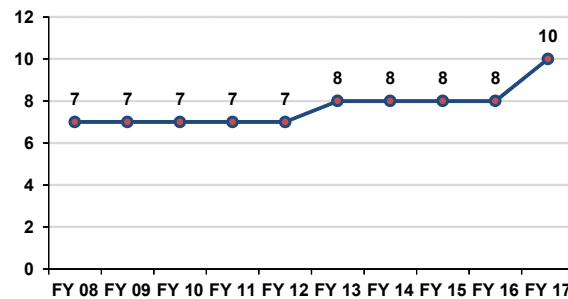
- Following the award of a \$41 million state grant, welcomed the design and construction of a fleet of state-of-the-art Tier 4 locomotives, the cleanest diesel

locomotives in the nation, expected to reduce particulate matter and nitrogen oxide emissions by up to 85 percent once placed in operation in the next year.

■ The Following Events Were Attended by the Fourth District:

- 13th MEU Christmas Toy drive
- Anaheim Deliveryland Ribbon Cutting
- Annual County Cleanup Day
- Black History Parade Anaheim
- Brea Seniors Christmas
- Buena Park Homeless Workshop
- Corn Festival of La Habra
- Crime Victims Memorial
- District Attorney Victims March and Memorial
- Donate Life Cal State Fullerton
- Eco Challenge Day
- Fullerton Founders Parade
- Heroes Hall Dedication at OC Fair Grounds
- Heritage Day Placentia
- Human Trafficking Task Force
- La Habra Grocery Outlet Ribbon Cutting
- MADD DUI Law Enforcement Awards
- Miss La Habra Pageant
- Oasis Mediterranean Cuisine Ribbon Cutting
- OCSD Medal of Valor Awards Luncheon
- Peace Officers Memorial Day Honors
- Semper 5k Fundraiser for Marine Corps
- Silverado Days Buena Park
- Taste of Anaheim
- Tamale Festival of Placentia
- Veterans Day Gala OC Fairgrounds
- VFW Thanksgiving Buena Park

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Of the ten positions budgeted for the Fourth District, one is occupied by the Supervisor.
- Two positions were added in FY 2015-16 1st Quarter Budget Adjustment Report.
- One regular Staff Aid II position was added during FY 2011-12 First Quarter to convert to extra help.

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	8	10	10	10	0	0.00
Total Requirements	967,181	1,172,097	1,017,222	1,183,818	11,721	1.00
Net County Cost	967,181	1,172,097	1,017,222	1,183,818	11,721	1.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Board of Supervisors - 4th District in the Appendix on page A20

### Budget Units Under Department Control:

No.	Agency Name	Board Of Supervisors - 4th District
009	Board of Supervisors - 4th District	1,183,818
	Total	1,183,818

## 010 - BOARD OF SUPERVISORS - 5TH DISTRICT

### Operational Summary

#### Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and departments, establishes policy, determines annual budget allocations, approves contracts for public improvement projects and other specialized services, conducts public hearings on

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,172,097
Total FY 2015-2016 Actual Expenditure + Encumbrance:	960,352
Total Final FY 2016-2017:	1,183,818
Percent of County General Fund:	0.04%
Total Employees:	10.00

matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The Fifth Supervisorial District represents the citizens of Aliso Viejo, Dana Point, a portion of Irvine, Laguna Beach, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, Mission Viejo, Rancho Santa Margarita, San Clemente, San Juan Capistrano, and the unincorporated areas of Coto de Caza, Las Flores, Newport Coast and Ladera Ranch.

#### Strategic Goals:

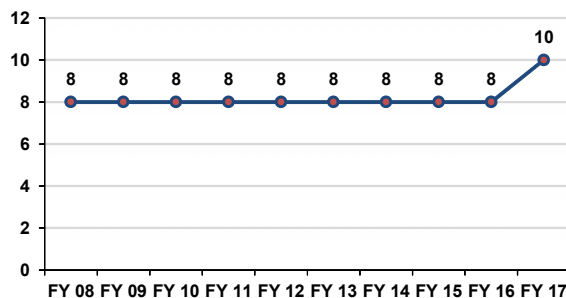
- To represent the people of the Fifth District by enhancing and protecting the quality of life, promoting economic prosperity and being an effective advocate for Fifth District issues.

#### FY 2015-16 Key Project Accomplishments:

- Unanimously elected Chairwoman of the Board of Supervisors.
- Approved in-concept the Agora Town Center project in Laguna Niguel.
- Initiated Phase One Street and Utility Improvements for Dana Point Harbor Revitalization.
- Issued Request for Qualifications for the advancement of Dana Point Harbor Revitalization.
- Formed the Coto de Caza Planning Advisory Committee (CPAC) to foster local participation on land use.
- Approved two Communities Facilities Districts (2015-1 and 2015-6) for the Village of Esencia at Rancho Mission Viejo.
- Secured the Santa Ana Transit Terminal as a Temporary Emergency Homeless Shelter.
- Approved land swap with South Orange County Community College District for new Orange County Animal Shelter.
- Approved a multi year design-build project for significant improvements to Terminals A & B at John Wayne Airport.
- Approved the purchase of 1110 N. Kramer Place to potentially serve as countywide emergency shelter and multi-services center to serve homeless.
- Established the Mental Health Ad Hoc.

- Authored reforms for the CalOptima Ordinance.
- Created the South County Homeless Round Table.
- Pursued expansion of CalOptima's Program of All-Inclusive Care for the Elderly programs to South County residents.
- Expanded CalOptima's funding partners for Intergovernmental Transfer funds to maximize federal dollars.
- Hosted Celebrate Ladera, a signature South County Community Event.
- Hosted the inaugural 2016 South County Pet Expo.
- Completed the expansion and renovation of the San Clemente Library and Book Store.
- Hosted the inaugural 2015 South County Veterans Summit.
- Hosted the South County Disaster Preparedness Expo.
- Completed Transportation Corridor Agencies' State Route 241 Wildlife Protection Fence Project.
- Completed the Ortega Highway (SR-74) Interchange Project.
- Selected as Chair of the Orange County Transportation Authority Environmental Oversight Committee.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Of the ten positions in Fifth District, one is occupied by the Supervisor.
- Two positions were added in FY 2015-16 1st Quarter Budget Adjustment Report.

### Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	8	10	10	10	0	0.00
Total Revenues	0	0	257	0	0	0.00
Total Requirements	932,951	1,172,097	972,056	1,183,818	11,721	1.00
Net County Cost	932,951	1,172,097	971,798	1,183,818	11,721	1.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Board of Supervisors - 5th District in the Appendix on page A21

### Budget Units Under Department Control:

No.	Agency Name	Board Of Supervisors - 5th District
010	Board of Supervisors - 5th District	1,183,818
	Total	1,183,818



## 011 - CLERK OF THE BOARD

### Operational Summary

#### Mission:

The Mission of the Clerk of the Board of Supervisors (COB) is to provide the County and its citizens easy access to information; and guidance to facilitate fair, equitable and open participation in the decision and policy making of Orange County government.

#### Strategic Goals:

- Facilitate the decision and policy making of Orange County government.
- Ensure the assessment appeals process is fair, timely and equitable; and promote public understanding of the process.
- Ensure records are maintained, legislative history of the County is preserved and documents are readily available to our clients.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>PERCENT OF ACCURATE BOARD OF SUPERVISORS AGENDA TITLES</b> <b>What:</b> Measurement of COB's accuracy and training of COB staff and County agencies. <b>Why:</b> Ensures compliance with Brown Act and identifies areas requiring training.	94% of published agenda titles were accurate with no errors.	96% of agenda titles published with no errors.	COB continues to maintain a low error rate while utilizing more aggressive tracking and reporting of errors, and additional workload.
<b>PERCENT OF ACCURATELY COMPLETED AND TIMELY FILED ASSESSMENT APPEALS APPLICATIONS.</b> <b>What:</b> Indicator of taxpayers' and agents' understanding of form and process and the use of e-filing. <b>Why:</b> Measures success of the COB's training and outreach efforts and use of online e-file application.	91% of 2014 and 86% of 2015 applications were completed accurately and timely filed.	89% of 2016 applications accurately completed and timely filed.	With the increased use of e-filing, accurate and timely filings have leveled out.
<b>PERCENT OF ASSESSMENT APPEAL CLAIMS DECIDED OR WAIVED WITHIN 2 YEAR DEADLINE.</b> <b>What:</b> Indicator of success managing workload to ensure required actions are taken before legal deadline. <b>Why:</b> Assesses whether procedures & staffing results in processing appeals within the statutory deadline.	Although the 2 year deadline has not yet expired for all of the 2014 filings, 98% of the appeals have been resolved or waivers received.	100% of appeals resolved or waivers filed, excluding cases in litigation.	COB is meeting anticipated goal due to high priority placed on tracking of database information and appeals.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	4,377,258
Total FY 2015-2016 Actual Expenditure + Encumbrance:	4,216,240
Total Final FY 2016-2017:	4,671,990
Percent of County General Fund:	0.14%
Total Employees:	29.00



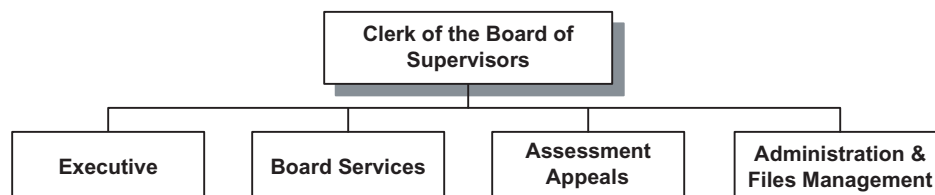
## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>PERCENT OF ASSESSMENT APPEALS HEARINGS HELD OR SCHEDULED WITHIN ONE YEAR OF FILING.</b> <b>What:</b> Indicator of efficiency in processing and scheduling appeals. <b>Why:</b> Measures COB's success in meeting its customer service goal & reducing 2nd year protective filings.	72% of 2014 filings and 74% of 2015 filings (still in progress) are projected to hold initial hearings within one year.	75% of hearings scheduled within one year, excluding filings with applicant waivers.	COB has been successful in scheduling hearings within one year.
<b>RESULTS OF CUSTOMER SATISFACTION SURVEY: % FINDING ASSESSMENT APPEAL WORKSHOPS OVERALL SATISFACTORY.</b> <b>What:</b> Indicator of success in meeting clients' needs and providing understanding of appeals process. <b>Why:</b> Measures success in educating filers on how to prepare for their hearing which impacts COB workload.	100% of attendees rated workshop as overall satisfactory or better and the number of workshops conducted has remained the same as prior year due to high interest.	97% of attendees rating workshops as overall satisfactory or better.	COB has consistently received overall favorable ratings from its workshop survey respondents.
<b>RESULTS OF CUSTOMER SATISFACTION SURVEY: % FINDING COB DEPT SERVICES OVERALL FAVORABLE.</b> <b>What:</b> Indicator of COB's success in meeting our clients' needs. <b>Why:</b> Measures COB's success in meeting the needs of our customers in a professional and courteous manner.	100% rated COB as overall satisfactory or better.	100% rating COB as overall satisfactory or better.	COB has consistently received overall favorable ratings from its customers.

## FY 2015-16 Key Project Accomplishments:

- Processed an estimated 8,241 assessment appeal filings.
- Processed approximately 1,330 agenda items for Board of Supervisors meetings including preparation and publication of 72 legal notices.
- Received and researched approximately 350 requests for records.
- Processed approximately 1,000 money or damages claims, lawsuits & subpoenas and 180 claims for refund of overpayment of taxes and/or penalties.
- Processed 6,146 Conflict of Interest Form 700 filings.
- Held seven assessment appeal public workshops on how to prepare for your hearing.

## Organizational Summary



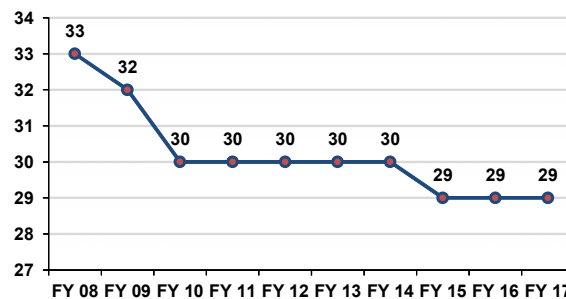
**COB - Executive** - Provides leadership and vision, management oversight and direction to all Clerk of the Board functions; performs administrative functions including Budget preparation and monitoring, human resources, legislative analysis and proposals, oversees preparation of strategic financial plan and monitors progress in meeting goals and performance indicators.

**Board Services** - Prepares and publishes agendas for Board of Supervisors and other authorities in accordance with legal requirements for public meetings; records and publishes actions taken by the Board; maintains official rosters of Boards, Commissions and Committees; processes legal publications, postings and notices; receives and administers bid openings for projects; administers oaths of office for various elected and appointed officials and employees; serves as filing officer for Statement of Economic Interest forms; manages lobbyist registration program, receives and processes claims, summons and complaints against the County.

**Assessment Appeals** - Receives and processes assessment appeal applications; schedules hearings in accordance with legal requirements; prepares minutes and processes actions of the Appeals Boards and Hearing Officers; provides assistance and education on the assessment appeals process to the general public and professional groups through workshops, brochures, the internet and individual assistance.

**Administration & Files Management** - Provides files management of all records that the Clerk of the Board is required to maintain; responds to Public Records Act requests; assists County staff and the public with research and retrieval of information; prepares strategic financial plan and monitors progress in meeting goals and performance indicators; provides technical knowledge and coordination in development and implementation of automation projects; provides end-user system support services; performs purchasing, petty cash and payroll functions for COB, the Board of Supervisors offices and Office of the Performance Audit Director.

## Ten Year Staffing Trend:



## Ten Year Staffing Trend Highlights:

- Even with increased workload and additional responsibilities and services, COB has not increased staffing levels for over ten years and has minimized the need for seasonal extra-help for Assessment Appeals. This has been accomplished primarily through automation of previously labor-intensive activities.
- There are no position changes anticipated in FY 2016-17.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

COB has automated all of its major functions, which has streamlined and reduced costs of previously labor intensive processes. These cost savings have been achieved while enhancing the availability of information and documents both to the public and internal to the County. COB continues to consolidate Assessment Appeals calendars whenever the number of withdrawals makes it viable. The COB will continue to pursue cost savings and revenue enhancements where efficient and cost-effective.

### Changes Included in the Base Budget:

The FY 2016-17 Clerk of the Board's budget was increased by \$44,600 to include the BOS members' car allowance.

The base budget includes one reduce level of service augmentation of \$207K for one defunded Board Services Specialist position (\$68K) and services and supplies (\$139K) within the Clerk of the Board to meet the Net County Cost Limits. The adopted budget includes \$207K restore level of service augmentation.

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Restore Net County Cost to Maintain Current Level of Service Amount: \$ 206,829</b>	Restoration of \$206,829 is requested to meet the current level of service.	Restoration will provide the County and its citizens easy access to information.	7072

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	29	29	29	29	0	0.00
Total Revenues	83,272	91,451	74,125	91,450	(1)	0.00
Total Requirements	3,272,036	4,377,258	4,245,487	4,671,990	294,732	6.73
Net County Cost	3,188,765	4,285,807	4,171,362	4,580,540	294,733	6.88

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Clerk of the Board in the Appendix on page A22

### Budget Units Under Department Control:

No.	Agency Name	COB - Executive	Board Services	Assessment Appeals	Administration & Files Mgmt	Total
011	Clerk of the Board	633,609	1,233,674	1,638,266	959,659	4,465,208
	Total	633,609	1,233,674	1,638,266	959,659	4,465,208

## 017 - COUNTY EXECUTIVE OFFICE

### Operational Summary

#### Mission:

The mission of the County Executive Office (CEO) is to support and implement Board policy and direction through corporate action and leadership, communication and coordination of strategic and regional planning, ensure effective service delivery through efficient management of the County's workforce and resources, and to identify and respond to needs in a proactive style focused on customer service.

#### Strategic Goals:

- Facilitate, support and ensure the implementation of decisions by the Board of Supervisors in a proactive style focused on customer service.
- Improve County government's effectiveness in addressing community issues and needs.
- Ensure the financial strength and integrity of the County of Orange.
- Preserve and advance the regional services and infrastructure that the Orange County community relies upon by working collaboratively with other levels of government and community-based organizations to ensure that regional issues and needs are addressed.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>CONSOLIDATION OF HUMAN RESOURCE SERVICES.</b> <b>What:</b> Efforts are ongoing across the County to provide greater consistency and efficiencies. <b>Why:</b> Effective service delivery is achieved by standardizing hiring methods, promotions & workforce mgmt.	To ensure HR standards and practices are consistently applied.	Transition activities are continuing with a goal of increased efficiencies at the conclusion of the centralization process.	Centralization is still in process.
<b>CREATION OF NEW CHIEF OPERATING OFFICER INFRASTRUCTURE.</b> <b>What:</b> Provide enhanced support & feedback for depts., while allowing CEO more direct service to the Board. <b>Why:</b> Increase support, coordination & team-building with depts. for consistency & efficient communication	To allow greater support and internal coordination among the County's agencies and departments from the CEO's office.	Leverage the new organization for better coordination among departments.	This office has been instrumental in implementing the Board's goals of consolidation, efficiency & cost-savings. Examples include consolidation of the Public Administrator with District Attorney & Public Guardian's relocation into Health Care Agency, as well as the reorganization of Public Works.

## Key Outcome Indicators: (Continued)

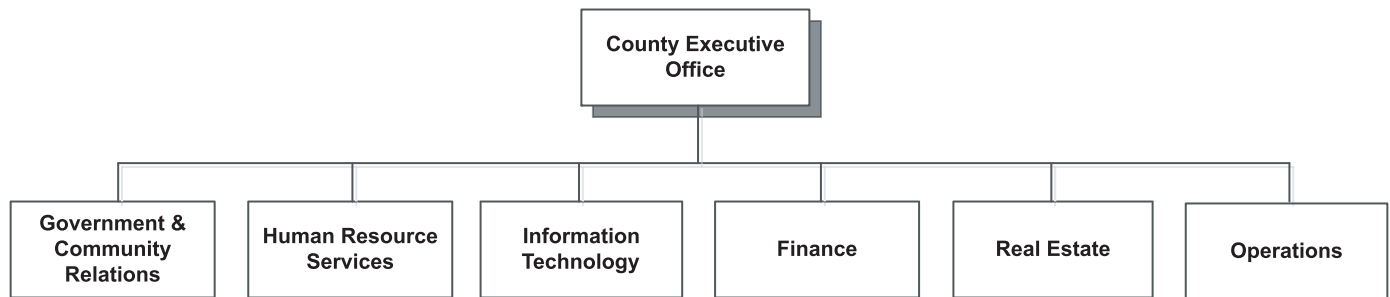
Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>UPGRADE COUNTY OF ORANGE CREDIT RATING.</b> <b>What:</b> Ratings by major bond rating company, which indicate financial credit worthiness. <b>Why:</b> Credit ratings impact the County's borrowing cost; higher ratings mean lower interest rates on bonds	Standard & Poor's upgraded the County's credit rating to "AA+" from "AA", while it's rating on outstanding general obligation debt went from "AA-" to "AA".	Maintain/Improve ratings.	The County improved its credit rating despite concern about budget flexibility and the large pension obligation, plus the need to make payments on \$150 million owed to the State beginning in FY 2014-15. This is a testament to the County's sound fiscal practices.
<b>TRANSITION TO A COUNTY-WIDE MANAGED SERVICES IT MODEL.</b> <b>What:</b> Move IT services away from a decentralized model into a managed services model. <b>Why:</b> The transition accomplishes the Board's directive to centralize services and better manage costs.	Implementation of next-generation voice and network environment and establishment of County-wide collaboration tools. Outsource most internal IT functions to managed services provider.	Further implementation of the managed services plan, including distribution of new phone equipment for users and an upgrade to the County Agenda Management System.	We are continuing a 25-month project to create a new network with next-generation technology. The effort will continue through April 2016.
<b>CONSOLIDATE REAL ESTATE FUNCTIONS AND ENHANCE REVENUE OPPORTUNITIES.</b> <b>What:</b> Leverage the County's real estate assets for greater efficiency, management & revenue opportunities. <b>Why:</b> Emphasis on real estate assets provides County with cost savings & revenue to promote programs/goals	The newly created Division within CEO provides real estate counsel, land development services and leasing representation. The Land Development Team leads entitlements and developments; Corporate Real Estate maintains and enhances County owned and occupied facilities and assets.	Develop additional real estate projects in the County with a goal of providing a significant and consistent revenue stream.	Successfully collaborated with new partners, which include OC Public Works, Social Services Agency, OC Parks and Dana Point Harbor Real Estate, which have transitioned under CEO Real Estate.

## FY 2015-16 Key Project Accomplishments:

- CEO Finance and other offices provided diligent efforts in monitoring the budget and maintaining accurate budget projections for the County Executive Office, resulting in a balanced budget at year-end. Vacancy Factor was maintained for salary savings and cost savings measures continued to be utilized for Services & Supplies, resulting in Net County Cost being met at year-end.
- The County Executive Office/Human Resource Services/Real Estate Reorganization has continued to be successful in consolidating functions for efficiency, consistency, County unity and best customer service. Efforts in consolidating offsite personnel assigned to other departments with the CEO in support of Human Resources and Real Estate functions continues to be a work in progress.
- Successful implementation of the new County budget system was demonstrated by the smooth transition to the new Performance Budgeting (PB) system, streamlining the Annual Budget and Quarterly Budget Reporting Processes, while increasing efficiencies.
- The OC Expediter system for routing purchase requisition forms and contract management was launched and in use by the County Executive Office.
- CEO/Real Estate facilitated/expedited the negotiation of an amended and restated exchange agreement and ground lease with the South Orange County Community College District to allow for the construction of a new County animal care shelter.
- CEO/Real Estate oversaw the development, release and marketing of the Request for Qualifications for the long-awaited and planned Dana Point Harbor Revitalization Project.

- On March 22, 2016, the Board of Supervisors approved the selection of Mercy Housing as the developer to lease and develop a veteran's village with 49 residential units located adjacent to the Atwood Channel in Placentia for homeless and at-risk veterans.
- On February 23, 2016, CEO/Real Estate presented the Civic Center Facilities Master Plan to the Board of Supervisors and the public, including a history of this initiative and a description of the detail and timing of the phased Plan. On March 22, 2016, the Board of Supervisors approved the Program Management and Design Agreement with Griffin Structures, Inc., which commenced Phase 1A of the Plan including the programming and design of a new Building 16 in the Santa Ana Civic Center.
- On January 29, 2016, the Board of Supervisors approved a Lease Agreement with the Orange County Transit District to provide emergency shelter services for the homeless during inclement weather and severe rain events.
- On December 8, 2015, the Board of Supervisors approved the Option Agreement with Lab Holdings, LLC (dba Agora) concerning the lease and development of the County owned property located at the former South County Justice Center in Laguna Niguel.
- On November 17, 2015, the Board of Supervisors approved the purchase of 1000 N. Kraemer Place in Anaheim, which will house the County's first year-round emergency temporary shelter and multi-service center.
- Successfully provided Workplace Violence training to over 3,000 County employees.
- Served as Director of Emergency Services during activation of the Emergency Operations' Centers in El Niño storms.
- Drafted and implemented the County Business Travel and Meeting Policy.
- Produced a new, easy to use booklet for the public, providing descriptions of each County department and how best to reach staff there.
- Created a go-to resource page for El Niño weather events and storm preparation.
- AB 403 (Stone): Worked to ensure that the Orangewood Children's Center would have ample transition time to conform to California's new Continuum of care for its foster youth.
- SB 355 (Lara): Worked to ensure that the County's two seats on the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy Board remained intact.
- Santa Ana River Mainstem Project (SARP): The County's efforts with regard to the Santa Ana River Mainstem Project were particularly successful in 2015, as the Corps of Engineers responded to U.S. Army Corps of Engineers and programmed an additional \$25 million to the project on July 1, 2015.
- On October 8, 2015, the County, on behalf of Community Facilities District 2015-1, Village of Esencia, issued bonds in the amount of \$90,845,000. Included in the bond proceeds were \$8 million programmed for construction of County regional road, La Pata Avenue.
- On December 28, 2015, Standard and Poor's Credit Rating Agency upgraded the County's issuer credit rating from "AA" to "AA+". The County's lease revenue bonds and POBs were upgraded from "AA-" to "AA".
- On January 13, 2016, the County issued its 2016 Taxable Pension Obligation Bonds (POBs) in the amount of \$334,305,000. The POBs were issued to take advantage of a 5.8% discount authorized by OCERS to prepay the FY 2016-17 employer contribution. The POB prepayment resulted in a net savings of \$17 million.

## Organizational Summary



**Government & Community Relations** - The Government & Community Relations Office includes the Legislative Affairs Unit, the Communications Unit, CEO Administration, including the Agenda Review function and Special Projects. Priorities in this area are developing proactive communication strategies and strengthening the County's legislative presence.

**Human Resource Services** - The Human Resource Services (HRS) oversees County classification and recruitment; employee benefits; employee and labor relations; learning and organizational development; and Human Resources operations. The HRS office also works with Board of Supervisors to reduce the two largest cost centers: pensions and medical insurance costs, by negotiating changes to collective bargaining agreements. Recentralization of Human Resources resulted in full compliance with state and local HR regulations and coordinated management of all County Human Resources activities. The mission of the office is to attract, retain, and develop a highly skilled and competent work force so that County departments can provide outstanding services to their customers.

**Information Technology** - The Chief Information Officer (CIO) oversees IT strategic planning, IT policy and standards, as well as countywide technology management. The office of Information Technology provides countywide IT solutions for voice communications, network and internet access, as well as server hosting and data center services. Key areas of focus for the department include the implementation of a next-generation voice and network environment, further implementation of a managed services support model and the establishment of countywide collaboration tools.

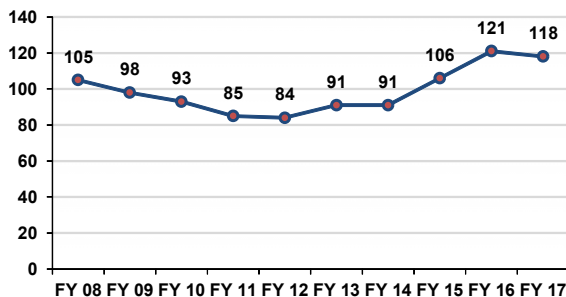
**Finance** - The Chief Financial Officer (CFO) oversees the County budget, fiscal services, public finance, procurement and risk management functions. The CFO's office works to ensure the financial stability of the County by managing County revenues and expenditures in a responsive manner. The office is responsible for creation of the budget, through the County Budget Office, which also monitors and develops the County's long-range Strategic Financial Plan, as well as special projects. The County Procurement Office is responsible for overseeing County contracts and agreements. The Fiscal Services Unit is responsible for developing, managing and monitoring the County Executive Office's budget and processing all financial transactions for the Department in an accurate and timely manner. The Public Finance Unit is primarily responsible for managing programs designed to access funds for the construction and acquisition of public facilities, and for the implementation of programs targeted to enhance the well-being of the community. Finally, the Risk Management Office preserves and protects the human and capital assets of the County departments allowing them to meet their missions without unnecessary cost.

**Real Estate** - The Chief Real Estate Officer oversees the County's real estate function by providing real estate counsel, land development services and renewable energy initiatives and leasing representation. The CEO Real Estate team currently is comprised of two teams, (1) Land Development Team which leads the entitlements and development process for the County's land assets in order to provide revenue and cost savings for the County and (2) Corporate Real Estate which leads all real estate matters concerning the leasing, constructing, operating and maintaining County-owned/occupied facilities and assets. Corporate Real Estate provides services to County agencies (clients) that include analysis and recommendations to County agencies to assist with their real estate decision making.



**Operations** - The Chief Operating Officer (COO) provides supervision over all appointed department heads, as well as budget/administrative review over all other County departments. Important goals of this structure include allowing the County Executive Officer increased time to provide more direct service to the Board of Supervisors and focus on policy making, allowing consistency in direction to all agencies/departments, developing coordinated strategies to implement County goals and helping to ensure compliance with all local, state and federal regulations. The COO is responsible for helping implement the Board's goals of consolidation, efficiency and savings. Examples include the consolidation of Public Administrator with District Attorney and Public Guardian with the Health Care Agency, as well as reorganization of Orange County Public Works.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- FY 2016-17: The FY 2015-16 First Quarter Budget Reporting Process deleted six positions (two Administrative Manager II, one IT Systems Technician II, one IT Supervisor, one Information Technologist II and one IT Business Analyst II) for inclusion in Budget Control 037 - IT Support Services and Budget Control 289 - Information & Technology. The FY 2015-16 First Quarter Budget Reporting Process also added one Administrative Manager I position offset by the deletion of one Administrative Manager I position from Budget Control 003 - Auditor-Controller in support of economic analysis, and added one Administrative Manager III position and one Staff Specialist position offset by the deletion of two Office Supervisor A positions from Budget Control 120 - OC Public Libraries for coordination of homeless services. Total authorized positions decreased from 121 to 118.

tions increased by 15 in FY 2014-15, mostly due to the centralization of Corporate Real Estate Services to CEO.

- FY 2015-16: In the Adopted Budget, one Administrative Manager I position on Leave of Absence, one vacant Staff Specialist position from CEO Administration and one vacant Administrative Manager II position from Budget Office were defunded to meet the Net County Cost Limit; however, these positions were restored during the Final Budget Process. To accommodate the increased CEO Fiscal Services and County Procurement Office (CPO) workload, as a result of the CEO/Human Resource Services/Real Estate consolidation, two vacant positions were deleted from Fund 297 to offset the requested addition of two Procurement Contract Specialist positions to CPO and a vacant Staff Specialist position was deleted from Real Estate to offset the requested addition of one Accounting Technician position to CEO Fiscal Services. After augmentations, total authorized positions increased to 121.

- FY 2014-15: In the Adopted Budget, one Secretary II position was defunded from Corporate Real Estate to meet the Net County Cost Limit. As part of the County Executive Office and Human Resource Services Reorganization, two positions, which includes the Chief Human Resources Officer and Executive Secretary I were transferred in from Department 054 to Department 017 during Phase I of the Consolidation. In an effort to centralize County Executive Office Real Estate functions, thirteen positions, which includes two Administrative Manager II, four Administrative Manager I, five Real Property Agent III, one Real Property Technician and one Secretary I were transferred in from OC Public Works responsible for Real Estate Services. The First Quarter Budget Reporting Process transferred in one Office Specialist position and one Office Technician position from Human Resource Services in support of Administrative services functions associated with the County Executive Office and Human Resource Services Reorganization, one Administrative Manager I position from Dana Point in support of real estate functions and one Administrative Manager I position from Utilities in support of Special Projects and added one new Office Specialist position in support of the Board of Supervisors' reception area. The Second Quarter Budget Reporting Process transferred in eight Real Estate positions, which includes two Administrative Manager I, two Administrative Manager II, three Real Property Agent III and one Staff Specialist from HCA, SSA, OC Public Libraries and OC Parks. Total number of posi-

The total authorized positions increased to 119.



- FY 2013-14: In the Adopted Budget and as part of the 5% VLFAA reduction Plan, two vacant positions were defunded, which includes one Staff Specialist for Communications and one IT Systems Technician II for Hall of Administration IT Support. The CEO First Quarter Budget Reporting process deleted one vacant Deputy County Executive Officer position from OC Infrastructure and added one Staff Specialist position for the Department's reorganization. Also, the First Quarter Budget Reporting Process transferred one Environmental Engineering Specialist position from CEO Land Development to OC Public Works and added one Administrative Manager I position. The CEO Second Quarter Budget Reporting Process transferred one Technical Systems Specialist position from Hall of Administration IT Support to Clerk of the Board. Also, the Second Quarter Budget Reporting Process transferred one IT Systems Technician II position from Hall of Administration IT Support to County Counsel. The CEO Third Quarter Budget Reporting Process transferred in one Administrative Manager I position from Human Resource Services in support of administrative services functions, which is included in Phase II of the County Executive Office and Human Resource Services reorganization. Also, the Third Quarter Budget Reporting Process transferred in one Administrative Manager I position from Social Services Agency in support of Corporate Real Estate functions relating to the acquisition, leasing and management of County Real Estate Assets.
- FY 2012-13: In the Adopted Budget, three regular positions were transferred to other Budget Controls. Two positions were transferred to the Auditor-Controller 003 to permanently support the CAPS+ System. The third position was transferred to the Information and Technology ISF 289 to align the position to the appropriate budget according to work assignments. The CEO First Quarter Budget Reporting Process transferred in twelve positions from OC Public Works to implement the reassignment of the County Corporate Real Estate unit in accordance with the Board of Supervisor's recommendation approved on October 23, 2012. The CEO Second Quarter Budget Reporting Process transferred out two positions to Budget Control 054 Human Resources Services (HRS) as part of the HRS Recentralization.
- FY 2011-12: In the Adopted Budget, five positions were defunded to meet the target Net County Cost Limit. One defunded position was later deleted as part of the mid-year VLF reductions.
- FY 2010-11: In the Adopted Budget six regular positions were transferred to the Information and Technology ISF 289 to meet the Net County Cost limit and to align the positions to the appropriate budget according to work assignments. The CEO First Quarter Adjustment transferred one regular vacant position to the Human Resources Department and deleted another vacant position.
- FY 2009-10: The CEO First Quarter Adjustment deleted four regular and one limited-term vacant positions. The CEO Second Quarter Adjustment transferred one regular position to the Information and Technology Internal Service Fund (ISF) 289 to align the position to the appropriate budget according to work assignments.
- FY 2008-09: In the Adopted Budget, two positions were deleted to meet the Net County Cost limit. The CEO Second Quarter Adjustment deleted two limited-term positions formerly used for the CAPS+ Project and one regular position in CEO IT. The CEO Third Quarter Adjustment deleted one regular position from CEO Government & Public Services.
- FY 2007-08: The CEO First Quarter adjustment transferred eight positions to RDMD to consolidate all real estate and records center operations in RDMD. Also two positions were transferred in from 289 Internal Service Fund to CEO Information and Technology. In the Second Quarter, two positions were requested, one to facilitate the Board's Multi Service Center Project and one for coordinating the County grants program, providing stronger linkages to district staff for members of the Assembly, Senate and Congress and a coordination committee with Orange County cities staff members regarding legislative issues and initiatives. In the Final Budget, augmentations were approved for: three limited term positions for Purchasing to support the County CAPS upgrade and offset in their budget, two positions for CEO IT replacing long term contract support with full time staff, and one position for the CEO's office. These last three were absorbed without additional funding. The CEO Third Quarter adjustment also transferred one position to CEO/Risk Management.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The County Executive Office continues to lead the Board's strategic planning process, update the Strategic Financial Plan and continue development and implementation of the County's financial systems, integrate and coordinate regional planning efforts, provide leadership in the development of the County's financial technology and administrative functions, and support the Board in developing and pursuing the Orange County Legislative Platform.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	119	118	118	118	0	0.00
Total Revenues	2,477,248	5,257,079	2,128,801	4,279,463	(977,616)	-18.60
Total Requirements	16,681,765	21,878,069	18,504,610	21,220,514	(657,555)	-3.01
Net County Cost	14,204,517	16,620,990	16,375,810	16,941,051	320,061	1.93

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: County Executive Office in the Appendix on page A30

### Highlights of Key Trends:

- CEO/Real Estate issued a Request for Qualifications for the lease and development of a 95-acre land assemblage in Chino to create a long-term revenue stream for the County of Orange and the Orange County Flood Control District. CEO/Real Estate continues to manage the development efforts for approximately 1,900 acres of County owned land with private developers as partners, which includes 140 developable acres at the former Marine Corps Air Station El Toro. Estimated revenue of \$4,000,000,000 could potentially be generated from real estate lease payments over the next 85 years.
- CEO/Real Estate is collaborating with County Counsel to develop a cell tower policy that will match current technologies, which will financially benefit the County of Orange.
- The Budget Office collaborated with OCIT to develop a new web-based resource, Open \$ Data Tool that replaced the OpenGov product and is critical to OpenOC, the County's data transparency initiative. The public can instantly access past and current budget data anywhere and at anytime at <http://data.egovoc.com/#/> Main.

## Budget Units Under Department Control:

No.	Agency Name	Government & Community Relations	Human Resource Services	Information Technology	Finance	Real Estate	Operations	Total
004	Miscellaneous	0	0	0	55,287,209	0	0	55,287,209
016	2005 Lease Revenue Refunding Bonds	0	0	0	11,245,000	0	0	11,245,000
017	County Executive Office	4,646,490	237,221	424,022	10,488,962	4,322,246	1,101,573	21,220,514
019	Capital Acquisition Financing	0	0	0	5,851,719	0	0	5,851,719
037	I.T. Support Services	0	0	766,960	0	0	0	766,960
038	Data Systems Development Projects	0	0	8,236,046	0	0	0	8,236,046
039	IBM Mainframe	0	0	0	3,170,550	0	0	3,170,550
041	Grand Jury	0	0	0	583,898	0	0	583,898
045	Juvenile Justice Commission	0	0	0	178,367	0	0	178,367
048	Detention Release	0	0	0	1,632,490	0	0	1,632,490
052	OC Campaign Finance and Ethics Commission	0	0	0	549,164	0	0	549,164
054	Human Resource Services	0	6,339,558	0	0	0	0	6,339,558
056	Employee Benefits	0	1,547,631	0	0	0	0	1,547,631
073	Alternate Defense	0	0	0	5,757,674	0	0	5,757,674
081	Trial Courts	0	0	0	64,800,246	0	0	64,800,246
104	Criminal Justice Facilities - Accumulative Capital Outlay	0	0	0	12,081,059	0	0	12,081,059
105	Courthouse Temporary Construction	0	0	0	3,634,856	0	0	3,634,856
12J	DNA Identification Fund	0	0	0	1,400,500	0	0	1,400,500
135	Real Estate Development Program	0	0	0	0	1,767,186	0	1,767,186
13N	Orange County Tobacco Settlement	0	0	0	36,119,534	0	0	36,119,534
14J	Excess Public Safety Sales Tax	0	0	0	6,259,061	0	0	6,259,061
15J	Pension Obligation Bonds Debt Service	0	0	0	39,164,505	0	0	39,164,505
15T	El Toro Improvement Fund	0	0	0	1,136,244	0	0	1,136,244
15Y	Teeter Series A Debt Service Fund	0	0	0	56,835,000	0	0	56,835,000
289	Information Technology Internal Service Fund	0	0	99,446,692	0	0	0	99,446,692
290	Insured Health Plans ISF	0	0	0	182,212,235	0	0	182,212,235
291	Unemployment Insurance Internal Service Fund	0	0	0	8,834,518	0	0	8,834,518
292	Self-Insured PPO Health Plans ISF	0	0	0	78,670,713	0	0	78,670,713

## Budget Units Under Department Control:

No.	Agency Name	Government & Community Relations	Human Resource Services	Information Technology	Finance	Real Estate	Operations	Total
293	Workers' Compensation Internal Service Fund	0	0	0	53,477,216	0	0	53,477,216
294	Property and Casualty Risk Internal Service Fund	0	0	0	38,828,744	0	0	38,828,744
298	Self-Insured Benefits Internal Service Fund	0	0	0	9,634,196	0	0	9,634,196
29Z	Life Insurance Internal Service Fund	0	0	0	964,793	0	0	964,793
9A0	PUBLIC FINANCING PROGRAM (PGM II)	0	0	0	951,455	0	0	951,455
9B0	PUBLIC FINANCING PROGRAM (PGM V)	0	0	0	19,158,981	0	0	19,158,981
9C0	PUBLIC FINANCING PROGRAM (PGM VI)	0	0	0	94,479,080	0	0	94,479,080
Total		4,655,490	8,124,410	108,873,720	803,378,969	6,089,432	1,101,573	932,223,594

## 054 - HUMAN RESOURCE SERVICES

### Operational Summary

#### Description:

To attract, retain, and develop a highly skilled and competent work force so that County agencies/departments can provide outstanding services to their customers.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	6,111,984
Total FY 2015-2016 Actual Expenditure + Encumbrance:	5,943,875
Total Final FY 2016-2017:	6,339,558
Percent of County General Fund:	0.19%
Total Employees:	136.00

#### Strategic Goals:

- Ensure compliance with federal, state, and local human resources and employee benefits regulations and policies.
- Attract, retain, and develop a highly skilled and competent work force.
- Develop and maintain an ethical organizational culture that serves as the platform for employee engagement, innovation, and productivity.
- Administer a fair and balanced employee discipline/appeals process.
- Administer an effective labor negotiations program that provides an adequate and sustainable total compensation package for our employees.
- Administer an effective and efficient benefits program that educates and empowers employees/retirees in selecting their benefit choices.
- Develop and maintain human resource systems that provide for the efficient and effective accomplishment of County-wide and agency/department business goals.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>ENSURE COMPLIANCE, STANDARDIZATION, &amp; UNIFORM APPLICATION OF FEDERAL, STATE, &amp; LOCAL HR REGULATIONS.</b> <b>What:</b> State law requires compliance with all rules. Non-compliance can result in takeover of operations. <b>Why:</b> Ensuring compliance with regulations increases efficiencies and reduces the County's risk exposure.	The centralization of the Classification/Compensation, Recruitment, Learning & Organizational Development, and Employee & Labor Relations Units increased compliance with federal, state, and local Human Resources (HR) regulations.	Finalize the consolidation of remaining Human Resource Services (HRS) functions into HRS headquarters, including Return-to-Work, HR Analytics, and Employment Records and Transaction Processing.	The County HR system has been complying with all federal, state and local HR regulations, and doing so in a consistent manner across all departments under the purview of HRS.

## Key Outcome Indicators: (Continued)

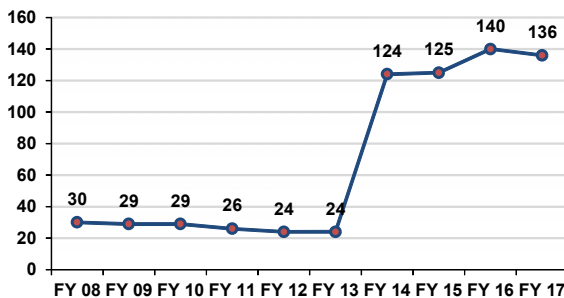
Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>ACHIEVE EFFICIENT AND EFFECTIVE DELIVERY OF COUNTY-WIDE HR SERVICES, INCLUDING COST SAVINGS.</b> <b>What:</b> Affords consistency, supports increased performance, & enables best practices for entire County. <b>Why:</b> HRS is an essential part of the County's infrastructure, supporting every aspect of its operation.	Established an Administrative Services Unit which completed the HRS Relocation project, implemented a job cost system, and developed effective IT capabilities in HRS. In addition, identified and addressed transaction processing inconsistencies/errors.	Centralize HRS functions, including Return-to-Work, establish HR Analytics, relocate Transaction Processing into HOA & plan/implement critical employee development opportunities in a standardized manner on a County-wide basis in HRS headquarters.	As more HRS Units are consolidated, they will be able to standardize and review their processes, leading to the realization of greater efficiencies.

## FY 2015-16 Key Project Accomplishments:

- In 2015, Human Resource Services staff conducted 333 recruitments and filled more than 1,750 requisitions. Of those, 46% were newly hired employees, 47% were promoted County employees, and 7% were transfers.
- In 2015, Human Resource Services Classification and Compensation team completed 243 reallocation studies and six maintenance studies.
- In 2015, Human Resource Services Volunteer/Intern Resources supported department staff in managing/coordinating 12,008 volunteers and 952 unpaid interns who contributed 629,457 hours of service for County government. This program also recruited and screened applicants for 52 unique unpaid internships and 28 distinct volunteer programs.
- Professional Development Experience (PDX) is a comprehensive leadership development program that was launched in 2015, which targets three levels of managers and supervisors. This new program is transforming County leadership development by providing a common language, tools and leadership practices. Since April 2015, the 10-session PDX Activate series launched 13 cohort groups and issued training to more than 240 front-line managers throughout the County. More than 120 mid-level managers have completed the 8-session PDX Elevate series and the first cohort of the 6-session PDX Catalyst series launched in January 2016. Feedback for the program has been enthusiastic and positive. Attendees have reported improvements in their confidence to lead their teams and trust among their staff.
- In 2015, Learning & Organizational Development (L&OD) partnered with Workplace Dynamics to assess our workforce engagement level. The unprecedented survey response rate of 67% demonstrated that employees feel strongly connected to their work and to the County and that they intend to continue their County careers. Analysis of 14,000 anonymous survey comments highlighted a desire to expand current employee recognition programs and to build a robust communication plan throughout County departments. The L&OD team currently sponsors engagement action planning teams in all departments so that best practices can be implemented in all workplaces.
- In 2015, the Equal Employment Opportunity (EEO) Unit trained more than 12,000 non-supervisory employees and more than 3,000 supervisors on harassment prevention.
- Human Resource Services Labor Relations Unit works collaboratively and constructively with union representatives to ensure that County practices and contemplated changes to mandatory subjects of bargaining are appropriately negotiated and memorialized in such forms as Memoranda of Understanding (MOU), Letter of Understanding, Settlement Agreement, and/or policies. In 2015, staff successfully negotiated collective bargaining agreements with ACLEM, IHSS, OCAA, OCEA and OCMA.
- In 2015, Human Resource Services Employee Benefits implemented more than a dozen contracts and planned augmentations to current benefits packages, while at the same time reducing premium rates as much as 35% and yielding annual savings of almost \$10 million.

- The Healthy Steps Program conducted more than 5,500 biometric screenings, which resulted in 90% employee participation and a net rate savings of \$6 million. More than 70 lunch and learn sessions delivered timely and important information supporting mental, physical and financial health to approximately 1,000 participants.
- The County's defined contribution plans received three awards from partners in 2015, which includes two Gold Hermes Creative Awards for the new on-line tutorial and communication of the plan's transition to explicit fees, as well as a Platinum MARCOM Award for the transition of the 1.62 plans. Also, the plan vendor Empower nominated the County of Orange for Plan Sponsor of the Year Award.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- FY 2016-17 - Total authorized positions decreased from 140 to 136. The FY 2015-16 First Quarter Budget Reporting Process deleted four positions (one Information Technologist I, one Senior Information Technologist, one Information Technologist II and one Senior IT Business Analyst) for inclusion in Budget Control 037 - IT Support Services and Budget Control 289 - Information & Technology ISF, due to integration of CEO Information Technology.
- FY 2015-16 - Total authorized positions increased from 125 to 140, primarily due to mid-year budget adjustments to add twelve positions for Learning & Organizational Development and transfer-in of three positions from other departments for centralized services.
- FY 2014-15 - The Chief Human Resources Officer and Executive Secretary positions transferred to the County Executive Office. The First Quarter Budget Reporting Process transferred out one Office Specialist position and one Office Technician position to the County Executive Office in support of Administrative services functions associated with the County Executive Office and Human Resource Services Reorganization, transferred in one Administrative Manager II position and one Administrative Manager I position from OC Community Resources and added one Administrative Manager I in support of Learning & Organizational Development and transferred in one position from OC Road as a Staff Specialist and one position from OC Flood as a Staff Specialist in support of Human Resource services for OC Public Works. The Second Quarter Budget Reporting Process added one Office Specialist position and three Staff Specialist positions in support of Human Resource services for recruitment and employment records/transaction processing and added two limited-term Administrative Manager I positions, one limited-term Staff Development Specialist position, one regular Staff Development Specialist position, one limited-term Office Specialist position and three regular Office Specialist positions in support of Learning & Organizational Development supervisor and manager programs.
- FY 2013-14 - Two positions transferred from Budget Control 054 to Employee Benefits, Budget Control 056. Six positions were added to support staff workloads related to the implementation of the Affordable Care Act. One Administrative Manager I position transferred to the County Executive Office.
- FY 2012-13 - One hundred HR positions from agencies/departments transferred to HRS on March 8, 2013 to implement the re-centralization of HR function into the HRS Department.
- FY 2010-11 - Two positions were deleted in the FY 2010-11 budget approval process effective April 1, 2011 due to CAPS+ HR implementation completion. A vacant Staff Specialist position was deleted as part of the First Quarter Budget Report and a Senior Technical Systems Specialist was transferred to the Auditor-Controller Department as part of the Third Quarter Budget Report.
- FY 2009-10 - An Administrative Manager I position was deleted as part of the First Quarter Budget Report.
- FY 2007-08 - In December 2007, an Administrative Manager II position was deleted as a result of the Vacant Position Freeze approved by the Board of Supervisors.



## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Strategic Planning, Workforce Planning and Succession Planning have been identified as Strategic Priorities by the Board of Supervisors and Department Heads. With actual and impending retirements, the County needs to assure that a highly skilled workforce is prepared for future opportunities and responsibilities as openings arise. HRS has been identified as the lead agency in addressing this important issue. HRS is continuing to consolidate all countywide efforts and organize an efficient method of delivery of HR services in this area.

### Changes Included in the Base Budget:

FY 2016-17 Recommended Base Budget meets the Net County Cost (NCC) Limit of \$4,634,966. The increase in expenditure budget from FY 2015-16 to FY 2016-17 is due to the increase in Salaries and Employee Benefits, Services & Supplies for Learning & Organizational Development training materials and Professional/Specialized Services offset with Cost Apply to other County departments for Human Resource services provided. The increase in revenue budget from FY 2015-16 to FY 2016-17 is due to the increase in Charges for Services to departments for Human Resource services provided. The decrease in NCC from FY 2015-16 to FY 2016-17 is due to the removal of the Equal Employment Opportunity (EEO) training approved in FY 2015-16 for an every other year occurrence offset with FY 2016-17 1% NCC growth.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	140	136	136	136	0	0.00
Total Revenues	1,320,809	1,458,784	1,480,070	1,704,592	245,808	16.85
Total Requirements	4,955,770	6,111,984	5,564,211	6,339,558	227,574	3.72
Net County Cost	3,634,961	4,653,200	4,084,141	4,634,966	(18,234)	-0.39

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Human Resource Services in the Appendix on page A64

### Highlights of Key Trends:

- Identifying and making policy decisions in regards to Affordable Care Act requirements.
- Use of Extra Help employees.
- Labor negotiations: OCAA, OCEA, AOCW, ACLEM, OCMA, and AOCDS.
- Examining current County Mission Statement, Vision and Goals.
- Implementation of employee development programs on a countywide basis.



## 025 - COUNTY COUNSEL

### Operational Summary

#### Mission:

To provide the highest quality legal advice and representation to the Board of Supervisors, elected and appointed department heads, County agencies/departments and staff, and Board-governed special districts.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	16,006,788
Total FY 2015-2016 Actual Expenditure + Encumbrance:	14,382,737
Total Final FY 2016-2017:	12,873,600
Percent of County General Fund:	0.4%
Total Employees:	102.00

#### Strategic Goals:

- Provide highly competent legal advice to clients on matters related to their public duties and responsibilities in the administration of the public's business, in accordance with high ethical and professional standards.
- Effectively prosecute and defend civil actions in which clients are involved.
- Deliver all legal services to clients as efficiently and economically as possible.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>PERCENTAGE OF WRITTEN OPINIONS THAT ARE UPHELD.</b> <b>What:</b> Measurement of the quality of legal advice. <b>Why:</b> Provides measure of quality of services provided.	No office opinions were challenged in court this fiscal year.	Maintain 90 percent or better rate of success.	County Counsel is producing sound, well-analyzed and accurate legal opinions that withstand (and do not provoke) challenges in court.
<b>PERCENTAGE DEPENDENCY CASES UPHELD ON APPEAL.</b> <b>What:</b> Measurement of the quality of services provided by County Counsel. <b>Why:</b> Provides measure of quality and effectiveness of services provided.	Over 96 percent of all appeals were won.	The office's goal is to continue to maintain its record of success and attain a 90 percent or better rate of success.	Dependency appeals are resolved by the Court of Appeal. County Counsel does well before the court. The two adverse opinions from the Court of Appeal involve an Indian Child Welfare Act issue now before the California Supreme Court.
<b>PERCENTAGE OF MENTAL HEALTH CASES WON OR RESOLVED WITH APPROVAL OF CLIENT.</b> <b>What:</b> Measurement of the quality of services provided by County Counsel. <b>Why:</b> Provides measure of quality of services provided.	Over 95 percent of cases were won or resolved to the client's satisfaction.	Maintain 90 percent or better rate of success.	In this area, the County Counsel's office is exceeding its own ambitious goal by 5 percent. A 95 percent rate of favorable results is very impressive.

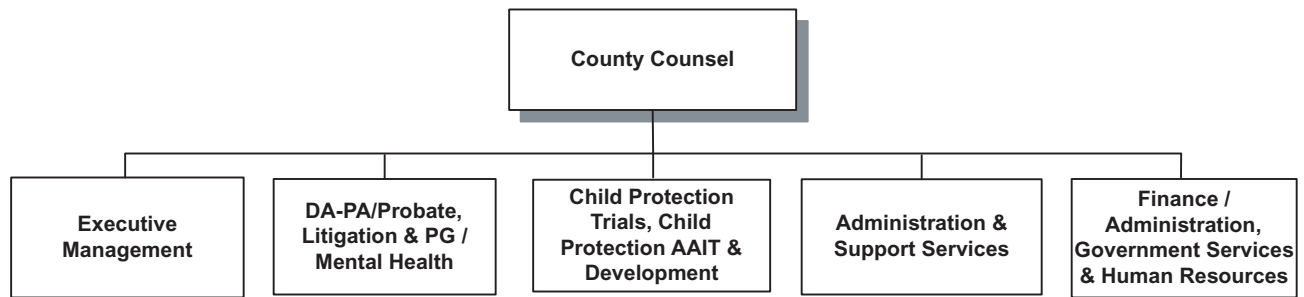
## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>PERCENTAGE OF GENERAL LITIGATION CASES WON OR RESOLVED WITH APPROVAL OF CLIENT.</b> <b>What:</b> Measurement of quality of services provided by County Counsel. <b>Why:</b> Provides measure of quality and effectiveness of services provided.	Over 90 percent of all cases handled were won or resolved to the client's satisfaction.	Maintain 90 percent or better rate of success.	The General Litigation Division continues its excellent performance, as shown by a success rate of successful outcomes and/or satisfactory settlements that exceed 90 percent, above the office's goal.

## FY 2015-16 Key Project Accomplishments:

- Implemented Board directives to (1) conduct a comprehensive review of County Departments to ensure compliance with the Political Reform Act and Fair Political Practices Commission regulations; and (2) eliminate Supervisorial District residency requirements from certain County boards, commissions, and committees.
- Advised the Board in its efforts to expand the jurisdiction of the Office of Independent Review to enhance the oversight of local law enforcement.
- Successfully challenged the Orange County Fire Authority's second amendment of its Joint Powers Authority Agreement which, if never challenged, would have illegally diverted structural fire fund property tax revenue to a local city for non-public safety uses.
- Drafted the ballot question, impartial analysis, the ordinance revising TINCUP, and a County charter amendment to establish a Campaign Finance and Ethics Commission.
- Drafted the ballot question, impartial analysis, and County charter amendment to require the preparation of Fiscal Impact Statements for Countywide ballot measures.
- Counseled the Board and County agencies at each step of the process of purchasing the location for a year-round homeless shelter.
- Resolved a \$2.5 million lawsuit against OC Animal Control at no cost to the County.
- Obtained the reversal of a trial court's order compelling the destruction of Karma, a wolf-dog hybrid.
- Successfully brought on the Fraud Hotline Team to empower the Board's oversight of County departments, agencies, and officers.
- Prevailed in the City of Irvine's (seventh) challenge to the Musick jail expansion.
- Assisted the Public Administrator in a successful real estate auction and an unusual auction of antique cars and car parts, some dating back to the early 1900s.
- Triumphed in a \$6.7 million contract dispute related to the use of solar panels.
- Prevented a child predator from being released from a state mental hospital.
- Successfully resolved a five-year lawsuit brought by a labor bargaining group that prevented the Sheriff from fully implementing the Correctional Services Assistant classification.

## Organizational Summary



**Executive Management** - The Executive Management team provides oversight for the department. The County Counsel attends Board of Supervisors' meetings and provides legal services to the Board of Supervisors and department heads. Three attorney Executive Managers perform the most complex legal tasks, provide legal advice to members of the Board of Supervisors and their staff and department heads, and supervise attorney teams.

**DA-PA/Probate, Litigation & PG/Mental Health** - The DA-PA/Probate and PG/Mental Health teams provide litigation and all advisory services to the District Attorney/Public Administrator and the Public Guardian. The General Litigation team represents the County in litigation and supervises litigation that is assigned to outside counsel. The team provides centralized oversight for civil litigation activities of the County as mandated by Government Code sections 26521 and 27642.

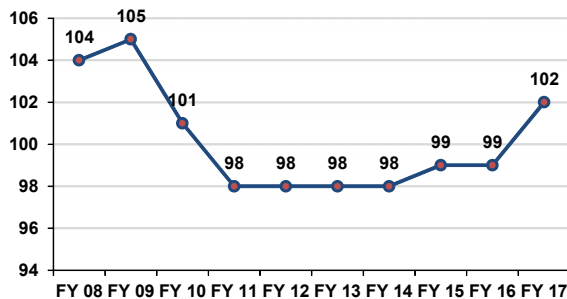
**Child Protective Svcs. & Appeals and HR & Govt Services** - The Child Protection Trial team and the Child Protection Appeals, Advisory, Intake and Training teams represent the Social Services Agency in Juvenile Court cases concerning abused, abandoned, molested or neglected children in both the trial court and on appeal, and provide court-related advisory services, policy and procedure drafting, intake petition drafting, and intensive training. The Development and Facilities team provides legal advice to OC Public Works, OC Community Resources, OC Waste and Recycling and OC Dana Point Harbor. The attorneys draft and review CEQA, public works, land use, flood, and roads contracts, leases, licenses, permits, deeds and conveyances, and franchises. Similar services are provided for Harbors, Beaches and Parks, Housing and Community Development, the County Library System, and related County entities within OC Community Resources.

**Administration and Support Services** - The Administrative Support Services team provides administrative and clerical support for County Counsel attorneys. Responsibilities include: direct secretarial support to the attorneys, law library support and resources, human resources functions, budget, records management, computer systems and network administration, accounting, safety, and purchasing.

**LPS/Probate, Development & Facilities and OCCR/Planning** - The Finance/Administration team provides legal advice to the Board of Supervisors, elected officials and County departments and agencies on public finance matters and tax collection issues, and contract related services and advice, conflict of interest issues, and elections. The Government Services team provides legal advice to the Board of Supervisors, elected officials and County departments and agencies on law enforcement issues, as well as general purchasing and contract related services and advice. The Human Resources team provides advice, counsel and representation to central Human Resource Services (HRS) as well as individual department clients on issues related to the myriad of labor and employment laws that affect the entire legal relationship between the County as a public employer, its employees, and the employees' exclusive representatives. The practice area impacts critical aspects of daily County operations including recruitment, hiring, payment of wages and benefits, pension and retirement, health and benefit plans, promotions, performance reviews, discipline and discharge, leave laws, policy development, labor practices, collective bargaining obligations, and equal employment opportunity and anti-discrimination laws. Members of the team provide related consultation, draft advisory opinions, draft and review policies and procedures, draft and review

related ordinances and contracts, and represent various agencies before administrative bodies, regulatory agencies, the courts, and neutral third-party arbitrators in grievances. They also provide training to County agencies on topics related to human resources.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- In FY 2016-17, one Deputy Attorney IV was added to support the Campaign Finance and Ethics Commission with a 0.5 FTE cost apply.
- In the FY 2015-16 First Quarter Budget Report, one Administrative Manager I was added to provide administrative support of the County's Fraud Hotline and one Staff Assistant was deleted. Two Administrative Manager II positions were also added as the responsibility for the Fraud Hotline was transferred from the Auditor-Controller to County Counsel.
- One Senior Deputy Attorney was added in FY 2014-15 to support Laura's Law.
- One Office Technician was deleted in the Second Quarter Budget Report of FY 2013-14, and one IT Systems Technician II was added in the Third Quarter Budget Report of FY 2013-14.
- One Senior Legal Secretary and one Staff Assistant were deleted in FY 2010-11.

- One Legal Secretary was deleted in the First Quarter Budget Report in FY 2009-10. Two Attorney III positions were deleted in FY 2009-10.
- Two limited-term Attorney positions were deleted in FY 2008-09.
- One Legal Services Assistant was added mid-year in FY 2007-08 to support an increased number of court pleadings that must be prepared and filed by the Office of County Counsel. Two Attorney positions were added in FY 2007-08; one to support John Wayne Airport construction projects and one to support increased workload in the legal review of purchasing agreements.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Office of County Counsel is dedicated to the principle that thoughtful, credible and ethical legal services support the County's strategic initiatives and lead to fewer lawsuits, lower liability costs, better services and better County government. County Counsel will continue to improve efficiencies, effectiveness, and economies within the department through use of technology for communications, document review and production of legal research. The Office continues to identify cost saving and additional revenue opportunities. We will continue to re-purpose our resources to where the demand for legal services is greatest.

### Changes Included in the Base Budget:

The FY 2016-17 adopted budget includes \$3.5M increase in appropriations and NCC for outside legal counsel services. On June 7, 2016 voters approved Measure A, which calls for the establishment of a Campaign Finance and Ethics Commission. One Deputy Attorney IV was added to support the Campaign Finance and Ethics Commission with a 0.5 FTE cost apply.

## Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Increase Appropriations and Net County Cost for Outside Legal Counsel Services</b> <b>Amount: \$ 3,500,000</b>	County Counsel is requesting an increase in Net County Cost for outside legal counsel services.	County Counsel will dedicate the increase in Net County Cost for outside counsel legal services.	7100

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	99	101	101	102	1	0.99
Total Revenues	2,627,863	3,268,874	2,853,731	2,967,500	(301,374)	-9.22
Total Requirements	14,014,745	16,006,788	13,628,301	12,873,600	(3,133,188)	-19.57
Net County Cost	11,386,881	12,737,914	10,774,570	9,906,100	(2,831,814)	-22.23

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: County Counsel in the Appendix on page A35

## Highlights of Key Trends:

- We are experiencing an escalation in demand for legal services in the areas of mental health (due to Laura's Law and the availability of Assisted Outpatient Treatment), information technology, real estate, subpoenas for jail records, and Public Records Act requests. In other areas of our practice, including juvenile dependency, juvenile dependency appeals, probate, and general civil litigation, our workload is steady.

## 031 - REGISTRAR OF VOTERS

### Operational Summary

#### Mission:

To provide election services for the citizens of Orange County to ensure equal access to the election process, protect the integrity of votes, and maintain a transparent, accurate and fair process.

#### Strategic Goals:

- Ensure public confidence in the elections process by conducting transparent and accurate elections.
- Make elections accessible to all eligible voters.
- Continual quality improvement in the operations of the department.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	
	Results	Target	How are we doing?
<b>TOTAL NUMBER OF VOTER EDUCATION AND VOLUNTEER RECRUITMENT/REGISTRATION EVENTS.</b> <b>What:</b> The number of events our office participates in calculated 60 days prior to a scheduled election. <b>Why:</b> Provide voter education, recruit poll workers, and offer voter registration services.	50 events were attended in 2015.	The target for 2016 is 60 events.	The Registrar of Voters (ROV) created an extensive marketing plan that ensured the balanced scorecard goals were exceeded. We will continue to create multiple events designed to increase awareness of the Department's services.  ROV will create and attend events throughout Orange County.
<b>THE NUMBER OF CONTACTS MADE WITH THE PUBLIC THAT COULD POSSIBLY LEAD TO ELECTION VOLUNTEERS.</b> <b>What:</b> The percent of contacts made at outreach events based on the total number of estimated impressions. <b>Why:</b> Provide opportunities to register to vote and ensure enough volunteers manage the voting process.	15.5% of estimated attendees at outreach events were contacted in 2015.	The target for 2016 is 5%.	Registrar of Voters created an extensive marketing plan that ensured the balanced scorecard goals were exceeded. We will create multiple events designed to increase awareness of our services. Employees will be trained to effectively attract event attendees and communicate with the public.
<b>DEATH RECORDS PROCESSED OF DECEASED VOTERS.</b> <b>What:</b> Death records processed as a percentage of total registered voters. <b>Why:</b> Update the voter database in order to reconcile the voter data with changes in voter disposition.	0.11% of total registered voters were processed. The 2015 results were higher due to the implementation of the Statewide Database.	The target for 2016 is 0.06%.	The Registrar of Voters is always looking for new and innovative ways of identifying deceased voters, including additional data sources, in order to remove as many deceased voters as possible.  As a percentage of registered voters, we believe the numbers will be consistent from year to year.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	14,738,931
Total FY 2015-2016 Actual Expenditure + Encumbrance:	13,625,223
Total Final FY 2016-2017:	15,672,450
Percent of County General Fund:	0.48%
Total Employees:	49.00

## Key Outcome Indicators: (Continued)

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>TOTAL NUMBER OF VOTER REGISTRATION PROCESSING ERRORS.</b> <b>What:</b> Total number of registration processing errors as a percentage of the total registrations processed. <b>Why:</b> Identify common problem areas with registrations.	3.2% of the total registrations processed contained errors (unrelated to our data entry).	The target for 2016 is 3.5%.	The transition to the Statewide online voter registration has introduced many processing situations that require correction. Many of these problems originate from the online application process and are being addressed by the State.
<b>SATISFACTION OF POLL WORKERS.</b> <b>What:</b> Provides the percentage of Poll Workers surveyed the overall quality of service provided. <b>Why:</b> Provide Orange County voters consistent and convenient access to well-managed poll sites.	95% of poll workers who were surveyed stated the Registrar of Voters' quality of service was excellent, very good or good.	The target for 2016 is 90%.	The Registrar of Voters conducts an extensive survey program for products and services.  Results for the Poll Worker satisfaction have consistently been in the "Excel" range.  Customer service will continue to be enhanced to ensure proper satisfaction levels of the volunteers.
<b>THE NUMBER OF ELIGIBLE BALLOTS.</b> <b>What:</b> Total number of ballots cast determined to be eligible as a percentage of total ballots returned. <b>Why:</b> Reconcile all votes cast against voter eligibility to ensure that every eligible vote is counted.	99.27% of total ballots returned to the office were determined to be eligible.	The target for 2016 is 99%.	Ensure all eligible ballots cast are counted. A meticulous process of review is undertaken to ensure that an accurate tally of votes is completed.  The percentage of ballots not counted includes vote-by-mail ballots returned after the deadline and ballots cast by ineligible voters.
<b>THE NUMBER OF DAYS IT TAKES TO CERTIFY AN ELECTION.</b> <b>What:</b> The election is certified within the pre-determined time frame based on the number of ballots cast. <b>Why:</b> Maintain a rigorous tabulation process that ensures an efficient and accurate count for votes cast.	The January 2015 First Supervisorial District Vacancy Special Election was certified in 3 days and the March 2015 37th Senate District Special Election was certified in 3 days.	The target for 2016 is certification in 25-28 days.	The Registrar of Voters is consistently exceeding the goal for days taken to certify an election. We understand the need for accurate elections to be certified as timely as possible.  This reflects on the average ballots tallied by day during the canvass process.
<b>DATA ENTRY MONTHLY TOTALS.</b> <b>What:</b> All data entry and registered voter maintenance as a percentage of the registered voters. <b>Why:</b> These activities are performed in order to maintain an accurate voter registration list.	3.65% of the registered voters per month.	The 2016 target is 2.51% of the registered voters per month.	The Registrar of Voters has been conducting a large amount of activities to update the voter registration database.
<b>BALLOT CREATION CYCLES.</b> <b>What:</b> Number of proofing cycles during ballot creation to make ballots ready for production. <b>Why:</b> Reducing the number of proofing cycles improves efficiency and improves the ballot creation process.	2 cycles of proofing during ballot creation to make the ballots ready for production.	The 2016 target is 2 ballot creation and proofing cycles.	The Registrar of Voters continually improves its quality control processes to improve efficiency and accuracy.

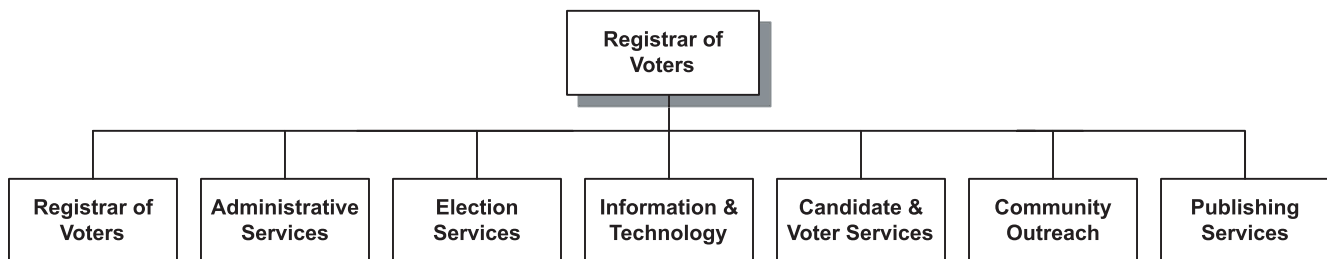
## FY 2015-16 Key Project Accomplishments:

- Improved and redesigned the poll worker training program. The revised training program includes a more user friendly handbook, interactive facilitated hands-on training, and an instructional design online training.
- Increased the stipend pay for Poll Inspectors and Poll Clerks. The stipend increase will help the Registrar of Voters more effectively recruit and retain qualified poll workers and remain competitive with surrounding counties' stipends, and better recognizes poll workers' significant contribution and commitment to serving the County and the voters on Election Day.



- Honored the 50th anniversary of the Voting Rights Act on August 6, 2015. The Voting Rights Act of 1965 is a milestone in national legislation that prohibits discriminatory voting practices from African Americans. The Act makes it illegal to require eligible voters to pass literacy tests in order to register to vote.
- Continued to provide real-time voter data on the Registrar of Voters website ([www.ocvote.com](http://www.ocvote.com)). Anyone may view trends in registration, ballot production, mailings and returns, petition data, poll worker recruitment, and maps.
- Offered the Election Academy. This is an eight-week election education program designed to teach participants about all aspects of the elections in Orange County.
- Conducted a successful Presidential Primary Election and two special elections.

## Organizational Summary



**Registrar Of Voters** - Provides overall direction and management of the department working closely with the six units in the department.

**Administrative Services** - Provides accounting, budget, human resources and purchasing support as well as various other services.

**Election Services** - Conducts polling place and poll worker recruitment. The Poll worker recruitment programs include the County Poll Worker Program and the nationally recognized Student Poll Worker Program. Also provides warehouse functions.

**Information & Technology** - Provides IT support as well as data entry and files (which handles voter registration and petition processing). They are also responsible for the precinct and polling place mapping function.

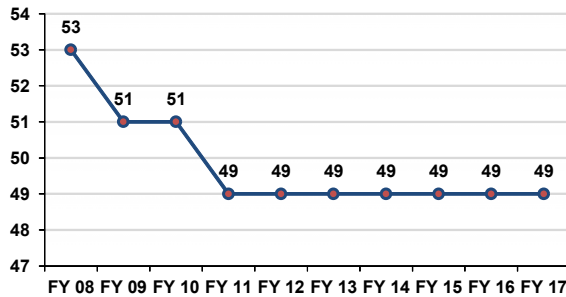
**Candidate & Voter Services** - Handles candidate filing, campaign contribution filing and voter registration processing. Also has a role in ballot creation, sample ballot creation and alternative voting operations such as vote-by-mail and early voting.

**Community Outreach** - Conducts and participates in outreach and special events throughout Orange County. They are responsible for the department's adherence to the Voting Rights Act, including bilingual poll worker recruitment, customer service, and translation services for our eight covered languages: Chinese, Korean, Spanish, Vietnamese, Tagalog, Hindi, Khmer, and Japanese. Provides consistent message from the Registrar of Voters to the public via internet, print, and electronic media concerning election issues. Maintains a liaison with the Secretary of State, legislators, and other election officials. They are also responsible for the poll worker training program.

**Publishing Services** - Provides quality, on time, and cost-effective design, printing, and bindery services for County of Orange departments and other jurisdictions/organizations.



## Ten Year Staffing Trend:



## Ten Year Staffing Trend Highlights:

- FY 2015-16: During the Second Quarter Budget Report, the staffing and reporting alignment of Reprographics ISF changed from County Executive Office to the Registrar of Voters.
- FY 2009-10: Mid year, deleted one Staff Specialist position and one Office Specialist position as a result of the vacant position freeze approved by the Board of Supervisors.
- FY 2007-08: One Buying Technician position was added for purchasing support. Mid year, two positions were deleted as part of the FY 2007-08 budget reduction plan.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Registrar of Voters is dedicated to providing professional and customer service oriented election services. We take pride in the fact that our methods of delivering election services have become the standard for counties throughout the United States.

The Registrar of Voters will continue to exceed the expectations of Orange County citizens, government, community organizations, and the news media in every aspect of our operations. We strive for excellence in overall election management services and in our role as custodians of registered voter records.

### Changes Included in the Base Budget:

The base budget includes a technical augmentation to reconcile to the FY 2015-16 Third Quarter Budget Report, and increases appropriations (\$57,000) and revenue (\$2,280) for the increase stipend pay for Poll Inspectors and Poll Clerks, offset by an increase in Net County Cost (\$54,720).

The Registrar of Voters FY 2016-17 budget includes costs anticipated in the November 2016 Presidential General Election.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	49	49	49	49	0	0.00
Total Revenues	5,514,337	1,608,548	1,400,883	4,990,180	3,381,632	210.23
Total Requirements	15,062,392	14,738,931	13,663,730	15,672,450	933,519	6.33
Net County Cost	9,548,054	13,130,383	12,262,847	10,682,270	(2,448,113)	-18.64

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Registrar of Voters in the Appendix on page A43

### Highlights of Key Trends:

- Orange County has seen growth in vote-by-mail voting without all vote-by-mail elections. The percentage of Orange County voters choosing to vote-by-mail is increasing, while the percentage of votes completed at polling places is slowly declining.
- Overall survey results from voters and poll workers reflect extremely well on the operations and services provided. Several customer service surveys will be taken during the November 2016 General Election.

### Budget Units Under Department Control:

No.	Agency Name	Registrar Of Voters	Administrative Services	Election Services	Information & Technology	Candidate & Voter Services	Community Outreach	Publishing Services	Total
031	Registrar of Voters	1,380,799	1,517,690	7,561,211	3,049,795	1,109,821	1,053,134	0	15,672,450
297	Reprographics Internal Service Fund	0	0	0	0	0	0	5,598,145	5,598,145
	<b>Total</b>	<b>1,380,799</b>	<b>1,517,690</b>	<b>7,561,211</b>	<b>3,049,795</b>	<b>1,109,821</b>	<b>1,053,134</b>	<b>5,598,145</b>	<b>21,270,595</b>

## 050 - OFFICE OF THE PERFORMANCE AUDIT DIRECTOR

### Operational Summary

#### Mission:

The mission of the Office of the Performance Audit Director (OPAD) is to independently and objectively assess the performance of County of Orange operations and programs and provide the Board of Supervisors and County Executive Management with reliable, insightful, and useful recommendations to make sound business decisions.

#### Strategic Goals:

- Provide unfiltered, independent, and objective performance audits of the efficiency and effectiveness of County operations and programs.
- Provide advisory services to the Board of Supervisors regarding topical policy and management issues.

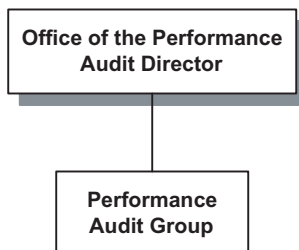
#### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>CLIENT SATISFACTION</b> <b>What:</b> Client satisfaction survey to measure Audit Client's satisfaction level. <b>Why:</b> Provides high-quality audit services and to receive client feedback and suggestions for improvement.	All audit clients surveyed were very satisfied with Performance Audit.	At least 90% of audit clients are satisfied with Performance Audit.	All audit clients surveyed gave OPAD the highest rating. The survey results indicate that they are all very satisfied with OPAD, especially in the following three areas: (1) communication throughout the duration of the audit; (2) professionalism of the auditors; (3) clarity of the audit report.
<b>CONCURRENCE WITH AUDIT RECOMMENDATIONS</b> <b>What:</b> Percentage of audit recommendations agreed with by the audited agency/department. <b>Why:</b> It provides a measure of validity of the findings, usefulness, and improvement opportunities.	Management fully concurred or partially concurred with over 90% of the audit recommendations.	Audited agencies/ departments fully concur or partially concur with 90% or more of all audit recommendations.	OPAD continues to be recognized by the Board of Supervisors and management as providing value-added services to improve the County's operational efficiency and effectiveness.

#### FY 2015-16 Key Project Accomplishments:

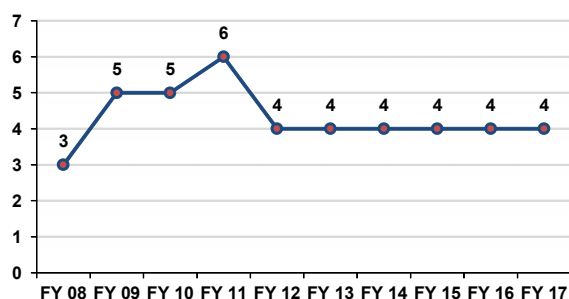
- OPAD completed a follow-up audit of the 2011 Performance Audit of Human Resources Department. The audit team was able to close 47 of the 50 audit recommendations (94%).

## Organizational Summary



**Performance Audit Group** - This group provides performance audit and advisory services, including follow-up audits. As a small office, this group also provides some administrative services for the office, such as budget management and purchasing.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- FY 2011-12 through FY 2016-17, the Office continues to operate with four positions.
- In FY 2010-11, the Office was allocated a position and resources to hire an employee dedicated to conducting follow-up audits. This same year, however, the two vacant positions, which had never been filled (one

Administrative Manager III and one Executive Secretary) were deleted from the Office's staffing, resulting in a staffing level of four employees.

- In FY 2008-09, two new positions were added through the FY 2008-09 budget hearings. These positions, however, remained vacant due to countywide budget constraints.
- In FY 2007-08, the Office of the Performance Audit Director was established in January of 2008 with a staffing level of three employees.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

OPAD supports the County's mission of providing outstanding and cost-effective public services by: (1) hiring, developing, and retaining exemplary audit staff; (2) assessing County agencies/departments' performance results; (3) researching and benchmarking best practices; and (4) making recommendations to improve the County's operational efficiency and effectiveness.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	4	4	4	4	0	0.00
Total Revenues	0	0	0	0	0	0.00
Total Requirements	729,316	794,817	259,017	802,765	7,948	1.00
Net County Cost	729,316	794,817	259,017	802,765	7,948	1.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Office of the Performance Audit Director in the Appendix on page A61

## Highlights of Key Trends:

- Government auditors are increasingly expanding their roles from traditional compliance and financial audits to include complex performance audits and operational reviews. Conducting these comprehensive audits requires auditors to possess a broad range of skillsets, including strong analytical skills, strategic acumen, communication skills, and operational experience across diversified functions such as information technology, accounting, and finance. OPAD has followed this trend by recruiting auditors with advanced graduate degrees in public administration, public policy, and business administration as well as work experience in consulting, management, and finance.

## 052 - ORANGE COUNTY ETHICS COMMISSION

### Operational Summary

#### Description:

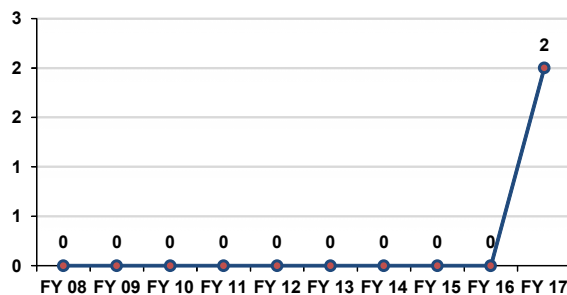
On June 7, 2016 Orange County Voters approved Measure A, which calls for the establishment of a Campaign Finance and Ethics Commission (Ethics Commission). On June 28, 2016, the County Board of Supervisors established the budget for the Ethics Commission.

Ethics Commission will provide oversight of the County's Campaign Reform Ordinance, Lobbyist Registration and Reporting Ordinance, the Gift Ban-Ordinance and sections 6 and 9 of the County Code of Ethics and Commitment to Public Service.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	0
Total FY 2015-2016 Actual Expenditure + Encumbrance:	0
Total Final FY 2016-2017:	549,164
Percent of County General Fund:	0.02%
Total Employees:	2.00

#### Ten Year Staffing Trend:



#### Ten Year Staffing Trend Highlights:

Two positions (one Executive Director and one Staff Specialist) were added in FY 2016-17 Budget Adoption process.

### Budget Summary

#### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Expand Appropriations and Net County Cost to establish Orange County Ethics Commission Budget Amount:\$ 549,164</b>	Two regular positions and \$549,164 in appropriations and NCC is requested to establish Orange County Ethics Commission Budget.	Measure A approved by Voters on June 7, 2016 requires to establish Ethics Commission budget.	7360

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	0	0	0	2	2	0.00
Total Revenues	0	0	0	0	0	0.00
Total Requirements	0	0	0	549,164	549,164	100.00
Net County Cost	0	0	0	549,164	549,164	100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Orange County Ethics Commission in the Appendix on page A63

## 059 - CLERK-RECORDER

### Operational Summary

#### Mission:

The Clerk-Recorder's mission is to maintain a safe and secure repository for public records; and to provide cost effective platforms to easily access records, while safeguarding the confidentiality of personal information.

#### Strategic Goals:

- Improve the delivery and access of public records through the use of advancing technologies.
- Maintain and safeguard sensitive personal information contained in public records.
- Provide courteous, helpful and economical service to the public.
- Detect and minimize real estate fraud and identify theft through the use of multiple security measures.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>ACHIEVE A RATE OF AT LEAST 60% FOR ELECTRONICALLY RECORDED DOCUMENTS TO TOTAL DOCUMENTS RECORDED.</b> <b>What:</b> Measures Department effectiveness at using technology to efficiently record real property documents. <b>Why:</b> Electronic recordings improves the efficiency of Department Recording operations.	Electronic recordings accounted for 64% of total real property recordings.	Achieve a rate of 62% for electronically recorded documents.	The Department is using technology to provide faster and more efficient service.
<b>ACHIEVE A 90% OR BETTER RATING OF "OUTSTANDING" OR "GOOD" ON CUSTOMER SATISFACTION SURVEY.</b> <b>What:</b> Measures customer satisfaction with department services. <b>Why:</b> Providing courteous and helpful customer service is a Department strategic goal.	Customers rated Department services as "Outstanding" or "Good" 92% of the time.	Achieve a 90% or better positive rating on customer satisfaction surveys.	Customer responses indicate that the department is continuing to provide excellent customer service.
<b>MAINTAIN AN ACCURACY RATING OF 99.5% OR BETTER ON RECORDED DOCUMENTS.</b> <b>What:</b> Measures the accuracy of the Department's recording and indexing services. <b>Why:</b> Indicates the quality and accuracy of the Department recording and indexing services.	Department achieved an accuracy rate of 99.7% on recorded documents.	Achieve an accuracy rate of at least 99.5% on recorded documents.	The department is maintaining a high accuracy rate with its recording services.

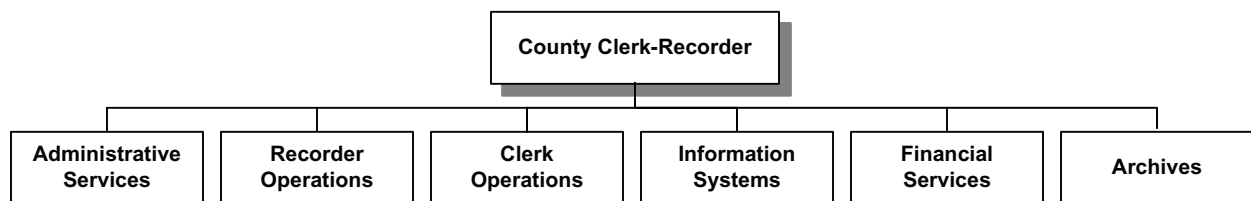
#### FY 2015-16 Key Project Accomplishments:

- Increased Passport Processing revenue by 43% over the prior year.



- Opening our department offices one Saturday per month continues to be a success, as Saturday revenue increased for the second straight year.
- Renewed the lease for the South County Branch Office in Laguna Hills for 10 more years.
- Began implementation of software that will automatically index and redact real property documents submitted for recording.
- Completed conservation and digitizing project of 210 volumes of Grant Deed books for the Orange County Archives.

## Organizational Summary



**Administrative Services** - The Clerk-Recorder is one of seven countywide elected officials. The Administrative Services division directs and oversees all department administrative activities.

**Recorder Operations** - The Recorder Operations division is responsible for examining, recording, and indexing official real property documents presented for recording. The Recorder maintains a permanent record of these documents and transactions in order for the public to access and view the records.

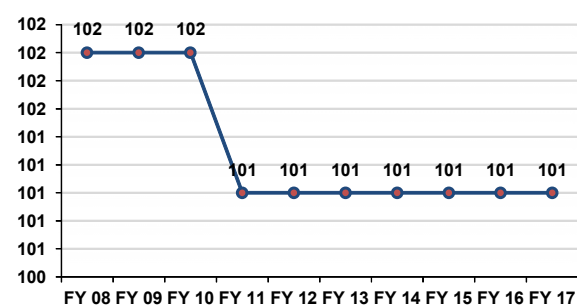
**Clerk Operations** - The Clerk Operations division maintains and provides certified copies of birth, death, and marriage certificates issued within the County of Orange. The Clerk issues marriage licenses, performs civil marriage ceremonies, files fictitious business name statements, processes passport applications, files notary public oaths and bonds, and registers professional photocopiers, process servers, and unlawful detainer assistants.

**Information Systems** - The Information Systems division provides technical and user support for all automated systems within the Clerk-Recorder Department. Staff provides short and long term automation planning, systems installation, user training, system maintenance, and telecommunications support.

**Financial Services** - The Financial Services division is responsible for the fiscal integrity of the department by providing accounting, budget, and purchasing related duties.

**Archives** - The Archives division catalogs and maintains County historical records and other materials that have long term, historical value. These historical records, photographs, correspondence, property records, collections of artifacts, or other materials on the history of Orange County are available to the public, researchers, and historical organizations.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- The staffing level has been 101 positions since FY 2010-11.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Clerk-Recorder Department will continue to explore and implement operational measures that improve customer service and maximize efficiencies.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	101	101	101	101	0	0.00
Total Revenues	13,816,546	14,566,650	12,913,905	14,425,000	(141,650)	-0.97
Total Requirements	13,777,820	14,566,650	12,739,837	14,425,000	(141,650)	-0.97
Net County Cost	(38,726)	0	(174,068)	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Clerk-Recorder in the Appendix on page A72

### Highlights of Key Trends:

- Electronic recordings continue to be a significant percentage of total department real property recordings. The Clerk-Recorder Department is planning to implement new auto-indexing and redaction software during the next fiscal year, which will improve the efficiency and accuracy of indexing recorded documents, and provide records to the public in a timely fashion.

### Budget Units Under Department Control:

No.	Agency Name	Administrative Services	Recorder Operations	Clerk Operations	Information Systems	Financial Services	Archives	Total
059	Clerk-Recorder	3,878,052	3,141,024	2,889,665	3,264,324	963,485	288,450	14,425,000
12D	Clerk-Recorder Special Revenue Fund	0	6,344,973	305,000	1,345,000	80,027	0	8,075,000
12E	Clerk-Recorder Operating Reserve Fund	2,005,000	0	0	0	0	0	2,005,000
	Total	5,883,052	9,485,997	3,194,665	4,609,324	1,043,512	288,450	24,505,000

## 12D - CLERK-RECORDER SPECIAL REVENUE FUND

### Operational Summary

#### Description:

The Clerk-Recorder Special Revenue Fund contains revenue generated from specific fees mandated by state law with expenditure eligibility requirements. This fund is required in order to comply with Auditor-Controller policies and Generally Accepted Accounting Principles.

The fund total is comprised of four sub-funds:

**Modernization:** This charge is mandated by Government Code 27361. The funds generated by this charge "shall be available solely to support, maintain, improve, and provide for the full operation for modernized creation, retention, and retrieval of information in each county's system of recorded documents." Revenue is generated from recording real property transactions.

**Health Statistics:** This charge is mandated by Health & Safety Code 103625. The funds generated by this charge shall be available "for the purpose of defraying the administrative costs of collecting and reporting with respect to those fees and for other costs as follows: (1) Modernization of vital record operations, including improvement, automation, and technical support of vital record systems. (2) Improvement in the collection and analysis of health-related birth and

**Clerk Recorder Special Revenue Fund** - Accounts for revenues earned by the Clerk-Recorder which have expenditure requirements.

**Recorder Operations** - This activity is for Modernization and Micrographics.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	20,831,476
Total FY 2015-2016 Actual Expenditure + Encumbrance:	6,138,421
Total Final FY 2016-2017:	8,075,000
Percent of County General Fund:	N/A
Total Employees:	0.00

death certificate information, and other community health data collection and analysis." Revenue is generated from providing certified copies of birth, death, and marriage records.

**Micrographics:** This charge is authorized by Government Code 27361.4. The funds generated by this charge shall be used "to defray the cost of converting the county recorder's document storage system to micrographics." Revenue is generated from filing every instrument, paper, or notice for record.

**Security Measures:** This charge is mandated by Health and Safety Code 103525.5. The funds generated by this charge shall be used "to defray the costs of the additional security features required by Sections 103526 and 103526.5.", such as efforts to "develop safety and security measures to protect against fraudulent use of birth, death, and marriage records." Revenue is generated from providing certified copies of birth, death, and marriage records.

**Clerk Operations** - This activity is for Health Statistics and Security Measures.

**Information Systems** - This activity is for the Clerk-Recorder electronic recording delivery system.

**Archives** - This activity is for Archives electronic property systems.

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	6,481,743	20,831,476	6,014,530	8,075,000	(12,756,476)	-61.24
Total Requirements	6,481,742	20,831,476	6,014,529	8,075,000	(12,756,476)	-61.24
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Clerk-Recorder Special Revenue Fund in the Appendix on page A120

## 12E - CLERK-RECORDER OPERATING RESERVE FUND

### Operational Summary

#### Description:

The Clerk-Recorder Operating Reserve Fund was established to maintain restricted revenues from Clerk-Recorder Fees which are not eligible for County General Fund use. State law mandates that revenues collected for these specific Clerk-Recorder Fees can only be used to reimburse the Clerk-Recorder for operational costs of services rendered. The Operating Reserve Fund is utilized to offset future Clerk-Recorder Department costs of these services.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,918,794
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,373
Total Final FY 2016-2017:	2,005,000
Percent of County General Fund:	N/A
Total Employees:	0.00

**Clerk Recorder Operating Reserve Fund** - Restricted Clerk-Recorder reserve funds used to reimburse operational costs of Clerk-Recorder services.

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016 Budget	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017 Final Budget	Change from FY 2015-2016 Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Total Revenues	1,311,456	1,918,794	292,664	2,005,000	86,206	4.49
Total Requirements	1,311,456	1,918,794	292,663	2,005,000	86,206	4.49
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Clerk-Recorder Operating Reserve Fund in the Appendix on page A121

## 074 - TREASURER-TAX COLLECTOR

### Operational Summary

#### Mission:

The mission of the Office of the Treasurer-Tax Collector (TTC) is to ensure safe and timely receipt, deposit, collection and investment of public funds.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	13,502,609
Total FY 2015-2016 Actual Expenditure + Encumbrance:	12,992,753
Total Final FY 2016-2017:	13,889,904
Percent of County General Fund:	0.43%
Total Employees:	91.00

#### Strategic Goals:

- Invest public funds in a manner that provides for maximum security of principal and maintains the public trust.
- Maintain sufficient liquidity to enable participants to meet their operating cash requirements.
- Obtain a stable market rate of return throughout budgetary and economic cycles.
- Provide timely, cost-effective, accurate and courteous customer service.
- Invest resources to develop and maintain knowledgeable and competent staff.
- Act in an ethical and professional manner while maintaining honest, respectful and open communications.
- Streamline cashiering and collection processes to increase timely collection of public revenues for the benefit of Orange County citizens.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>ANNUAL PROPERTY TAX COLLECTION RATES.</b> <b>What:</b> Annual percent of property tax collected during the fiscal year. <b>Why:</b> It measures County revenue by identifying the percent of property taxes collected.	TTC exceeded target of meeting FY 2014-15 secured prop tax collection rates. Actuals: FY 2014-15 actual collection rates were: secured taxes 99.21% and unsecured 95.59% as of June 30, 2015. Target: FY 2014-15 target collection rates were: secured taxes 99.16% and unsecured 95.24%.	To meet or exceed FY 2014-15 secured and unsecured percent collection rates.	As of February 29, 2016, TTC is on track to meet the secured property tax target and has met the unsecured property tax target. FY 2015-16 year-to-date collection rates were: first installment secured 98.74% and current year unsecured 96.45%.

## Key Outcome Indicators: (Continued)

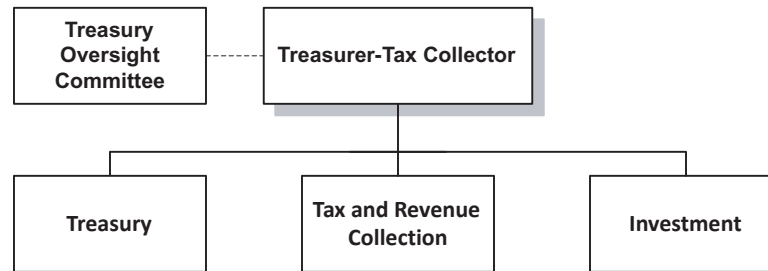
Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>AVERAGE MONTHLY NET ASSET VALUE (NAV) FOR OC AND EDUCATIONAL MMF'S (OCMMF &amp; OCEMMF).</b> <b>What:</b> Net Asset Value measures the safety and liquidity of Orange County Money Market Funds (OCMMF) & Orange County Educational Money Market Fund (OCEMMF). <b>Why:</b> A NAV of 1.0 means if all investments were sold, investors would get 100% of principal back.	The Department exceeded its target of maintaining average NAV of 1.0000. <b>Actuals:</b> During FY 2014-15, the Department maintained an average NAV of 1.0001 in OCMMF and 1.0001 in OCEMMF.	To maintain an average monthly NAV of 1.0000 in OCMMF and OCEMMF.	As of March 31, 2016, TTC is exceeding the target: FY 2015-16 average NAV was 1.0002 in OCMMF and 1.0002 in OCEMMF.
<b>CASH AVAILABLE FOR OPERATIONS &amp; VOLUNTARY PARTICIPANTS' REDEMPTIONS, WITHOUT LOSS OF PRINCIPAL.</b> <b>What:</b> To have sufficient funds available for operational cash needs & voluntary participants' redemptions. <b>Why:</b> It measures the amount of cash available to Investment Pool Participants.	TTC exceeded target. <b>Actuals:</b> TTC maintained 100% of trading days in FY 14-15 with cash balances in OCMMF and OCEMMF greater than sum of investment pool participants' operational cash needs for current day and next 2 trading days, plus first \$25 million of voluntary participants' investment balance.	To maintain 100% of trading days in FY 2015-16 with cash balances in OCMMF and OCEMMF equal to the sum of investment pool participants' operational cash needs for the current day and next 2 trading days, plus the first \$25 million of each voluntary participants' investment balance.	TTC will not meet target of 100% of trading days in FY 2015-16 with cash balances in OCMMF & OCEMMF equal to sum of investment pool participant's operational cash, plus first \$25 million of each voluntary participants' investment balance. However, as of February 29, 2016, TTC had only two days out of 165 days that did not meet the target.
<b>NUMBER OF INVESTMENT POOL COMPLIANCE INCIDENTS REPORTED.</b> <b>What:</b> The number of compliance incidents reported during a fiscal year. <b>Why:</b> It measures Investment's compliance with State code and the Investment Policy Statement.	The TTC did not meet its target of having no compliance incidents; there was one compliance incident in FY 2014-15.	To limit non-compliance incidents to zero in FY 2015-16.	The Department has zero compliance incidents in FY 2015-16 through February 29, 2016.

## FY 2015-16 Key Project Accomplishments:

- Incurred no investment losses on the public funds invested and met the investment objective of safety, liquidity and yield.
- Maintained the County and Educational Money Market Fund's AAA ratings with Standard and Poor's.
- Achieved zero instances of non-compliance with the Investment Policy Statement (IPS).
- Benchmarked our IPS to peer counties and identified that overall, TTC has a more restrictive IPS than most other counties.
- Updated the IPS to add an alternative liquidity source.
- Added one new voluntary participant pool participant.
- Added a new specific investment account to meet the needs of a pool participant.
- Had only one audit finding identified as a control finding in the nine audits that were performed in FY 2015-16 in the Treasury and Investments Division.
- Negotiated a 56% reduction in eCheck transaction costs that is expected to save the TTC \$70,000 annually in FY 2016-17.
- Increased usage of eCheck for property payments, the most cost effective payment method by 11% this year, and more than doubled its usage over the last five years.
- Implemented a "red" property tax bill for delinquent secured and unsecured taxpayers.
- Sold all fourteen properties at the tax auction recouping 100% of taxes, penalties and fees.

- Implemented an on-demand delinquent unsecured property tax bill to provide taxpayers a current and concise record of outstanding charges.

## Organizational Summary



**Treasury** - Treasury Accounting/Compliance: Responsible for the receipt, tracking and reconciling of all Investment Pool Participants funds, including the allocation of interest to the County, school districts and special districts. Provides monitoring of compliance with the Investment Policy Statement, investment accounting, financial reporting, bank reconciliations, and accounting for unclaimed monies. Provides support for all Treasury audits.

**Budget:** Provides tax roll reconciliations, budget development and monitoring and reporting, and cost studies.

**Administrative Services:** Provides procurement and contract oversight, safety, security and disaster coordination, payroll, facility operations, and telephones for all department operations.

**Cash Management:** Provides bank-related services and relationship management, cash optimization and forecasting, and financial electronic commerce solutions. Coordinates electronic payment options via wire, ACH, eCheck, and credit card payments online.

**Human Resources and Information Technology:** TTC has agreements with CEO-Human Resource Services (HRS) and the Auditor-Controller to provide human resource services and information technology services. HRS provides a Human Resources Manager, recruiting, training, and other services. Auditor-Controller Information Technology (AC-IT) Unit provides systems development and maintenance support for the treasury and tax collection related applications required for the cashiering, depositing, accounting, investment, and collection of funds. AC-IT also provides hardware, software, and network maintenance and support to all TTC systems and staff.

**Tax & Revenue** - Responsible for collecting taxes on all Secured and Unsecured property in Orange County, and billing of invoices and delinquent letters, and payment processing for several county departments. Responsible for handling all incoming calls from taxpayers and processing all bankruptcy claims. This office is also responsible for taking any necessary steps to collect if payments are not made by the taxpayer.

**Taxpayer Services:** Handles all incoming phone calls and emails from taxpayers regarding questions on property taxes.

**Accounts Receivable:** Provides billing and accounts receivable services for several County departments, and processes receipts from real estate leases, Franchise Fees and other fees.

**Tax Enforcement:** Enforces collection of unsecured property taxes.

**Revenue Recovery:** Provides collection services for various delinquent invoices for county departments, and handles general correspondence.

**Tax Collection Services:** Responsible for collecting prior year secured property taxes and performing cashiering for bills paid by customers in person.

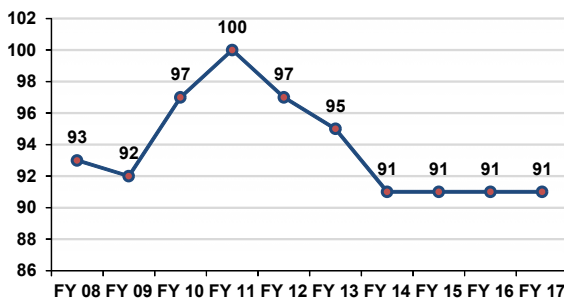
**Bankruptcy:** Receives all bankruptcy notices and files appropriate claims for unpaid invoices to recover public funds.



**Remittance:** Provides automated remittance processing for all property tax rolls, refund accounting, tax roll accounting, and imaging and payment processing for some county departments.

**Investment:** Responsible for investment of all public funds, portfolio management, broker/dealer relations, investment/economic research, school district bond issuances, custody services and serves as liaison for Treasury Oversight Committee.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- The Treasurer-Tax Collector's position count has remained at 91 budgeted positions for the past four fiscal years, during which time the Department has continued to provide cost-effective core services in the areas of treasury management, tax and other collections and investments, for the County, cities, special districts and school districts.
- Some of the reasons the Department has been able to realize significant operating efficiencies are: 1) Because of the high volume of annual transactions and payments, the Department has invested in advanced technology which is scalable and is able to efficiently process taxpayer payments and bills; and 2) the Department historically has provided effective cross-training across divisions, that along with written procedures, has allowed the Department to be able to redirect staff to assist in many units across the Department, as needed.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The TTC will continue to support all service plan goals in support of the County Strategic Initiatives. The TTC will continue its efforts to reduce its Net County Cost by focusing on ways to further streamline processes to increase revenue collections and decrease costs.

### Changes Included in the Base Budget:

The FY 2016-17 base budget request was submitted \$370,070 above the NCC limit. A Reduce Level of Service Augmentation was submitted to meet NCC limit.

The Revenue budget is \$11,804,850, an increase of approximately \$206,000 over FY 2015-16, and includes estimated revenue from an online tax auction of timeshare parcels. The FY 2015-16 current year secured property tax collection rate of 99.26% as of June 30, 2016, exceeds the prior year's collection rate record of 99.21%.

The Expense budget is \$13,889,904, an increase of approximately \$387,000 over FY 2015-16, and includes increased Salaries & Employee Benefits (S&EB) of \$54,000, and increased Services and Supplies (S&S) of \$333,000. The S&EB increase of \$54,000 is primarily due to salary increases from County wide union negotiations. The S&S increase includes \$155,000 of one-time estimated timeshare auction costs which will be offset by anticipated revenue of \$247,000 from the auction, and increased activity and charges from Merchant Card Services of \$152,000 billed to County agencies.

The FY 2016-17 adopted budget includes \$370,070 Restore Level of Service Augmentation.

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Restore Net County Cost to Maintain Current Level of Service Amount: \$ 370,070</b>	Restoration of \$370,070 is requested to meet the current level of service.	Restoration of these appropriations will enable TTC to continue to provide its core services.	7074

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Positions	91	91	91	91	0	0.00
Total Revenues	11,518,084	11,598,605	11,448,563	11,804,850	206,245	1.78
Total Requirements	12,364,003	13,502,609	12,555,011	13,889,904	387,295	2.87
Net County Cost	845,919	1,904,004	1,106,448	2,085,054	181,050	9.51

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Treasurer-Tax Collector in the Appendix on page A83

## Highlights of Key Trends:

- Maintaining the public trust by meeting the investment objectives of safety, liquidity, and yield.
- Reducing costs and increasing assets under management that increase net yields to pool participants.
- Increasing current year secured and unsecured property tax collection rates.
- Increasing usage of eCheck, which is the most cost effective payment method.
- Providing additional payment options for taxpayers.
- Increasing public information on web, for 24/7 taxpayer accessibility.
- Reducing investment compliance findings.
- Providing cost-effective options to school and community college districts in the form of Temporary Transfers.

## Budget Units Under Department Control:

No.	Agency Name	Administrative Services	Treasury	Tax & Revenue	Investment	Total
074	Treasurer-Tax Collector	12,721,010	937,734	87,280	143,880	13,889,904
107	Remittance Processing Equipment Replacement	0	0	76,410	0	76,410
	Total	12,721,010	937,734	163,690	143,880	13,966,314

# 107 - REMITTANCE PROCESSING EQUIPMENT REPLACEMENT

## Operational Summary

### Description:

Establish reserves for the replacement of Remittance Processing Equipment.

### Strategic Goals:

- Cost effectively process payments.

### FY 2015-16 Key Project Accomplishments:

- Maintained reserves which will be needed in the future to purchase replacement equipment.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	394,430
Total FY 2015-2016 Actual Expenditure + Encumbrance:	3,129
Total Final FY 2016-2017:	76,410
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Treasurer-Tax Collector (TTC) will continue to support all service plan goals in support of the County Strategic Initiatives.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	31,907	394,430	35,145	76,410	(318,020)	-80.63
Total Requirements	31,908	394,430	35,145	76,410	(318,020)	-80.63
Balance	(1)	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Remittance Processing Equipment Replacement in the Appendix on page A99

### Highlights of Key Trends:

- The FY 2016-17 Base Budget includes \$76,410 of appropriations that will be used for the purchase of remittance processing equipment.

## 079 - INTERNAL AUDIT

### Operational Summary

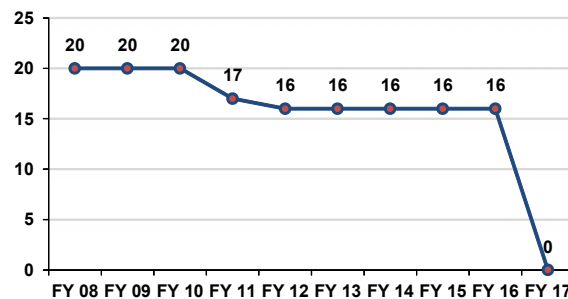
#### Mission:

On August 4, 2015 (Agenda Item S39B), the Board of Supervisors approved the consolidation of the Internal Audit responsibilities under the office of the Auditor-Controller, and the transfer of responsibility for the Fraud Hotline to the office of County Counsel. The Board directed the new reporting relationships to go into effect on August 21, 2015 with budget transfers and position changes to be made on November 17, 2015 with the FY 2015-16 First Quarter Budget Report.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	995,027
Total FY 2015-2016 Actual Expenditure + Encumbrance:	975,220
Total Final FY 2016-2017:	0
Percent of County General Fund:	0%
Total Employees:	0.00

#### Ten Year Staffing Trend:



### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016 Budget	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017 Final Budget	Change from FY 2015-2016 Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Total Revenues	43,593	0	0	0	0	0.00
Total Requirements	2,558,837	995,027	1,010,211	0	(995,027)	-100.00
Net County Cost	2,515,244	995,027	1,010,211	0	(995,027)	-100.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Internal Audit in the Appendix on page A85

## PROGRAM V: CAPITAL IMPROVEMENTS

### Summary of Appropriations and Revenues

Budget Control	Budget Control Name	FY 2016-2017	FY 2016-2017	FY 2016-2017
		Appropriations	Revenue	Net County Cost
036	Capital Projects	53,297,187	37,560,901	15,736,286
038	Data Systems Development Projects	8,236,046	3,665,200	4,570,846
<b>GENERAL FUND SUBTOTAL</b>		<b>61,533,233</b>	<b>41,226,101</b>	<b>20,307,132</b>
104	Criminal Justice Facilities - Accumulative Capital Outlay	12,081,059	12,081,059	0
105	Courthouse Temporary Construction	3,634,856	3,634,856	0
15D	Countywide Capital Projects Non-General Fund	94,203,042	94,203,042	0
15L	800 MHz CCCS	17,769,536	17,769,536	0
9B0	Construction	19,158,981	19,158,981	0
<b>OTHER FUNDS SUBTOTAL</b>		<b>146,847,474</b>	<b>146,847,474</b>	<b>0</b>
<b>TOTAL - CAPITAL IMPROVEMENTS</b>		<b>208,380,707</b>	<b>188,073,575</b>	<b>20,307,132</b>

## 036 - CAPITAL PROJECTS

### Operational Summary

#### Mission:

The Capital Projects Budget consists of recommended new and previously approved capital projects and major maintenance projects for the County of Orange with the following two exceptions:

- 1) Since FY 1997-98, all new capital projects which are funded by departmental revenue are mostly budgeted directly in the departmental budget.
- 2) Capital Projects requests which fall under an agency/department responsibility, such as OC Parks, Road, OC Flood, John Wayne Airport, OC Community Resources, OC Dana Point Harbor, and OC Waste and Recycling are excluded from the Capital Projects

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	47,512,396
Total FY 2015-2016 Actual Expenditure + Encumbrance:	35,654,726
Total Final FY 2016-2017:	53,297,187
Percent of County General Fund:	1.64%
Total Employees:	0.00

process. Capital Projects related to these programs are prioritized and budgeted by the responsible department/agency in its specific capital budget.

Capital assets are defined as assets of a long-term character that are intended to be held or used in operations, such as land, structures and improvements, equipment, intangible, and infrastructure.

#### Strategic Goals:

- Provide safe County facilities to all internal and external constituents of the County of Orange.
- Comply with various mandates in providing safe and secure County facilities to employees, contractors, customers, and visitors to the County of Orange.
- Promote creative, cost-effective and innovative thinking in maintaining, preserving, and upgrading County facilities.

#### FY 2015-16 Key Project Accomplishments:

- BUILDING 10 ROOF REPLACEMENT: This project replaces the existing roof which had reached the end of its life cycle which is causing water leaks and damage. The design and construction documents were completed in FY 2014-15 and a Job Order Contract (JOC) for construction was awarded with work completed in March 2016.
- BUILDING 12 ELEVATOR MODERNIZATION CARS 5, 6, & 7: This project will upgrade and modernize elevators 5, 6, & 7 at Building 12 of the Civic Center. The design and development of construction documents were completed in FY 2014-15 and a Job Order Contract (JOC) for construction was awarded with completion of the work anticipated in February 2017.
- CUF - INFRASTRUCTURE UPGRADE: This project replaces aging systems with more energy efficient and environmentally responsible systems that will complement the County's Cogeneration Project and accommodate the Central Utility Facility's (CUF) full electrical and thermal capacity. The CUF Infrastructure Upgrade Project began construction in March 2016 and will be complete in spring 2018. The following is the complete list of the project components: Demolition of Existing CUF Boilers, CUF Chilled Water System Improvements, CUF Steam System Piping Improvements, Upgrade SCADA (supervisory control and data acquisition) System, New Cooling Tower System and Condenser Water Pumps,

Deaerator Replacement and additional Deaerator Equipment, Design for replacement condensate and clarifier tank, Plant Service and Instrument Air System Design, Campus Chilled Water Piping Replacement, Metering Installation, CUF Office, Control Room, Lab Renovation and New Restroom.

- GATES - REPLACE VAV BOXES PHASE 1 of 3: This project provides for the replacement of deteriorated flexible ductwork and Variable-Air-Volume boxes throughout the Gates Building and the chilled-water cooling coils located on the roof. This is the first of three phases that will be budgeted and completed in three successive years. Initial building assessment, design and construction documents have been completed for the first construction phase which includes second and fourth floors. Completion of the work is anticipated by July 2017.
- GATES - REPLACE ELEVATOR CONTROLS AND CONTROLLERS: This project provides for the modernization of the passenger elevators replacing the outdated and obsolete elevator controls and controllers. The design and construction documents were completed in FY 2013-14 and a construction contract was awarded in May 2014 with an anticipated completion date in FY 2016-17.
- COUNTY OPERATIONS CENTER BUILDING C - REGISTRAR OF VOTERS - ELECTRICAL: This project corrects electrical problems and deficiencies identified in the Registrar of Voters (ROV) portion of Building C. The design and construction documents were completed in FY 2014-15 and a Job Order Contract (JOC) for construction was awarded this fiscal year with work completed in January 2016.
- COUNTY OPERATIONS CENTER BUILDING A - REPLACE AIR HANDLERS: This project replaces three Air Handlers and associated piping, ductwork, Variable Fan Drive (VFD), and Variable Air Volume (VAV) boxes which are at the end of their life cycle, as well as adding an economizer and a Building Automation System improving the efficiency of the systems and reducing energy needs. The design and construction documents were completed in FY 2014-15 and this year a Job Order Contract (JOC) for construction was awarded however construction activities cannot start until after the November general election, with work scheduled to be completed in April 2017.
- COUNTY OPERATIONS CENTER BUILDING B - REPLACE AIR HANDLERS: This project replaces three Air Handlers and associated piping, ductwork, Variable Fan Drive (VFD), and Variable Air Volume (VAV) boxes which are at the end of their life cycle, as well as adding an economizer and a Building Automation System improving the efficiency of the systems and reducing energy needs. The design and construction documents will be completed in FY 2015-16, with the award of a construction contract in FY 2016-17 and anticipated completion in December 2017.
- MANCHESTER OFFICE BUILDING - REPLACE VAV BOXES - HVAC: This project replaces outdated Variable Air Volume (VAV) boxes with a new modern system increasing reliability, efficiency and reducing energy costs. The project is being completed in phases: Phase 1 - consisting of Floors four and five was completed last fiscal year. Phase 2 - Floors one, two and three were designed last fiscal year and a Job Order Contract (JOC) for construction was awarded with completion anticipated in FY 2016-17.
- VARIOUS BUILDINGS - ARC FLASH COMPLIANCE & TRAINING: The project is to provide arc flash safety analysis including short circuit study, protective electrical device coordination study, and overall electrical safety assessment for all electrical equipment at County owned and occupied facilities in accordance with Occupational Safety and Health Administration (OSHA) and National Fire Protection Agency (NFPA) requirements. Analysis resulted in arc flash hazard labels affixed to all required electrical equipment identifying electrical safety precautions and requirements including personal protective equipment. Effort also resulted in identification of electrical safety non-conformances and associated corrective action recommendations that were resolved by County facility maintenance staff. Formal arc flash and general electrical safety training was provided to County facility maintenance staff. Work has been completed at County facilities in the Civic Center area, the County Operations Center, and Public Works facilities.
- VARIOUS BUILDINGS - TRIDIUM ALARM FRONT END: This project will convert the proprietary Building Automation System (BAS) to County Lonworks standard alarm database, increasing the points of presence for alarms throughout County buildings providing remote alarm annunciation to the Central Utility Facility for 24 hour monitoring and quick disaster response. Design was completed and construction is being coordinated with related projects but under a stand-alone contract based upon funding availability.

- **800 MHz NEWPORT COAST:** This project provides for a new 800 MHz radio site adjacent to the Moro Ridge Trail within Crystal Cove State Park. This allows Orange County Sheriff Communications along with other agencies to improve efficiency in the Countywide Coordinated Communication System that supports emergency responses within the County. Design and construction documents have been completed with award of a construction contract anticipated by June 2016 providing for completion of the project in March 2017.
- **HCA - 17th STREET CLINIC - RELOCATION OF HEALTH PROMOTION PROGRAM:** This project provides for the centralized relocation of Health Promotion operations from two separate outside premises. Centralizing the Health Promotion program decreases cost to the Health Care Agency and co-locates Public Health programs improving efficiencies and quality of services to the public. Design and construction documents have been completed, a Job Order Contract (JOC) for construction was awarded with completion anticipated in August 2016.
- **HCA - CLINIC - PUBLIC AREAS RENOVATION:** This project provides for the renovation of the 17th Street Health Clinic public and patient areas. The building is heavily used by the public therefore the building interior is in need of renovations. The design and construction documents for the project will be completed in FY 2015-16 and the construction contract awarded in early FY 2016-17 with completion of the work anticipated by June 2017.

## Budget Summary

### Changes Included in the Base Budget:

Capital Projects Budget Control 036 include \$50,395,187 Appropriations, \$37,560,901 Revenue, and \$12,834,286 Net County Cost (NCC) for new and carryover capital and critical maintenance/repair projects for various County facilities.

The adopted 036 Net County Cost for FY 2016-17 is \$12,834,286, which includes:

1. \$8,008,518 for carryover capital projects from FY 2015-16

2. \$3,613,635 for new capital and critical maintenance/repair projects

3. \$1,212,133 for mid-year contingencies and change Orders

The \$12,834,286 adopted by Capital Project Budget Control for FY 2016-17 excludes:

1. \$1,352,000 expand level of service augmentation for Sheriff's air handler replacement at Central Men/Women's Jails and Headquarters funded by NCC
2. \$1,550,000 expand level of service augmentation for deferred maintenance projects at various County owned facilities funded by NCC

### Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Increase Appropriations and Transfer To Fund 140 for the Replacement of Air Handlers</b> Amount: \$ 1,352,000	The Air Handler units are crucial to maintaining indoor air quality and desired temperatures.	Replace the air handlers to mitigate risks and ensure reliable heating and cooling systems.	7075
<b>Increase Appropriations and Net County Cost for County Facilities Deferred Maintenance Projects</b> Amount: \$ 1,550,000	These assets are beyond life cycle. The equipment is not efficient and maintenance is critical.	Provide safe facilities to the employees and public.	7078



## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	893,590	23,218,247	12,525,534	37,560,901	14,342,654	61.77
Total Requirements	35,559,620	47,512,396	36,008,052	53,297,187	5,784,791	12.18
Net County Cost	34,666,030	24,294,149	23,482,517	15,736,286	(8,557,863)	-35.23

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Capital Projects in the Appendix on page A48

## FY 2016-2017 New Capital Project Requests

Number	Project Description	Dept Req	CEO Approved Projects	
			Budget Control 036	Other Budget Control
OC Public Works				
1	OCPW/A&E Project Management - Replace Portable Generator	113,323	113,323	
<b>Justification/Comments:</b> This project will provide for the replacement of a 100 KW Generator, UNIT 9703. The generator is at the end of its life cycle, and past the point of economical repair. Loss of this equipment during a power outage or any other emergency will cause the building to operate at a greatly diminished capacity and greatly reduce or nullify the services provided by the staff occupying the building. The generator provides emergency power to the building for services provided by staff, which is mandated by the County to be available in an emergency or crisis as County emergency responders. The project cost is estimated to be \$113,323.				
<b>Recommendations:</b> Recommend funding \$113,323 from Budget Control 036. (100-036-036-PG02-1400)				
2	Hall of Administration - First Floor Restroom Refresh	125,635	125,635	
<b>Justification/Comments:</b> This project will provide for the renovation of the Public Men and Women's restrooms on the first floor of the Hall of Administration in order to comply with Federal ADA requirements, to accommodate an increase in staffing, and to accommodate an increase in public traffic due to an increase in booking of the Board Hearing and Planning Rooms. Refurbishment of these areas will include demolition of existing floor and wall tile, removal and reinstallation of plumbing fixtures and new counter with sinks and fixtures. The floor sub surface will be sealed and new floor tile installed, walls will be repaired and painted and new counter and stall partitions shall be replaced. The project cost is estimated to be \$125,635.				
<b>Recommendations:</b> Recommend funding \$125,635 from Budget Control 036. (100-036-036-PG03-1400)				
3	Hall Of Administration - Wall and Reception Area Remodel on Third Floor	167,560	167,560	
<b>Justification/Comments:</b> This project will alleviate excessive noise and distractions between the heavily traveled hallways adjacent to the third floor reception area along with a reconfiguration/remodel of the same area. The reception area which is old and outdated will be remodeled and a sound absorbing wall will be constructed between the hallway and the reception area, making the third floor consistent with the second and fourth floor areas. The intent of the project is to provide improved acoustic privacy and security allowing employees to perform confidential business activities more efficiently and securely. The project cost is estimated to be \$167,560.				
<b>Recommendations:</b> Recommend funding \$167,560 from Budget Control 036. (100-036-036-PG04-1400)				

## FY 2016-2017 New Capital Project Requests (Continued)

Number	Project Description	CEO Approved Projects		
		Dept Req	Budget Control 036	Other Budget Control
4	Hall Of Administration - Additional Offices & Conference Rooms	300,000	300,000	
<b>Justification/Comments:</b> This project will address possible improvements and repairs which may include office reconfiguration, conference room reconfiguration, bathroom/break room reconfiguration, etc. This project will also add additional office space and conference rooms at the Hall of Administration building to address increased staff for Human Resources, OC Information Technology and County Executive Office. The intent of this project is to allow employees to provide services more efficiently.				
<b>Recommendations:</b> Recommend funding \$300,000 from Budget Control 036. (100-036-036-PG08-1400)				
5	OC Public Law Library Roof Repair and Warranty Extension	155,842	69,166	86,676
<b>Justification/Comments:</b> This project will provide for the repair of the original building roof which warranty expired on 10/30/2015. Existing roof requires assessment and based on findings corrective work to extend the manufacturer's warranty period. This estimate assumes an extension for 5+ years at which time a new roof system would be required. There are new code requirements for roofing to conserve the building's energy usage with a cool roof system. The project cost is estimated to be \$155,842, which includes \$69,166 soft costs and \$86,676 construction/hard costs.				
<b>Recommendations:</b> Recommend funding \$69,166 from Budget Control 036 (100-036-036-PG11-4200) and remaining \$86,676 from Law Library Fund 161.				
6	OC Public Law Library Elevator Modernization	79,766	79,766	
<b>Justification/Comments:</b> This project will provide for the modernization of the Elevator #1 by upgrading the critical parts of the elevator and controls to accommodate new technology, have better performance, improve safety, reduce energy use and comply with disabled access and ADA requirements. The elevator is at the end of its useful life and is the only elevator that provides service to the fifth floor. Reliability is vital for service to the fifth floor for staff and the public. The project cost is estimated to be \$383,763, which includes \$160,122 soft costs to be paid by the County and \$223,641 construction/hard costs to be paid by OC Law Library Fund 161. An amount of \$79,766 is requested to be spent or encumbered in FY 2016-17 for design, with the balance required in FY 2017-18 for construction.				
<b>Recommendations:</b> Recommend funding \$79,766 for design from Budget Control 036. (100-036-036-PG10-4200)				
7	Manchester Office Building - Elevator Modernization	716,767	716,767	
<b>Justification/Comments:</b> The purpose of this request is to refurbish two worn and dysfunctional elevators with drive units at the Manchester Office Building. These elevators are obsolete and past economical repair due to unavailability of obsolete parts. The project includes, but is not limited to, the elevator car functionality, interior panel walls, electronic operation panels and the operational mechanisms. The modernization/refurbishment of these elevator cars will provide employees, clients and the general public with multiple floor access via operationally safe and well maintained lift equipment. Many people who use the elevators have physical disabilities making stair access challenging. Completion of this project will ensure the safety of employees, clients and the general public. The total project cost is estimated to be \$816,767. An amount of \$100,000 was requested to be spent or encumbered in FY 2015-16, with the balance required in FY 2016-17 for construction.				
<b>Recommendations:</b> Recommend funding \$716,767 from Budget Control 036. (100-036-036-PG07-4200)				
8	Corporate Real Estate Projects	1,000,000	1,000,000	
<b>Justification/Comments:</b> For Fiscal Year 2016-17 CEO Real Estate will continue to implement organizational changes to improve real estate service delivery across the County. CEO Real Estate supports Capital Projects on behalf of County infrastructure needs, property acquisitions, leased facility oversight, development initiatives and special projects in support of Board goals and directives. CEO Real Estate is responsible for several important projects, including developing an improved property inventory catalogue and presenting a strategic plan for the County's significant real estate holdings in the Civic Center. The County's real estate assets include sites with the potential to be developed for the benefit of the County and the community. CEO Real Estate is tasked with initiating projects that maximize the beneficial impact of County real estate assets.				
<b>Recommendations:</b> Recommend funding \$1,000,000 from Budget Control 036. (100-036-036-P759-1900)				

## FY 2016-2017 New Capital Project Requests (Continued)

Number	Project Description	CEO Approved Projects	
		Budget Control 036	Other Budget Control
9	<b>Civic Center Master Plan</b>	8,838,719	8,838,719
<p><b>Justification/Comments:</b>            This project will improve delivery of services to the community, improve space usage and departmental adjacencies, address the aging portfolio of County facilities, by utilizing the Central Utility Facility, and better managing long term occupancy and maintenance costs. Recognizing the age of these facilities, which averages 46 years, the inefficiency of conducting County business in multiple locations, and the County's ability to use space more efficiently and cost-effectively, the Board of Supervisors has requested the proposed Civic Center Facilities Maser Plan to address the County long term occupancy in the Civic Center, including the vacant Building 16.</p> <p>Building 16 is located on the east side of Ross Street just north of Santa Ana Boulevard in the Santa Ana Civic Center. The building was constructed in the early 1950s and was occupied by various County departments until 1990. The building was vacated and closed due to infrastructure issues, aging facilities and other inefficiencies. Phase 1A will include preconstruction services, including the completion of the sites due diligence, validation of previous needs assessment/space plans, a schematic design and design development scope of services, and an estimate of construction costs for the Building 16 project. Once the design has been completed, and a guaranteed maximum price for the construction of Building 16 has been determined, the cost will be presented to the Board along with a construction services contract, or contracts termed Phase 1B. The purpose/benefit of the new Building 16 will provide a safe and positive impact to the environment, community and County employees of the Civic Center area. The County's plan is to issue \$150 million Bonds to construct Phase 1 of the Civic Center Master Plan. The portion of Phase 1A may be eligible to receive reimbursement from the Bond proceeds.</p> <p><b>Recommendations:</b>            Recommend funding \$8,838,719 from Budget Control 036 (100-036-036-PC16-1900) with a corresponding operating transfer in from Countywide Capital Projects, Fund 15D. This project will be funded by transfer of \$8,838,719 from the Miscellaneous County General Fund, Budget Control 004.</p>			
10	<b>Child Support Services - Cashier Re-Design/Remodel</b>	278,000	278,000
<p><b>Justification/Comments:</b>            This project will provide for the re-design and remodel of the customer service area. The current space is narrow, workstations do not meet ergonomic standards, service windows contain tempered glass between the customer and employee, and the back walls have wired windows. In addition, the cashier window is located on the first floor at the far end side of the main entrance. All of the above currently pose challenges to the staff and customers due to the current layout of this space. Improving the customer service windows will support the health and safety of the staff by ensuring their workspace supports ergonomic efficiency and it will also increase the overall customer satisfaction by reducing the barriers between customer and employee.</p> <p><b>Recommendations:</b>            Recommend funding \$278,000 from Child Support Services Budget Control 027. (100-027-027-P001-4200)</p>			
11	<b>E01 &amp; McArthur Channel - Replace 70 KW Generator</b>	108,452	108,452
<p><b>Justification/Comments:</b>            The purpose of this request is to replace a 70 KW Generator, UNIT 9702. The generator in question is at the end of its life cycle, and past the point of economical repair. Loss of this equipment during a power outage or any other emergency will cause the buildings or appurtenances, required by County of Orange Flood Control, to be off-line, and nullify the services required in heavy rain or flood events. The generator provides emergency power to the buildings and equipment for services provided by County staff, which is mandated to be operable and available in an emergency or crisis by the County of Orange. The project cost is estimated to be \$108,452.</p> <p><b>Recommendations:</b>            Recommend funding from Flood Fund 400.</p>			
12	<b>OCPW - 1152 Fruit St Building 2 - Replace Roof</b>	35,929	35,929
<p><b>Justification/Comments:</b>            The purpose of this request is to replace approximately 1,200 square feet of roof surface and/or extend the warranty. The existing roof is past its practical life cycle, beyond economical repair and in danger of interrupting County business when failure occurs during a storm incident. Failure of the roofing system could cause flooding and damage to portions of the interior of the building that could be costly to repair, and if not corrected could cause extensive damage to the roof structure itself. Water introduced to the interior of the building could also cause mold issues that would result in unhealthy indoor air quality. The project cost is estimated to be \$35,929.</p> <p><b>Recommendations:</b>            Recommend funding from Flood Fund 400.</p>			

## FY 2016-2017 New Capital Project Requests (Continued)

Number	Project Description	CEO Approved Projects	
		Budget Control 036	Other Budget Control
13	<b>OCPW - 1152 Fruit St Building 6 - Replace Roof</b>	83,799	83,799
<b>Justification/Comments:</b> The purpose of this request is to replace approximately 3,800 square feet of roof surface and/or extend the warranty. The existing roof is past its practical life cycle, beyond economical repair and in danger of interrupting County business when failure occurs during a storm incident. Failure of the roofing system could cause flooding and damage to portions of the interior of the building that could be costly to repair, and if not corrected could cause extensive damage to the roof structure itself. Water introduced to the interior of the building could also cause mold issues that would result in unhealthy indoor air quality. The project cost is estimated to be \$83,799.			
<b>Recommendations:</b> Recommend funding from Flood Fund 400.			
14	<b>Osborne Building - Replace 300 KW Generator</b>	161,759	161,759
<b>Justification/Comments:</b> The purpose of this request is to replace a 300 KW Generator, UNIT 8997. The generator in question is at the end of its life cycle, and past the point of economical repair. Loss of this equipment during a power outage or any other emergency will cause the building to operate at a greatly diminished capacity and greatly reduce or nullify the services provided by the staff occupying the building. The generator provides emergency power to the building for functionality of necessary equipment and services required to function during a power outage. There are also services provided by staff that are mandated by the County upon hire, to be available in emergency or crisis as County emergency responders. The project cost is estimated to be \$161,759.			
<b>Recommendations:</b> Recommend funding from Flood Fund 400.			
15	<b>Osborne Building - Replace Front Entrance Doors</b>	109,840	109,840
<b>Justification/Comments:</b> This project will provide for the replacement of four glass swing doors and associated glass storefront at the building front entry with two pairs of glass sliding automatic doors. The existing doors are heavy and cumbersome to operate and are scraping on the door frames and thresholds resulting in on-going maintenance concerns. The new sliding doors will have an emergency breakout feature on each door panel which will enable building employees and the general public to enter safely and easily. The new doors will meet the Federal ADA requirements. The project cost is estimated to be \$109,840.			
<b>Recommendations:</b> Recommend funding from Flood Fund 400.			
<b>Probation</b>			
16	<b>Joplin Youth Center (JYC) - 2015 Capital Improvement Plan and Maintenance Projects</b>	230,992	230,992
<b>Justification/Comments:</b> Funding is requested for Capital and Maintenance Projects as listed in the Probation Capital Improvement Plan (CIP) developed by the Facilities Assessment Report. The Joplin Youth Center CIP provides a comprehensive list and priority schedule for the implementation of capital and maintenance projects required and essential to the County long-term planning and financial strategy to extend the life cycle of the facility that is over 40 years old. Priority projects are essential in order to meet the County long-term planning strategies to extend the life cycle of the facility. Priorities are established based on detailed analysis of the building infrastructure which has reached the end of their life cycle. Deferring these projects will result in deterioration and possible loss of occupancy due to health and safety concerns. Total cost of projects is anticipated to be \$230,992 in FY 2016-17.			
<b>Recommendations:</b> Recommend to budget in Criminal Justice Facilities Fund 104 with a corresponding operating transfer from Budget Control 036.			
17	<b>Juvenile Hall (JH) - 2015 Capital Improvement Plan and Maintenance Projects</b>	384,377	384,377
<b>Justification/Comments:</b> Funding is requested for Capital and Maintenance Projects as listed in the Probation Capital Improvement Plan (CIP) developed by the Facilities Assessment Report. The Juvenile Hall (JH) CIP provides a comprehensive list and priority schedule for the implementation of capital and maintenance projects required and essential to the County long-term planning and financial strategy to extend the life cycle of the facility that is over 40 years old. Priority projects are essential in order to meet the County long-term planning strategies to extend the life cycle of the facility. Priorities are established based on detailed analysis of the building infrastructure which has reached the end of their life cycle. Deferring these projects will result in deterioration and possible loss of occupancy due to health and safety concerns. Total cost of projects is anticipated to be \$384,377 in FY 2016-17.			
<b>Recommendations:</b> Recommend to budget in Criminal Justice Facilities Fund 104 with a corresponding operating transfer from Budget Control 036.			

## FY 2016-2017 New Capital Project Requests (Continued)

Number	Project Description	Dept Req	CEO Approved Projects	
			Budget Control 036	Other Budget Control
18	<b>Youth Guidance Center (YGC) - 2015 Capital Improvement Plan and Maintenance Projects</b>	426,049	426,049	
<b>Justification/Comments:</b> Funding is requested for Capital and Maintenance Projects as listed in the Probation Capital Improvement Plan (CIP) developed by the Facilities Assessment Report. The Youth Guidance Center CIP provides a comprehensive list and priority schedule for the implementation of capital and maintenance projects required and essential to the County long-term planning and financial strategy to extend the life cycle of the facility that is over 40 years old. Priority projects are essential in order to meet the County long-term planning strategies to extend the life cycle of the facility. Priorities are established based on detailed analysis of the building infrastructure which has reached the end of their life cycle. Deferring these projects will result in deterioration and possible loss of occupancy due to health and safety concerns. Total cost of projects is anticipated to be \$426,049 in FY 2016-17.				
<b>Recommendations:</b> Recommend to budget in Criminal Justice Facilities Fund 104 with a corresponding operating transfer from Budget Control 036.				
<b>Social Services Agency</b>				
19	<b>SSA - 800 Eckhoff - Replace Roof</b>	150,846		150,846
<b>Justification/Comments:</b> This project will provide for the replacement of the roof. The existing roof at 800 N. Eckhoff is 35 years old and at the end of its economic life. There were numerous roof leaks over the years causing extensive damage to the ceiling below as well as to furniture and office equipment. The roof replacement is being recommended because it is no longer viable to patch and repair the existing roof. 800 N. Eckhoff is a densely populated office building and further damage to the roof may disrupt critical operations. The project cost is estimated to be \$150,846.				
<b>Recommendations:</b> Recommend funding \$150,846 from Social Services Agency. (100-063-063-P442-4200-S36400)				
20	<b>SSA - Orangewood Children and Family Center - Replace HVAC Units</b>	184,690		184,690
<b>Justification/Comments:</b> This project will provide for the replacement of 12 HVAC Units. The Orangewood Children and Family Center is a residential facility and HVAC units are operational 24/7. Most of the 91 HVAC units are original equipment and are beyond their economic life. Many of the units have broken down and have been repaired numerous times. In addition, they operate on R-22 refrigerant that the EPA is phasing out, which will quickly make them un-serviceable. As a result of failure, 17 HVAC units were replaced in previous fiscal years. Twelve units need to be replaced now to ensure the buildings and cottages have sufficient heating and air conditioning for operation. Due to budgetary constraints and to minimize disruption at the facility, the remaining 62 HVAC units will be evaluated and considered for replacement in subsequent years. The project cost is estimated to be \$184,690.				
<b>Recommendations:</b> Recommend funding \$184,690 from Social Services Agency. (100-063-063-P443-4200-S85145)				

## FY 2016-2017 New Capital Project Requests (Continued)

Number	Project Description	Dept Req	CEO Approved Projects	
			Budget Control 036	Other Budget Control
21	<b>SSA - Orangewood Children and Family Center - Replace Roof of Gymnasium &amp; Cottages</b>	378,103		378,103
<b>Justification/Comments:</b> The project will provide for the replacement of the entire existing roofs of the Gymnasium building and the three two-story cottages: J, K and L. The Orangewood Children and Family Center is a California Department of Social Services licensed residential facility and is operational 24/7. The roof replacement is needed because it is no longer viable to patch and repair the existing roofs. The existing roofs are 30 years old and at the end of their economic life. Due to wear and tear, they have sustained damage from water intrusion and termites. The numerous roof leaks over the years have resulted in extensive damage to the felt paper and plywood sheathing underneath which is difficult to repair and ensure protections during heavy rain events. The project cost is estimated to be \$378,103.				
<b>Recommendations:</b> Recommend funding \$378,103 from Social Services Agency. (100-063-063-P444-4200-S85145)				
22	<b>SSA - Orangewood Children and Family Center - Replace Light Fixtures</b>	156,400		156,400
<b>Justification/Comments:</b> This project will provide for the replacement of 32 exterior light fixtures on campus and 28 interior light fixtures inside the gymnasium. The Orangewood Children and Family Center (OCFC) is a California Department of Social Services licensed residential facility and is operational 24/7. OCFC receives traffic around the clock and requires sufficient lighting to ensure the safety of staff and clients. Most of the light fixtures are original, obsolete and beyond their economic life. In 2008, three light poles on campus had to be replaced due to extensive corrosion at the base of the light poles. As a result of their age and daily use, many light fixtures have broken down and been repaired numerous times. In addition, the replacement light fixture will use LED bulbs. This will ensure better and brighter lighting as well as provide energy efficiencies. The transition to LED bulbs will also reduce administrative time required to replace these bulbs. The project cost is estimated to be \$156,400.				
<b>Recommendations:</b> Recommend funding \$156,400 from Social Services Agency. (100-063-063-P445-4200-S85145)				
<b>Total Cost</b>		14,186,848	3,613,635	10,573,213

## FY 2016-2017 Rebudgeted Capital Projects

Budget Control	Object	Unit	Budget Control/Description	Project Name	FY 2015-2016 Budget	FY 2016-2017 CEO Recomm.	Funding Sources		
							General Fund	Other Revenue	
								Amount	Source
036	1400	P000	OCPW	Contingency Projects - Unallocated	1,454,700	1,212,133	1,212,133	0	
036	1400	P932	OCPW	Warranty Work for Various Completed Projects	25,000	25,000	0	25,000	Countywide Capital Projects Fund 15D
036	1400	PA31	OCPW	Courts - County Share of Cost	300,000	300,000	300,000	0	
036	1400	PC06	OCPW	MOB - Replace VAV Boxes - HVAC	40,000	30,000	29,407	593	Countywide Capital Projects Fund 15D
036	1400	PE06	OCPW	Gates - Replace VAV Boxes Phase I of III	41,377	38,940	0	38,940	Countywide Capital Projects Fund 15D
036	1400	PE20	OCPW	HOA - 5th Floor Refresh	0	100,000	100,000	0	
036	1400	PF04	HCA	HCA Lab - 600KW Generator Replacement	60,279	60,279	0	60,279	Countywide Capital Projects Fund 15D
036	1400	PF36	OCPW	Fruit St. - Two New ADA Compliant Restrooms	124,950	124,950	0	124,950	Countywide Capital Projects Fund 15D
036	1400	PF37	OCPW	HOA - Metal Gates and Fences	0	82,000	0	82,000	Countywide Capital Projects Fund 15D
036	1400	PF40	OCPW	Bldg.11 TTC - Metal Gates and Fences	0	25,870	0	25,870	Countywide Capital Projects Fund 15D
036	1900	P000	OCPW	OCPW Accounting Charges	70,000	80,635	80,635	0	

## FY 2016-2017 Rebudgeted Capital Projects (Continued)

Budget Control	Object	Unit	Budget Control/Description	Project Name	FY 2015-2016 Budget	FY 2016-2017 CEO Recomm.	Funding Sources		
							General Fund	Other Revenue	
								Amount	Source
036	1900	PC15	OCCR	Year-Round Emergency Shelter/ Service Center	0	3,607,527	0	3,607,527	Countywide Capital Projects Fund 15D - New Funds for ongoing operations
036	1900	PD20	OCPW	Various Bldgs - Arc Flash Compliance & Training	237,587	250,000	250,000	0	
036	1900	PE18	OCPW	El Toro Development	1,400,000	5,044,871	979,155	4,065,716	\$2,765,716 from Miscellaneous Budget Control 004 and \$1,300,000 from Real Estate Development Program Fund 135
036	4200	P571	OCPW	Sheriff - 800 MHz - Newport Coast	240,797	500,479	0	500,479	Capital Project Reimbursement from Non-General Fund 15L
036	4200	P924	OCPW	Gates Building - Replace Fire Alarm	93,000	93,000	0	93,000	Countywide Capital Projects Fund 15D
036	4200	PA18	OCPW	Gates Building - Replace Elevator Controls & Controllers	116,764	44,554	0	44,554	Countywide Capital Projects Fund 15D
036	4200	PB06	OCPW	MOB - Rebuild Fans	0	2,873	2,500	373	Countywide Capital Projects Fund 15D
036	4200	PC15	OCPW	Year-Round Emergency Shelter/ Service Center	0	8,136,509	0	8,136,509	Budgeted and Funded from Countywide Capital Projects Fund 15D - Re-budgeted Funds
036	4200	PD06	OCPW	Various Buildings - Install Tridium Alarm Front End	162,849	546,998	410,540	136,458	Countywide Capital Projects Fund 15D
036	4200	PD19	OCPW	Public Defender - Paint and Carpet	2,647	2,647	0	2,647	Countywide Capital Projects Fund 15D
036	4200	PE07	OCPW	COC - Building A - Replace Air Handlers 1 - 3	511,957	30,000	0	30,000	Countywide Capital Projects Fund 15D
036	4200	PE08	OCPW	HOA - Replace Air Handlers 1 and 2	292,480	258,115	0	258,115	Countywide Capital Projects Fund 15D
036	4200	PE09	OCPW	HOA - Replace Video Surveillance System	268,129	150,124	0	150,124	Countywide Capital Projects Fund 15D
036	4200	PE10	OCPW	Building 12 - Elevator Modernization Cars 5, 6 & 7	785,697	35,621	0	35,621	Countywide Capital Projects Fund 15D
036	4200	PE16	OCPW	Eckhoff - HVAC Units & Roof - Sheriff %	781,169	5,000	0	5,000	Countywide Capital Projects Fund 15D
036	4200	PF02	HCA	HCA - 17th Street - paint, flooring, update bathrooms - overall refurbishing	1,436,242	1,323,242	0	1,323,242	Budgeted and Funded from Countywide Capital Projects Fund 15D
036	4200	PF03	HCA	HCA Lab - Replace Roof and/or Extend Warranty	219,365	219,365	0	219,365	Budgeted and Funded from Countywide Capital Projects Fund 15D
036	4200	PF05	HCA	HCA Clinic - 300KW Generator Replacement	179,835	179,835	0	179,835	Budgeted and Funded from Countywide Capital Projects Fund 15D.



## FY 2016-2017 Rebudgeted Capital Projects (Continued)

Budget Control	Object	Unit	Budget Control/ Description	Project Name	FY 2015- 2016 Budget	FY 2016- 2017 CEO Recomm.	Funding Sources		
							General Fund	Other Revenue	
								Amount	Source
036	4200	PF06	HCA	HCA - Health Clinic - Replace Air Handlers	2,771,318	2,771,318	0	2,771,318	Budgeted and Funded from Countywide Capital Projects Fund 15D
036	4200	PF07	HCA	HCA - Health Clinic - Replace Five Package Heat Pumps	227,943	227,943	0	227,943	Budgeted and Funded from Countywide Capital Projects Fund 15D
036	4200	PF08	HCA	HCA - Health Clinic - Replace Air Ducts In Units 11, 12 & 15	0	251,896	0	251,896	Budgeted and Funded from Countywide Capital Projects Fund 15D
036	4200	PF09	HCA	HCA - Epidemiology - Replace Eight 5-Ton Heat Pump	304,564	304,564	0	304,564	Budgeted and Funded from Countywide Capital Projects Fund 15D
036	4200	PF10	HCA	HCA - Capital Projects	583,945	1,403,945	0	1,403,945	Budgeted and Funded from Countywide Capital Projects Fund 15D
036	4200	PF11	HCA	HCA - 405 W. 5th Street - Parking Lot Project	200,000	191,800	0	191,800	Budgeted and Funded from Countywide Capital Projects Fund 15D
036	4200	PF12	HCA	HCA - Health Clinic - Replace Hot Water Reheat Coils	251,894	251,894	0	251,894	Budgeted and Funded from Countywide Capital Projects Fund 15D
036	4200	PF13	OCPW	909 N. Main - Rehab Roof	228,746	210,336	0	210,336	Countywide Capital Projects Fund 15D
036	4200	PF14	OCPW	COC - Bldg B Replace Air Handlers	130,171	587,483	587,483	0	
036	4200	PF16	OCPW	Gates - Replace VAV Boxes Phase II of III	882,084	882,084	0	882,084	Countywide Capital Projects Fund 15D
036	4200	PF17	OCPW	HOA - Replace Modify 3rd Floor Ducts	67,907	345,592	285,185	60,407	Countywide Capital Projects Fund 15D
036	4200	PF18	OCPW	MOB - Replace Emergency Generator	149,507	132,262	22,262	110,000	Countywide Capital Projects Fund 15D
036	4200	PF20	OCPW	Eckhoff - 800 Building Replace Air Handler	24,667	184,009	184,009	0	
036	4200	PF41	OCPW	DA's 401 Civic Center Drive	0	1,504,763	0	1,504,763	Countywide Capital Projects Fund 15D
036	4200	PG01	HCA	HCA Lab - Replace Eight Air Handlers	0	1,082,359	0	1,082,359	Budgeted and Funded from Countywide Capital Projects Fund 15D
036	4801	P000	Fund 105 - Courthouse Temp Construction	Debt Service Payment for Juvenile Justice Bonds on Lamoreaux Justice Center	1,700,000	1,700,000	1,700,000	0	
036	4801	P000	Probation	Probation - Rebudgeted/Continuing Capital Projects	1,265,786	958,582	958,582	0	
036	4801	PF22	Sheriff	Sheriff - Theo Lacy - Kitchen Floor Replacement	650,000	500,000	500,000	0	
036	4801	PF25	Sheriff	Sheriff-Musick West & South -Replace Subfloors & Refurbish Showers and Restrooms	180,000	264,160	264,160	0	



## FY 2016-2017 Rebudgeted Capital Projects (Continued)

Budget Control	Object	Unit	Budget Control/ Description	Project Name	FY 2015- 2016 Budget	FY 2016- 2017 CEO Recomm.	Funding Sources		
							General Fund	Other Revenue	
								Amount	Source
036	4801	PF26	Sheriff	Sheriff - Loma Ridge -Improve Lower Pump System	20,000	187,200	187,200	0	
036	4801	PF27	Sheriff	Sheriff -Theo Lacy - Industrial Size Garbage Grinder	60,000	748,800	748,800	0	
036	4801	PF28	Sheriff	Sheriff - Loma Ridge Communications Redundancy	0	418,600	418,600	0	
036	4801	PF31	Sheriff	Sheriff - Coroner Building - Biological Evidence Freezer Unit	236,000	236,000	0	236,000	Countywide Capital Projects Fund 15D
<b>Total FY 2016-2017 Rebudgeted Capital Projects</b>					<b>18,779,356</b>	<b>37,856,157</b>	<b>9,220,651</b>	<b>28,635,506</b>	

# 15D - COUNTYWIDE CAPITAL PROJECTS NON-GENERAL FUND

## Operational Summary

### Description:

Fund 15D was established to allow unspent funds, at June 30, for Budget Control 036 can be transferred to Countywide Capital Projects Non-General Fund 15D and re-budgeted for those capital projects in the following year.

Budget Control 036 is used to budget and account for countywide capital projects funded primarily with Net County Cost or General Fund. These projects can be multi-year in duration and any unspent or unencumbered funds at

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	100,110,667
Total FY 2015-2016 Actual Expenditure + Encumbrance:	17,575,714
Total Final FY 2016-2017:	94,203,042
Percent of County General Fund:	N/A
Total Employees:	0.00

year-end flow back into the County General Fund as Fund Balance Unassigned (FBU). Fund 15D allows some of the Board approved capital project funding to carryover in Fund 15D.

### Strategic Goals:

- Provide safe County facilities to all internal and external constituents of the County of Orange.
- Comply with various mandates in providing safe and secure County facilities to employees, contractors, customers, and visitors to the County of Orange.
- Promote creative, cost-effective and innovative thinking in maintaining, preserving, and upgrading County facilities.

## Budget Summary

### Changes Included in the Base Budget:

Capital Projects Fund 15D FY 2016-17 Adopted Budget of \$94,203,042 includes:

1. \$53,785,000 Appropriations for the Central Utility Facility (CUF) Infrastructure Upgrades funded from Bond Proceeds
2. \$2,765,716 Appropriations for Phase II of El Toro Development project funded from Miscellaneous Budget Control 004
3. \$3,607,527 Appropriations for Year Round Emergency Shelter/Service Center funded from Miscellaneous Budget Control 004

4. \$25,206,080 Appropriations for carryover capital projects from FY 2015-16

Budgeting CUF Bonds proceed revenue and capital project in Fund 15D will avoid Net County Cost impacts on Budget Control 036.

FY 2015-16 3rd QBAR includes a transfer of \$19,390,737 from Budget Control 004, 036 & 042 to Fund 15D Reserves, which include the following carryover projects:

- \$25,000 Warranty Work - Completed Projects
- \$2,549 Gates Bldg- Repl Elevator Controls & Controllers
- \$373 MOB - Rebuild fans
- \$6,515,054 Year-Round Emergency Shelter/Service Center

- \$25,600 COC-Bldg A-Replace Air Handlers 1- 3
- \$150,124 HOA - Replace Video Surveillance System
- \$35,621 Bldg 12 - Elevator Modernization Cars 5, 6 & 7
- \$251,896 HCA - Health Clinic - Replace Air Ducts In Units 11,12&15
- \$1,000,000 Various HCA - Projects
- \$210,336 909 N. Main - Rehab Roof
- \$882,084 Gates - Replace VAV Boxes Phase II of III
- \$60,407 HOA - Replace Modify 3rd Floor Ducts
- \$110,000 MOB - Replace Emergency Generator
- \$236,000 Sheriff - Coroner Bldg- Biological Evidence Freezer Unit
- \$124,950 Fruit St. - Two New ADA Compliant Restrooms
- \$82,000 HOA - Metal Gates and Fences
- \$25,870 Bldg.11 TTC - Metal Gates and Fences
- \$1,082,359 HCA Lab - Replace 8 Air Handlers
- \$1,504,763 DA's 401 Civic Center Drive
- \$2,065,751 Sheriff Equipment
- \$5,000,000 Sheriff Automated Jail System

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	Change from FY 2015-2016		
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	13,362,930	100,110,667	35,768,999	94,203,042	(5,907,625)	-5.90
Total Requirements	13,362,930	100,110,667	35,769,000	94,203,042	(5,907,625)	-5.90
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Countywide Capital Projects Non-General Fund in the Appendix on page A163

## 038 - DATA SYSTEMS DEVELOPMENT PROJECTS

### Operational Summary

#### Description:

The Data Systems Development Projects budget was established to provide funding for selected, new Information Systems projects for County Agencies and Departments.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	10,319,911
Total FY 2015-2016 Actual Expenditure + Encumbrance:	6,322,863
Total Final FY 2016-2017:	8,236,046
Percent of County General Fund:	0.25%
Total Employees:	0.00

#### Strategic Goals:

- Provide excellent customer service to all internal and external constituents of the County of Orange.
- Ensure transparent and fiscally responsible stewardship of IT assets.
- Promote creative, cost-effective and innovative thinking.
- Foster a culture of team work and collaboration across countywide IT functions.

#### FY 2015-16 Key Project Accomplishments:

- SharePoint: This project established baseline intranet sites for all agencies/departments, using SharePoint as the foundation. It also enabled context-specific help and training tool, deployed site backup and administration tool and identified agency/department use cases for implementation of gamification functionality.
- Identity and Access Management (IAM): This project allowed the County to retire existing OC Remote directory, reducing maintenance cost. It improved user provisioning process by changing the business process to create EmployeeID in advance. In addition, the project deployed the Microsoft Enterprise Mobility Suite (EMS), setting up the foundation for O365 implementation and other cloud-based initiatives. The project also completed User Acceptance Testing of provisioning the auto-login feature for Virtual Timecard Interface (VTI).
- eAgenda Replacement: This project replaces the existing County ASR Management System (CAMS), AgendaWorks and e-Agenda Search. The County completed the Request for Proposal (RFP), proposal evaluation, vendor demos and presentations, and is moving forward with contract negotiations.
- PD Case Management System: This is for a new case management application for the Public Defender with the ability to integrate with other Justice Partners (e.g., District Attorney, Courts, etc.) The RFP completed; contract negotiations completed; and contract award was finalized and approved by the Board in March 2016.
- Integrated Talent Management System (ITMS): This solution provides an integrated, consistent, end-to-end framework for the County to conduct performance management, learning management, succession planning and recruitment. The County completed the business requirements, RFP, proposal evaluation, vendor demos and presentations, and is moving forward with contract negotiations.
- Board Audio-Visual System Upgrade: This project upgrades the existing equipment in the Board Hearing Room. The County is in the process of completing a RFP for the selection of a design consultant.

## Budget Summary

### Changes Included in the Base Budget:

Adopted Budget includes key Information Technology (IT) initiatives that are recommended for FY 2016-17 by the IT Investment Review Board. FY 2016-17 Adopted Budget includes a \$4,570,846 Appropriations and Net County Cost for various IT projects listed below:

1. \$1,656,300 Real Estate Portfolio Tool (CMMS)
2. \$793,698 HR Data Warehouse Upgrade
3. \$198,438 Enterprise Data Management Solution
4. \$1,351,564 Contingency for IT Projects
5. \$570,846 IT Project Loan Repayment to OC Waste & Recycling

FY 2016-17 Adopted Budget also includes revenue and appropriations for:

1. \$1,026,000 OC PA/PG Conservatorship System funded from Fund 289 (FY 2015-16 3rd QBAR carryover)
2. \$240,000 for Public Defender's Case Management System funded from Fund 289 (FY 2015-16 3rd QBAR carryover)
3. \$939,200 e-Agenda Upgrade (CAMS) funded from Fund 289 (FY 2015-16 3rd QBAR carryover)
4. \$510,000 Integrated Talent Management System funded from Fund 289 (FY 2015-16 3rd QBAR carryover)
5. \$950,000 Board Crestron Communication Panel funded from Fund 289 (FY 2015-16 3rd QBAR carryover)

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	0	4,290,000	790,000	3,665,200	(624,800)	-14.56
Total Requirements	3,950,558	10,319,911	5,193,069	8,236,046	(2,083,865)	-20.19
Net County Cost	3,950,558	6,029,911	4,403,069	4,570,846	(1,459,065)	-24.20

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Data Systems Development Projects in the Appendix on page A50

## Data Systems Development Projects

Number	Project Description	CEO Recommended Amounts			
		Dept Req Amounts	Budget Control 038	Other Budget Control	Total
Auditor-Controller					
1	CAPS+ Additional Functionality	2,803,000	0	0	0

#### Justification/Comments:

The County's financial, procurement, human resources, and payroll information system, collectively known as the CAPS+ (County-wide Accounting and Personnel System) system, is a vital component of the County's infrastructure. This request is for the following additional functionality within the CAPS+ system: Time and Attendance with Employee Self-Service and Management Self-Service Mobile Applications; Finance/Procurement with Vendor Self-Service and Workflow Mobility Applications; and CAPS+ Baseline Integration to OnBase to reduce technical overhead by having real-time transfer of documents between the CAPS+ system and OnBase, the County's digital document repository.

#### Recommendations:

Defer for future funding.

## Data Systems Development Projects (Continued)

Number	Project Description	CEO Recommended Amounts		
		Dept Req Amounts	Budget Control 038	Other Budget Control Total
2	<b>Property Tax System Replatforming</b>	6,500,000	0	0
<b>Justification/Comments:</b> The County of Orange's Property Tax System (PTS) is utilized by the Auditor-Controller, Treasurer-Tax Collector, and Clerk of the Board. The PTS is critical to the operation of the County of Orange, as it processes approximately \$6 billion annually in property taxes and special assessments for the County, cities, school districts, redevelopment trust funds, and special districts within the County. The PTS currently runs on the County's mainframe platform and was developed in the late 1980's using a programming language that is now obsolete. Furthermore, maintenance of the system requires specialized knowledge that is hard to obtain.				
<b>Recommendations:</b> Recommend approving this initiative, but funding with borrowing from OC Waste & Recycle. The PTS Steering Committee will coordinate with County Executive Office and County Counsel before starting this project.				
<b>District Attorney</b>				
3	<b>Records Management System (RMS)</b>	253,608	0	253,608
<b>Justification/Comments:</b> The proposed Record Management System addresses the need to have a fully integrated public safety information system that has mobile or wireless capabilities to replace the manual tracking of case/unit information within the District Attorney Bureau of Investigation.				
<b>Recommendations:</b> Recommend funding from District Attorney budget.				
4	<b>OCDA DNA Paperless Database</b>	350,000	0	350,000
<b>Justification/Comments:</b> The Orange County District Attorney DNA Database has over 133,000 individuals who have provided a DNA sample. Each month approximately 1,300 additional individuals provide a DNA sample, thumbprint and photograph along with a written consent at the OCDA DNA Collection Stations. The collection process should become paperless. This project would include the retention of all metadata, prints, photographs and documentation and the scanning of all currently stored documents.				
<b>Recommendations:</b> Recommend funding from District Attorney budget.				
5	<b>DA-PA Case Management System</b>	450,000	0	0
<b>Justification/Comments:</b> The District Attorney Public Administrator (DA-PA) is requesting an information system to replace the existing end-of-life information system (ePages), which will address functional obsolescence and ensure that DA-PA will continue to fulfill its program responsibilities, improve system reliability, security, data integrity and scalability. The new system will improve automation and workflows, solve deficiencies in financial, asset, document generation, and data management. The business need is to support the DA-PA to fulfill his fiduciary responsibility to effectively protect, assist, and manage the resident decedent estates as mandated by California Probate Code sections 7601-7604.				
<b>Recommendations:</b> Recommend funding this initiative. DA to continue to work with HCA and CEO to find the most cost efficient and appropriate option for DA. Total \$1 million funding is available for e-pages system; if additional funding is needed, allocate from contingency.				
<b>Human Resource Services</b>				
6	<b>CAPS+ HR Data Warehouse Upgrade</b>	1,128,103	793,698	134,405
<b>Justification/Comments:</b> This request is for a full upgrade of the County's current Personnel Data Warehouse. It will position the County to further enhance its Business Intelligence systems with data from additional sources. Currently, human resources data is accessed through a fixed set of reports and queries that do not meet the needs of business users. The upgrade of the Personnel Data Warehouse will provide greater reporting efficiencies so that users can better analyze data.				
<b>Recommendations:</b> Recommend funding \$793,698 from Budget Control 038 and \$134,405 from Human Resources budget.				

## Data Systems Development Projects (Continued)

Number	Project Description	CEO Recommended Amounts			
		Dept Req Amounts	Budget Control 038	Other Budget Control	Total
Sheriff-Coroner					
7	Automated Jail System Replacement	6,680,000	0	6,680,000	6,680,000
<b>Justification/Comments:</b> The Orange County Sheriff's Department will be replacing the outdated Automated Jail System (AJS) with a new system to be called the Integrated Jail Management System (IJMS). Through this project, OCSD will complete the discovery, analysis and documentation of functional and technical requirements necessary to retire AJS and support the procurement of the new IJMS.					
<b>Recommendations:</b> Recommend funding from Sheriff, Budget Control 060.					
8	Computerized Maintenance Management System (CMMS)	363,889	0	0	0
<b>Justification/Comments:</b> The Facilities Operations section of the Research & Development unit utilizes a computerized maintenance management system (CMMS) to plan, schedule, document, and manage all facets of facility maintenance work for the over two million sq. ft. of building space that makes up the 56 Sheriff-Coroner owned/operated facilities. To continue to provide maintenance excellence to the Orange County Sheriff-Coroner Department a new CMMS needs to be explored, purchased and implemented.					
<b>Recommendations:</b> Recommend approval from Budget Control 038. Initial funding for the Countywide CMMS system was included in FY 2015-16 Budget. If additional funding may be required during FY 2016-17, allocate from contingency.					
OC Public Works					
9	Computerized Maintenance Management System (CMMS)	2,156,300	1,656,300	0	1,656,300
<b>Justification/Comments:</b> CEO Real Estate and OCPW Facility Operations are looking to develop an application to serve as a centralized data repository for all County of Orange Real Estate assets. This Centralized application will provide Real Estate, Facility Operations and the related agencies a high resolution schedule of cost for the ownership/operation of each County facility.					
<b>Recommendations:</b> Recommend funding \$1,656,300 from Budget Control 038 for the Countywide CMMS system.					
Information Technology Internal Service Fund					
10	Enterprise Budget Development & Projection System	542,601	0	0	0
<b>Justification/Comments:</b> The Enterprise Budget Development and Projection System would provide staff efficiencies, as well as create a single database of budget data, providing the ability for real-time budget reporting; aligning with the County's strategy of an enterprise data warehouse, consistent business processes and the elimination of disparate systems.					
<b>Recommendations:</b> Do not recommend with Budget Control 038. Recommend that relevant departments form a working group to investigate this opportunity further. Funding the project by participating departments.					
11	Enterprise Data Management Solution	198,438	198,438	0	198,438
<b>Justification/Comments:</b> Over the last decade, the County Data Center has been using Iron Mountain's Offsite Tape Backup and Restore services. This service provides the ability for the Data Center to backup County systems and data on tape and store this data offsite in a protected environment. OC Information & Technology would like to research alternative methods for data management and offsite storage of data, including Cloud-based backup and data management solutions, using the County's Disaster Recovery site in Scottsdale. The solution will be designed to ensure that the County has options that meet current and future business needs securely and economically.					
<b>Recommendations:</b> Recommend funding \$198,438 from Budget Control 038.					

## Data Systems Development Projects (Continued)

Number	Project Description	CEO Recommended Amounts		
		Dept Req Amounts	Budget Control 038	Other Budget Control Total
12	<b>Network Access Control (NAC)</b>	539,713	0	0
<b>Justification/Comments:</b> The proposed Network Access Control (NAC) solution is based on Cisco Identity Services Engine. The Cisco ISE delivers the visibility, context, and dynamic control needed by enterprises to effectively implement security that targets the entire attack continuum: managing network access before an attack; providing visibility into and containment of threats during an attack; and improving time to detection and time to resolution after an attack. This is a critical element in managing the County network and ensuring network security.				
<b>Recommendations:</b> Defer for future funding.				
13	<b>Defense in Depth Enhancement (DiD)</b>	909,004	0	0
<b>Justification/Comments:</b> The DiD program consists of several dimensions to ensure compliance of the County's continued efforts in terms of compliance with the regulatory requirements such as PCI DSS, HIPAA, CJIS, State and Federal Privacy and Identity protection requirements.				
<b>Recommendations:</b> Defer for future funding.				
14	<b>Identity Governance &amp; Administration (IGA)</b>	325,342	0	0
<b>Justification/Comments:</b> The County of Orange has successfully architected, designed, and implemented a foundational Identity and Access Management infrastructure, branded as OCid. In order to increase the effectiveness of OCid and to fully realize its benefits, an identity governance and administration (IGA) solution is required to improve the quality and integrity of identity data.				
<b>Recommendations:</b> Defer for future funding.				
15	<b>CAPS+ Interface for OC Expeditor</b>	283,200	0	0
<b>Justification/Comments:</b> CAPS+ Interface for OC Expediter application would address input of duplicate invoice data across two systems (Expediter and CAPS+), synchronize Expediter and CAPS+ invoice data in real-time and reduce data entry error. This interface will eliminate the need for accounting staff to input redundant invoice data in CAPS+.				
<b>Recommendations:</b> Do not recommend with Budget Control 038. Recommend working with participating agencies to determine if funding of this project can be shared.				
16	<b>eGov System Replacement</b>	1,155,000	0	1,155,000
<b>Justification/Comments:</b> Replace the County's eGov platform (Civica) with the services of a fully-hosted government website provider. eGov is an important initiative for the public because it is the County's only one-stop channel for constituent service delivery (24x7). Web and mobile technologies have changed significantly over last few years. This request is to procure the services of a full-service website provider and to transition the County's current eGov websites into the new system.				
<b>Recommendations:</b> Recommend funding from Information & Technology ISF, Fund 289. OCIT to explore alternative low cost options to address browser mobility access needs, such as Dolphin browser and application available on iPhone and Android mobile devices.				
<b>OC Waste &amp; Recycling Enterprise</b>				
17	<b>Enterprise Project/Construction Management System (PCMIS)</b>	1,000,000	0	1,000,000
<b>Justification/Comments:</b> The County currently lacks a standard system for an Enterprise Project/Construction Management. Each agency utilizes various methodologies and system components to provide this service. A Project/Construction Management Information System (PCMIS) will enhance the County's management and communication of capital improvement projects. PCMIS will support potentially countywide standardization of project construction management processes, yet maintain the flexibility to provide for specific department needs.				
<b>Recommendations:</b> Do not recommend with Budget Control 038. Recommend funding from OC Waste & Recycle and OC Public Works budget for the pilot project.				
<b>Total</b>		<b>25,638,198</b>	<b>2,648,436</b>	<b>9,573,013</b>
				<b>12,221,449</b>



# 104 - CRIMINAL JUSTICE FACILITIES - ACCUMULATIVE CAPITAL OUTLAY

## Operational Summary

### Description:

The primary revenue sources are surcharges and penalty assessments on parking violations fees & fines, criminal fees & fines, and operating transfer from the County General Fund. Revenue is used for acquisition, debt service, maintenance, or operations of criminal justice facilities. The major activity is payment of rent associated with the Sheriff's Forensic Sciences Building. Remaining funds are used for maintenance and capital projects for criminal justice facilities.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	12,540,500
Total FY 2015-2016 Actual Expenditure + Encumbrance:	6,984,014
Total Final FY 2016-2017:	12,081,059
Percent of County General Fund:	N/A
Total Employees:	0.00

### FY 2015-16 Key Project Accomplishments:

#### LOS PINOS CONSERVATION CAMP (LPCC)

- LOS PINOS CAMP - TURN-OVER OF CAMP: Completed the work of various maintenance repairs or replacements throughout the camp of 18 primary building cores & shells and related systems. The work included all exterior and interior painting, carpet and floor tile, roofs, siding, stairs, structural, and rehabilitation of mechanical equipment, electrical and plumbing systems. Resurfaced the gymnasium wood floor and concrete floor areas, refurbished restrooms, shower, and locker rooms. Around the designated protected area completed the installation of a wooden buck-rail fence. The Camp roadways, parking lots, and road leading to the wastewater ponds replaced with new asphalt pavement and striping. Also completed operational repairs to each of the wastewater ponds and mechanical system. The work also included the removal of various materials, clean-up of dead trees, tree limbs and deep settlements of leaves.

#### JOPLIN YOUTH CENTER (JYC)

- VARIOUS BUILDINGS - MISC. REPAIR & PAINTING: Completed the continuous painting maintenance of dining room, kitchen walls and ceiling surfaces which will provide longevity and greater resistance to day-to-day institutional use.
- VARIOUS BUILDINGS - FIRE SPRINKLER COMPLIANCE: Bring into NFPA 13 section 8.6.4.1.3.1 compliance the above Ceiling fire sprinkler in the dorm, administration, classrooms, warehouse #1 and maintenance buildings.
- PRISON RAPE ELIMINATION (PREA) IMPROVEMENTS: Completed the retrofitting of restroom & shower facilities. This work supports the elimination, reduction and prevention of sexual assault within correction systems.

#### JUVENILE HALL (JH)

- INTERIOR PAINTING VARIOUS: Completed the painting of doors and hallways within Medical, Administrative Units. Extended exposure to minors had resulted in heavy graffiti and other damages to existing walls, doors and door frames. This project included the use of a durable epoxy paint, which will provide longevity and greater resistance to day-to-day institutional use.

- **EXTERIOR PAINTING VARIOUS:** Completed the painting of the exterior of Units Q & T. This project provided re-painting of weathered exterior surfaces and re-sealing of masonry to prevent water intrusion. Waterproofing exterior brick on Units B, C, M & O.
- **REPLACE CARPET VARIOUS:** Completed carpet replacement and asbestos containing material (ACM) tile removal in Medical Unit area of the institution. Appearance and cleanliness had become a factor in recent years. This project provided for removal of ACM tile and replacement of carpets in various areas that were heavily stained and worn.
- **PRISON RAPE ELIMINATION (PREA) IMPROVEMENTS:** Completed the retrofitting of restroom & shower facilities. This work supports the elimination, reduction and prevention of sexual assault within correction systems.

#### YOUTH LEADERSHIP ACADEMY (YLA)

- **INTERIOR PAINTING VARIOUS:** Completed the painting of the Units room doors as well as the walls after the repair work was completed. A recent earthquake cause superficial hairline cracking at various shell wall locations. A structural engineer completed assessment and wall repairs were completed. The need for wall painting was necessary and due to extended exposure to minors had resulted in heavy graffiti and other damage to existing walls, doors and door frames. This project included the use of a durable epoxy paint, which will provide longevity and greater resistance to day-to-day institutional use.
- **REPLACE CARPET VARIOUS:** Completed carpet replacement in many areas throughout the institution. Appearance and cleanliness had become a factor in recent years. This project provided for replacement of carpets in various areas that were heavily stained and worn.

#### YOUTH GUIDENCE CENTER (YGC)

- **MODULAR BUILDINGS REHABILITATE ROOFS:** Completed the replacement of five existing roofs on the modular building that were original, had been patched several times, and needed major repairs. This project provided for the rehabilitation of five modular building roofs.
- **MISCELLANEOUS REPAIR AND PAINT:** Completed repairs and repainting of areas around the facility and classrooms that had damaged wood siding, handrails, and metal doors and trim. This project provided for the replacement of some deteriorated wood siding, repairing of water leaks, and repainting minimizing further damage to the facility structure.
- **PRISON RAPE ELIMINATION (PREA) IMPROVEMENTS:** Completed the retrofitting of restroom & shower facilities. This work supports the elimination, reduction and prevention of sexual assault within correction systems.

## Budget Summary

### Changes Included in the Base Budget:

FY 2016-17 Adopted Budget is \$12,081,059, which includes \$9,468,140 for capital and maintenance projects for Probation facilities and \$2,612,919 for debt service on Sheriff-Coroner's facility.

FY 2016-17 Adopted Budget is funded from \$2,237,655 operating revenue, \$2,000,000 operating transfer in from Budget Control 036, and \$7,843,404 projected carryover fund balance from FY 2015-16, which includes a \$5,839,000 transfer from Probation, Budget Control 057 to Fund 104 for Probation facilities capital projects.

**Final Budget History:**

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	4,748,980	12,540,500	12,902,589	12,081,059	(459,441)	-3.66
Total Requirements	4,748,980	12,540,500	12,902,589	12,081,059	(459,441)	-3.66
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Criminal Justice Facilities - Accumulative Capital Outlay in the Appendix on page A96

## 105 - COURTHOUSE TEMPORARY CONSTRUCTION

### Operational Summary

#### Description:

This budget accumulates revenue from surcharges and penalty assessments on parking violations and criminal fines. The revenue is restricted by Government Code for acquisition, debt service, maintenance, and operation of courthouse facilities. Most of the revenue provides partial payment against Juvenile Justice Center Facility Certificates of Participation Debt Service on Lamoreaux Justice Center construction.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	3,943,390
Total FY 2015-2016 Actual Expenditure + Encumbrance:	3,687,134
Total Final FY 2016-2017:	3,634,856
Percent of County General Fund:	N/A
Total Employees:	0.00

#### FY 2015-16 Key Project Accomplishments:

- In 2002, Trial Court Facilities Act (SB 1732) established the authority to transfer court facilities from the counties to the State. The County worked diligently with the State, Administrative Office of the Courts, to transfer all the trial court facilities before December 31, 2009. The Lamoreaux Justice Center was transferred November 24, 2009.
- Juvenile Justice Center Facility Lease Revenue Refunding Bonds issued in FY 2011-12 resulted annual savings of \$1.3 million starting FY 2012-13, Fund 105 annual savings equals (62%) or \$0.8 million.
- FY 2011-12, the California State Controller's Office completed the Court revenue audit, which resulted \$4.7 million net decrease in Fund 105 revenue. Fund 105 projected negative cash and fund balance at the end of FY 2011-12. In order to keep positive cash balance in Fund 105, on June 26, 2012, the County Board of Supervisors approved a temporary borrowing of \$2.5 million funds from General Fund 100 to Fund 105. Accordingly, Auditor-Controller processed the temporary borrowing resolution and transferred \$2.5 million to Fund 105.
- FY 2012-13, Fund 105 revenue declined by \$1.9 million and the fund is projected to have a negative fund balance in FY 2013-14, which will require additional borrowing from the County General Fund.
- FY 2014-15, Fund 105 revenue continued to decline and the fund was projected to have a negative fund balance. An Operating Transfer In of \$1.7 million was approved by the County Board of Supervisors on June 24, 2014 to minimize loans from the County General Fund.

### Budget Summary

Center Bonds and Civic Center Expansion COP, which will be paid off in June 2019.

#### Changes Included in the Base Budget:

The primary use of these court penalties, fines, and fees is to make \$3.9 million Debt Service payments on Juvenile Justice

FY 2016-17 Adopted Expense Budget is \$3,634,856, which is \$308,535 lower than FY 2015-16 Modified Budget due to the cessation of the allocation of the 1991 Civic Center Expansion reimbursement expense to Fund 105. FY 2011-12 State Controller's Court revenue audit findings resulted in a substantial decline (\$1.9 million or 42%) in ongoing revenue to Fund 105. FY 2013-14 revenue was not sufficient to fund the bond payments in Fund 105. In order to avoid the projected negative fund balance at the year-end (6/30/14), a resolution for a General Fund Temporary Transfer "Resolution" to loan up to \$1.3 million from the County General Fund to Fund 105 was submitted for Board consideration. This resolution avoids the projected negative cash balance in Fund 105 and

allows the Fund to meet the required debt service obligation. The County Board of Supervisors approved a similar resolution for \$2.5 million on June 26, 2012. The \$2.5 million loan was not recorded as an Operating Transfer-In to Fund 105, which resulted in a positive cash balance but the negative fund balance at the year-end. Fund 105 will repay \$2.5 million to the General Fund whenever excess funds are available in Fund 105 after meeting its Debt Service obligations. After the payment of final Juvenile Justice Center Bonds in June 2019 or earlier, all available funds (including bond reserves) in Fund 105 will be used to repay all loans from the County General Fund before transferring the remaining balance to the State.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	372,682	3,943,390	118,058	3,634,856	(308,534)	-7.82
Total Requirements	3,939,167	3,943,390	3,687,134	3,634,856	(308,534)	-7.82
Balance	(3,566,486)	0	(3,569,077)	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Courthouse Temporary Construction in the Appendix on page A97

# 15L - 800 MHz CCCS

## Operational Summary

### Description:

The 800 MHz Countywide Coordinated Communications System (CCCS) Fund 15L was established to provide separate accountability for the coordinated communications system serving public safety and public works agencies of the County and 34 cities. This fund maintains monies deposited by cities, the Orange County Fire Authority and other participating agencies through 800 MHz Cost Sharing infrastructure payments; this fund also includes contract reserve funds. In addition, miscellaneous communications expenses, such as rents and utilities for remote sites, are paid from this fund.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	15,226,595
Total FY 2015-2016 Actual Expenditure + Encumbrance:	10,906,526
Total Final FY 2016-2017:	17,769,536
Percent of County General Fund:	N/A
Total Employees:	0.00

### Strategic Goals:

- Provide a state of the art interoperable two-way radio communications system for First Responders and other public works and public service agencies.
- Continue system life extension work, extending the useful life of the 800 MHz CCCS network and subscriber fleet, as a migration path towards the next generation system.
- Continue the planning and preparation for the Federal Communications Commission (FCC) required Rebanding project.
- Provide reliable installation and maintenance services.

### FY 2015-16 Key Project Accomplishments:

- Continued the 800 MHz CCCS system life extension program to extend the useful life of the network and subscriber equipment to the year 2018. This included the replacement of obsolete Quantar radios with GTR8000 radios at Northwest and Southwest Cell remote radio sites and starting the replacement at Laguna and North Cell remote radio sites.
- Finalized a Joint Agreement Amendment that included a system migration plan and budget estimates with our key partners including the Orange County City Managers Association, Orange County Chiefs' of Police and Sheriff's Association, Orange County Fire Chiefs Association, Orange County Lifeguard Association, 800 MHz User Group and 800 MHz Governance Committee.
- Continued the engineering and planning for the Moro Ridge 800 MHz radio site to improve public safety radio coverage between Laguna Beach and Newport Beach along Pacific Coast Highway.
- 800 MHz Rebanding planning efforts continued for this FCC mandated program designed to mitigate interference being caused to public safety. A frequency reconfiguration agreement was approved and we received the FCC approved frequency plan for our area. The Division continues non frequency specific Rebanding work as allowed by law including continued development of over 1,000 radio templates.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Sheriff's Communications & Technology Division continues to provide centralized operation, maintenance and financial management of the 800 MHz CCCS, supporting the County's strategic priorities by providing reliable communications and technical support, which enables first responders and public works employees to efficiently perform their duties.

### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016	FY 2015-2016	FY 2016-2017 Final Budget	Change from FY 2015-2016	
		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	8,838,905	15,226,595	12,317,893	17,769,536	2,542,941	16.70
Total Requirements	8,838,905	15,226,595	12,317,893	17,769,536	2,542,941	16.70
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: 800 MHz CCCS in the Appendix on page A169

### Highlights of Key Trends:

- Interoperable communications for first responders.
- Extending the useful life of the 800 MHz CCCS network and subscriber fleet, as a migration path continues towards the next generation system that includes P25 compliance.
- FCC required Rebanding planning and implementation.

### Changes Included in the Base Budget:

The 800 MHz CCCS fund is a self-balancing budget with restricted revenue. This budget is intended to fund 800 MHz CCCS equipment and infrastructure costs that will be used in future years for 800 MHz CCCS equipment purchases and radio site development.

## 9B0 - PUBLIC FINANCING PROGRAM (PGM V)

### 9B1 Major Activities

- The purpose of these funds is to construct and/or acquire sewer, regional roadway and public infrastructure facility improvements funded from bond proceeds issued on behalf of the Assessment Districts and to administer other long-term requirements of the Districts.

### 9B1 Funds

Budget Control Number	Assessment District Construction Title	FY 2016-2017 Appropriations		FY 2016-2017 Revenue	
431	Special Assessment - Top of the World Improvement	\$	56,325	\$	56,325

### 9B2 Major Activities

- The purpose of these funds is to construct and/or acquire public facility improvements (e.g. roads, fire stations, libraries, etc.) funded from bond proceeds issued on behalf of the Community Facilities Districts, and to administer other long-term requirements of the Districts.

### 9B2 Funds

Budget Control Number	Public Facilities Improvements	FY 2016-2017 Appropriations		FY 2016-2017 Revenue	
540	CFD 2015-1 RMV (Village of Esencia) Construction	\$	19,102,656	\$	19,102,656



## PROGRAM VI: DEBT SERVICE

### Summary of Appropriations and Revenues

Budget Control	Budget Control Name	FY 2016-2017	FY 2016-2017	FY 2016-2017
		Appropriations	Revenue	Net County Cost
016	2005 Lease Revenue Refunding Bonds	11,245,000	11,245,000	0
019	Capital Acquisition Financing	5,851,719	4,979,490	872,229
021	2005 Refunding Recovery Bonds	0	0	0
022	Prepaid Pension Obligation	0	0	0
<b>GENERAL FUND SUBTOTAL</b>		<b>17,096,719</b>	<b>16,224,490</b>	<b>872,229</b>
15J	Pension Obligation Bonds Debt Service	39,164,505	39,164,505	0
15W	1996 Recovery Certificates of Participation (A)	22,000	22,000	0
15Y	Teeter Series A Debt Service Fund	56,835,000	56,835,000	0
9C0	Debt Service	94,479,080	94,479,080	0
<b>OTHER FUNDS SUBTOTAL</b>		<b>190,500,585</b>	<b>190,500,585</b>	<b>0</b>
<b>TOTAL - DEBT SERVICE</b>		<b>207,597,304</b>	<b>206,725,075</b>	<b>872,229</b>

# 016 - 2005 LEASE REVENUE REFUNDING BONDS

## Operational Summary

### Description:

Make timely debt service payments on the 2005 Lease Revenue Refunding Bonds Series 2005.

The 1996 Recovery Certificates of Participation (COPs) were sold in June 1996 to raise funds to pay the County's creditors. The issue amount was \$760,800,000.

In August 2005, the County issued the 2005 Lease Revenue Refunding Bonds, in the amount of \$419,755,000, (the "Bonds") to refund and decrease the outstanding 1996 Recovery COPs, Series A.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	51,956,419
Total FY 2015-2016 Actual Expenditure + Encumbrance:	51,622,590
Total Final FY 2016-2017:	11,245,000
Percent of County General Fund:	0.35%
Total Employees:	0.00

Debt service on the Bonds was previously paid from revenues diverted annually by State Statute for this purpose. Those diverted revenues cease after FY 2015-16. However, this fund will continue to receive net revenue from imported trash (see Fund 285) deposited in the County landfills. The Bonds will be paid off in July 2017.

Any funds not needed to pay debt service are transferred from this agency to Fund 15Z, Plan of Adjustment Available Cash.

### Strategic Goals:

- Make timely debt service payments on the 2005 Lease Revenue Refunding Bonds.

## Budget Summary

FY 2016-17 Budget includes waste importation revenue and final debt service payment.

### Changes Included in the Base Budget:

The final Bankruptcy Lease Revenue Bonds will be paid off in July 2017.

### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016 Budget	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017 Final Budget	Change from FY 2015-2016 Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Total Revenues	45,852,587	51,956,419	51,622,590	11,245,000	(40,711,419)	-78.36
Total Requirements	45,852,587	51,956,419	51,622,590	11,245,000	(40,711,419)	-78.36
Net County Cost	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: 2005 Lease Revenue Refunding Bonds in the Appendix on page A29

## 019 - CAPITAL ACQUISITION FINANCING

### Operational Summary

#### Description:

To make timely debt service payments on the 2012 Juvenile Justice Center (JJC) Lease Revenue Refunding Bonds and to make trustee payments for other refunded bonds.

The 2002 Bonds were issued to redeem the 1992 JJC COPs. The 1992 JJC COPs were sold to refund a 1989 COP, the proceeds of which were used to construct the Betty Lou Lamoreaux Juvenile Justice Center, Juvenile Hall Administration Facility, Juvenile Intake Facility, and parking structures.

In 2012, the County refunded its 2002 Juvenile Justice Center Bonds for an annual debt service savings of approximately \$1 million.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	5,853,270
Total FY 2015-2016 Actual Expenditure + Encumbrance:	5,846,878
Total Final FY 2016-2017:	5,851,719
Percent of County General Fund:	0.18%
Total Employees:	0.00

#### Strategic Goals:

- Make timely debt service payments on 2012 Juvenile Justice Center Leased Revenue Refunding Bonds.

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	4,984,255	4,981,041	4,981,357	4,979,490	(1,551)	-0.03
Total Requirements	5,840,201	5,853,270	5,844,678	5,851,719	(1,551)	-0.03
Net County Cost	855,946	872,229	863,321	872,229	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Capital Acquisition Financing in the Appendix on page A33

## 022 - PREPAID PENSION OBLIGATION

### Operational Summary

#### Description:

To record revenues and expenditures related to the Taxable Pension Obligation Bonds issued for the prepayment, at a discount, of the County's annual pension contribution.

In January 2016, the County issued its 2016 Pension Obligation Bonds in the amount of \$334.3 million. The proceeds, combined with funds from certain County departments, prepaid the County's FY 2016-17 pension contribution. The net savings of the prepayment was \$16.2 million.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	550,000
Total FY 2015-2016 Actual Expenditure + Encumbrance:	966
Total Final FY 2016-2017:	0
Percent of County General Fund:	0%
Total Employees:	0.00

The FY 2016-17 budget does not include appropriations to prepay the FY 2017-18 pension obligation. If savings can be realized by prepaying the FY 2017-18 obligation, County Executive Office will return to the Board to request additional appropriations.

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	Final Budget	Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Total Revenues	12,064	550,000	1,958	0	(550,000)	-100.00
Total Requirements	1,146,839	550,000	966	0	(550,000)	-100.00
Net County Cost	1,134,774	0	(991)	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Prepaid Pension Obligation in the Appendix on page A34

## 15J - PENSION OBLIGATION BONDS DEBT SERVICE

### Operational Summary

#### Description:

This fund is used to record the debt service payments on the County's Pension Obligation Bonds: Series 1994A, Refunding Series 1996A and Refunding Series 1997A. The 1994 Bonds were paid off in 2004, only the 1996 and 1997 obligations remain. These bonds are a General Fund obligation.

On October 20, 1999, the Board of Supervisors directed the County Executive Office to proceed with actions necessary to eliminate this debt obligation. On March 31, 2000, and June 11, 2000, the County purchased through a tender offer 45% of the outstanding bonds, about \$288.3 million, and then canceled them. The cost of the purchase was about \$179.0 million.

The remaining Pension Obligation Bonds with a par value of \$350,823,000, were successfully prepaid through an economic defeasance on June 22, 2000. Available funds, including the FY 1999-00 Tobacco Settlement Revenue allocation

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	37,100,510
Total FY 2015-2016 Actual Expenditure + Encumbrance:	37,098,828
Total Final FY 2016-2017:	39,164,505
Percent of County General Fund:	N/A
Total Employees:	0.00

to the County, were irrevocably pledged for payment, in full, of the bonds and invested in AAA rated debt securities issued by the Federal Home Loan Bank, Federal National Mortgage Association (FNMA). The FNMA securities, along with cash on hand, will be sufficient to pay principal and interest on the bonds when due and payable.

The FY 2016-2017 budget for this fund contains appropriations to record the debt service payments made by the bond trustee from the defeasance escrow fund. There is no "out-of-pocket" payment required from the County.

#### Strategic Goals:

- To record debt service payments made by the trustee on the defeased Pension Obligation Bonds.

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016 Budget	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017 Final Budget	Change from FY 2015-2016 Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Total Revenues	20,398,652	37,100,510	37,098,828	39,164,505	2,063,995	5.56
Total Requirements	20,398,652	37,100,510	37,098,828	39,164,505	2,063,995	5.56
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Pension Obligation Bonds Debt Service in the Appendix on page A167

# 15W - 1996 RECOVERY CERTIFICATES OF PARTICIPATION (A)

## Operational Summary

### Description:

This fund recorded the receipt of proceeds from the 1996 Recovery Certificates of Participation Series A, payments to creditors and transfers to other funds in accordance with the County's Second Amended Modified Plan of Adjustment, approved by the United States Bankruptcy Court in June 1996. Surplus funds not needed for outstanding obligations are transferred to the General Fund.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	22,000
Total FY 2015-2016 Actual Expenditure + Encumbrance:	2,529
Total Final FY 2016-2017:	22,000
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	15,984	22,000	25,211	22,000	0	0.00
Total Requirements	15,984	22,000	25,210	22,000	0	0.00
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: 1996 Recovery Certificates of Participation (A) in the Appendix on page A173

# 15Y - TEETER SERIES A DEBT SERVICE FUND

## Operational Summary

### Description:

To record the expenses and revenues related to the Teeter Program the funding of which was restructured in 2013 from a commercial paper program to a Note Purchase and Reimbursement Agreement. The Teeter Program is an alternate secured property tax distribution plan. Normally the secured property taxes actually collected by a County are distributed to taxing agencies (e.g. school districts), resulting in less than 100% of the tax levy being distributed because of delinquencies. Under the Teeter Plan, the County distributes 100% of the levy to the taxing agencies and in exchange receives the right to keep the delinquent taxes, penalties and interest.

### At a Glance:

Total FY 2015-2016 Current Modified Budget:	97,235,000
Total FY 2015-2016 Actual Expenditure + Encumbrance:	34,720,851
Total Final FY 2016-2017:	56,835,000
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	38,186,247	97,235,000	34,730,852	56,835,000	(40,400,000)	-41.55
Total Requirements	38,186,247	97,235,000	34,730,851	56,835,000	(40,400,000)	-41.55
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Teeter Series A Debt Service Fund in the Appendix on page A174

## 9C0 - PUBLIC FINANCING PROGRAM (PGM VI)

### 9C1 Major Activities

- The purpose of these funds is to provide for debt service of bonds issued on behalf of the Assessment Districts.

### 9C1 Funds

Budget Control Number	Assessment Districts	FY 2016-2017 Appropriations		FY 2016-2017 Revenue	
433	Golden Lantern Reassessment District 94-1 Debt Service	\$	364,325	\$	364,325
507	Irvine Coast Assessment District 88-1 - Debt Service		14,444,250		14,444,250
516	Assessment Dist 01-1 Ziani Project - Debt Service		1,149,600		1,149,600
523	Newport Coast AD 01-1 Group 2 Debt Service		1,738,250		1,738,250
52T	Newport Coast AD 01-1 Conversion #1 Debt Service		2,803,825		2,803,825
534	AD 01-1 Group 3 Debt Service		2,344,750		2,344,750
536	Newport Coast AD 01-1 Group 4 Conversion Debt Service		1,194,150		1,194,150
551	Assessment District 92-1 Newport Ridge - Debt Service		2,987,385		2,987,385

### 9C2 Major Activities

- The purpose of these funds is to provide for debt service of bonds issued on behalf of the Orange County Development Agency.

### 9C2 Funds

Budget Control Number	OC Development Budget Control	FY 2016-2017 Appropriations		FY 2016-2017 Revenue	
		\$		\$	

### 9C3 Major Activities

- The purpose of these funds is to provide for debt service of bonds issued on behalf of the Community Facilities Districts.

### 9C3 Funds

Budget Control Number	Community Facility Districts	FY 2016-2017 Appropriations		FY 2016-2017 Revenue	
479	CFD 99-1 Series A of 1999 Ladera - Debt Service	\$	2,621,250	\$	2,621,250
484	Rancho Santa Margarita CFD 86-2 - Debt Service		134,250		134,250
487	Ladera CFD 2002-01 Debt Service		4,514,850		4,514,850
488	Rancho Santa Margarita CFD 86-1 (Series 1988) -		6,014,060		6,014,060
490	Dimensions/Serrano Creek CFD 87-1 - Debt Service		237,450		237,450
492	Mission Viejo CFD 87-3 (A) - Debt Service		1,513,100		1,513,100



## 9C3 Funds

Budget Control Number	Community Facility Districts	FY 2016-2017 Appropriations	FY 2016-2017 Revenue
494	Aliso Viejo CFD 88-1 - Debt Service	646,439	646,439
496	Lomas Laguna CFD 88-2 - Debt Service	465,935	465,935
501	Rancho Santa Margarita CFD 87-5(A) - Debt Service	365,255	365,255
503	Portola Hills CFD 87-2(A) - Debt Service	390,260	390,260
505	Foothill Ranch CFD 87-4 - Debt Service	9,328,240	9,328,240
509	Rancho Santa Margarita CFD 87-5B - Debt Service	2,224,021	2,224,021
511	Baker Ranch CFD 87-6 - Debt Service	189,485	189,485
513	Coto de Caza CFD 87-8 - Debt Service	5,231,140	5,231,140
515	Santa Teresita CFD 87-9 - Debt Service	146,010	146,010
517	Rancho Santa Margarita CFD 87-5C - Debt Service	2,269,570	2,269,570
519	Los Alisos CFD 87-7 - Debt Service	635,710	635,710
521	Rancho Santa Margarita CFD 87-5D (A) - Debt Service	1,982,000	1,982,000
530	CFD 2004-1 Ladera Debt Service	6,999,950	6,999,950
533	CFD 01-1 Ladera - Debt Service	3,697,250	3,697,250
541	CFD 2015-1 RMV (Village of Esencia) Debt Service	7,591,600	7,591,600
547	CFD 00-1 (Series A of 2000) Ladera - Debt Service	3,550,370	3,550,370
549	Rancho Santa Margarita CFD 87-5E (A of 1993) - Debt Service	2,048,050	2,048,050
555	CFD 2003-1 Ladera Debt Service	4,656,300	4,656,300



## PROGRAM VII: INSURANCE, RESERVES & MISCELLANEOUS

### Summary of Appropriations and Revenues

Budget Control	Budget Control Name	FY 2016-2017	FY 2016-2017	FY 2016-2017
		Appropriations	Revenue	Net County Cost
004	Miscellaneous	55,287,209	19,870,748	35,416,461
037	I.T. Support Services	766,960	766,960	0
039	IBM Mainframe	3,170,550	0	3,170,550
056	Employee Benefits	1,547,631	1,263,985	283,646
100	General Fund	0	744,247,177	(744,247,177)
<b>GENERAL FUND SUBTOTAL</b>		<b>60,772,350</b>	<b>766,148,870</b>	<b>(705,376,520)</b>
14C	Class B-27 Registered Warrants	20	20	0
14Y	Indemnification Reserve	0	0	0
14Z	Litigation Reserve	0	0	0
15Z	Plan of Adjustment Available Cash	12,314,420	12,314,420	0
270	Compressed Natural Gas Enterprise Fund	610,157	610,157	0
289	Information Technology Internal Service Fund	99,446,692	99,446,692	0
290	Insured Health Plans ISF	182,212,235	182,212,235	0
291	Unemployment Insurance Internal Service Fund	8,834,518	8,834,518	0
292	Self-Insured PPO Health Plans ISF	78,670,713	78,670,713	0
293	Workers' Compensation Internal Service Fund	53,477,216	53,477,216	0
294	Property and Casualty Risk Internal Service Fund	38,828,744	38,828,744	0
296	OC Fleet Services	32,031,856	32,031,856	0
297	Reprographics Internal Service Fund	5,598,145	5,598,145	0
298	Self-Insured Benefits Internal Service Fund	9,634,196	9,634,196	0
29Z	Life Insurance Internal Service Fund	964,793	964,793	0
<b>OTHER FUNDS SUBTOTAL</b>		<b>522,623,705</b>	<b>522,623,705</b>	<b>0</b>
<b>TOTAL - INSURANCE, RESERVES &amp; MISCELLANEOUS</b>		<b>583,396,055</b>	<b>1,288,772,575</b>	<b>(705,376,520)</b>



## 004 - MISCELLANEOUS

### Operational Summary

#### Description:

This budget control is a compilation of miscellaneous General Fund activities including: County General overhead recovery from non-General Funds (CWCAP) and select General Fund agencies, miscellaneous General Fund transfers to non-General Funds, contingency appropriations for unanticipated salary and benefits issues, and appropriations to fund General Fund recommended budget augmentation requests.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	36,694,707
Total FY 2015-2016 Actual Expenditure + Encumbrance:	32,985,607
Total Final FY 2016-2017:	55,287,209
Percent of County General Fund:	1.7%
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	78,574,873	29,301,211	28,107,962	19,870,748	(9,430,463)	-32.18
Total Requirements	9,104,187	36,694,707	32,935,066	55,287,209	18,592,502	50.67
Net County Cost	(69,470,686)	7,393,496	4,827,103	35,416,461	28,022,965	379.02

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Miscellaneous in the Appendix on page A16

## 037 - I.T. SUPPORT SERVICES

### Operational Summary

#### Description:

The mission of OC Information Technology (IT) is to provide innovative, reliable, and secure technology solutions that support County agencies and departments in the delivery of quality public services.

Budget Control 037 - IT Support Services includes the IT positions supporting OC Information Technology's Shared Services Agencies/Departments, which includes: Child Support Services, County Executive Office, OC Community Resources, OC Public Works, and OC Waste & Recycling. The

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	972,081
Total FY 2015-2016 Actual Expenditure + Encumbrance:	972,081
Total Final FY 2016-2017:	766,960
Percent of County General Fund:	0.02%
Total Employees:	80.00

consolidation of these positions into Budget Control 037 and the subsequent implementation of a Shared Services model for providing IT services will enable the achievement of greater efficiencies through the use of pooled resources, increased knowledge-sharing, streamlined processes, and standardized hardware and software.

#### Strategic Goals:

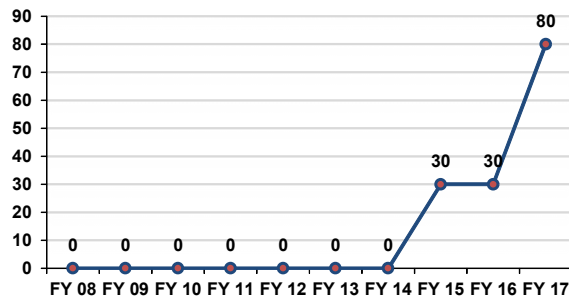
- Provide IT services and solutions that enable Shared Services Agency/Department workforces to be more connected, efficient, and mobile.
- Enable resources to be directed toward technological improvements and innovative solutions rather than duplicative equipment, applications, and projects.
- Increase learning and professional development opportunities for staff and improve succession planning through cross-training.

#### FY 2015-16 Key Project Accomplishments:

- Established OC Information Technology Shared Services organization, transferring approximately 80 IT positions from Agencies/Department and establishing a new organizational structure, including a Customer Relationship Management function that focuses on understanding Shared Services Agencies/Departments IT needs.
- Developed and launched the Open\$Data tool, which makes data sets and a host of financial information readily accessible to all County employees and the general public, thereby increasing the County's financial transparency.
- Developed and implemented the OC Expediter application across multiple Agencies/Departments, which allows Agencies/Departments to submit, process, and track purchasing requests electronically.
- Developed the Shared Services Billing Portal, which provides Shared Services Agency/Department customers with greater transparency and information about OC Information Technology's service billings.
- Developed new internal tools and artifacts such as a Buy vs. Build methodology for IT applications which introduces industry best practice discipline to IT decision-making.
- Implemented a project tracking tool called Project Tracker, which allows OC Information Technology to have a comprehensive view of its project portfolio.

- Performed inventories of desktop models across Shared Services Agencies/Departments in order to develop new standards which reduces complexity and enables more efficient desktop support services.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- During FY 2015-16 County Executive Office, Human Resources, Child Support Services, OC Community Resources, and OC Waste & Recycle IT positions were transferred to Budget Control 037, IT Shared Services, under the oversight of OC Information Technology.
- During FY 2014-15 OC Public Works' IT positions were transferred to the newly established IT Support Services, Budget Control 037, under the oversight of OC Information Technology.

## Budget Summary

### Changes Included in the Base Budget:

The Adopted Budget increased by \$4.1M, compared to FY 2015-16 Modified Budget, to include a full 12 months of appropriations.

### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016	FY 2015-2016	FY 2016-2017 Final Budget	Change from FY 2015-2016	
		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Positions	30	77	80	80	3	3.90
Total Revenues	5,342	972,081	972,081	766,960	(205,121)	-21.10
Total Requirements	5,342	972,081	967,253	766,960	(205,121)	-21.10
Net County Cost	0	0	(4,828)	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: I.T. Support Services in the Appendix on page A49

### Highlights of Key Trends:

- During FY 2015-16, through the integration of IT resources from Child Support Services, County Executive Office, OC Community Resources, OC Public Works, and OC Waste & Recycling and the implementation of an IT Shared Services model, the County has taken key steps toward improving its ability to uplift technology and keep pace with industry advancements in areas such as cloud-computing.

## 039 - IBM MAINFRAME

### Operational Summary

#### Description:

The IBM Mainframe fund was created to help offset the cost of the mainframe. Initially, the total cost of the mainframe is recovered by charging Agencies/Departments for their utilization. As departments move off the mainframe, the total cost is paid by fewer agencies and departments. Therefore, beginning FY 2008-09, it was determined that all costs associated with the mainframe be removed from the agencies/departments budgets and placed in Budget Control 039.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	3,170,550
Total FY 2015-2016 Actual Expenditure + Encumbrance:	3,170,544
Total Final FY 2016-2017:	3,170,550
Percent of County General Fund:	0.1%
Total Employees:	0.00

#### Strategic Goals:

- OCIT is making every effort to fund both the mainframe and new server platform operating costs within the allocated budget.

#### FY 2015-16 Key Project Accomplishments:

- Completed updating 30% of all mainframe software to current version. This project will continue through 2017.
- In the process of replacing the mainframe hardware.
- Replaced mainframe tape system.

### Budget Summary

#### Changes Included in the Base Budget:

FY 2016-17 Adopted Budget includes \$2,778,311 Appropriations and Net County Cost for IBM Mainframe and \$392,239 Appropriations and Net County Cost for Open System costs.

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Requirements	3,170,544	3,170,550	3,170,544	3,170,550	0	0.00
Net County Cost	3,170,544	3,170,550	3,170,544	3,170,550	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: IBM Mainframe in the Appendix on page A51

**Highlights of Key Trends:**

- The County will replace the current aging Mainframe system in FY 2016-17 and will continue to investigate long term strategies for migrating away from main-frame technology.



## 056 - EMPLOYEE BENEFITS

### Operational Summary

#### Description:

Employee Benefits administers a wide variety of self-funded benefits and group insurance plans for County employees, retirees and their dependents.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	2,132,706
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,662,345
Total Final FY 2016-2017:	1,547,631
Percent of County General Fund:	0.05%
Total Employees:	13.00

#### Strategic Goals:

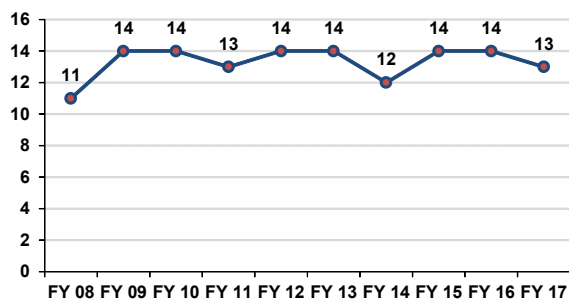
- The Employee Benefits Division supports the County Executive Office/Human Resource Services Business and Strategic Plan in the administration of cost effective and efficient benefits program that educates and empowers employees/retirees in selecting their benefit choices and ensuring compliance with federal and state employee benefits regulations.

#### FY 2015-16 Key Project Accomplishments:

- Selected and negotiated through a Request for Proposal (RFP) process a new Benefits Center administration vendor with lower County cost.
- Completed the Employee HMO Health Plans RFP process and the Retiree Insured Health Plans RFP process, negotiated contracts and obtained quality health plans and competitive rates. Negotiated an onsite wellness coach from Cigna at no cost to the County.
- Completed Short and Long-Term Disability RFP process, negotiated competitive contracts for new Short and Long-Term Disability contract/policies. New agreement is projected to save the County over \$430,000 over the three (3) year contract period.
- Selected, negotiated and implemented through a RFP process, a Wellness Management Program vendor. Expanded Wellness program to include onsite Wellness Coach, online coaching, quarterly newsletters, and several quarterly wellness challenges. Gathered aggregate baseline health risk data to measure future effectiveness and estimated cost savings from the Wellness Program.
- Achieved 2016 health plan premium reductions for the Cigna HMO, Wellwise PPO, and Sharewell PPO health plans due to anticipated improvement in health care costs as a result of the high employee participation in the OC Healthy Steps Wellness Program.
- Implemented the Patient Protection and Affordable Care Act (PPACA) requirements for Employer Shared Responsibility Mandate, including the distribution of the new IRS 1095 forms to required participants.
- Implemented \$500 FSA Rollover provision which will allow employees to reduce the risk of losing account contributions.
- Implemented new custom investment portfolio for the County's 1992 Defined Benefit Plan to obtain a better long-term rate of return.
- Managed a number of fund changes for the Defined Contribution Plans, resulting in a fund expense reduction from 16-18 basis points to 11 basis points, saving participants over \$100,000 a year in fees.

**Employee Benefits** - Employee Benefits designs, implements and administers a wide variety of self-funded benefits and insurance plans for County employees, retirees and their dependents.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- In FY 2016-17, the accounting functions and associated three positions will be transferred to the Auditor-Controller, Budget Control 003. The transfer of the accounting functions to Auditor-Controller will improve standardization and consistency as well as address concerns with recruitment and retention.
- In FY 2015-16 Adopted Budget, one Senior Accountant/Auditor I position was added as an augmentation to support the implementation of the Affordable Care Act - Employer Shared Responsibility mandate. One Administrative Manager II was added to support the Insurance Working group and provide additional program management support. Total authorized positions increased to 16.
- In FY 2013-14, two additional positions were transferred from Budget Control 054 to Budget Control 056 to support programmatic and finance duties.
- In FY 2012-13, two Information Technology positions were transferred to Budget Control 054 as part of the Human Resource Services centralization.

- One limited term position was added in November 2011 to help implement the Patient Protection and Affordable Care Act (PPACA) and perform accounting duties.
- In FY 2008-09 two additional positions were added to manage the additional programs including the five new retiree health plans and one position was added for the disability manager. The disability manager position was reallocated to the CAPS/HR Upgrade. This position was eliminated in April 2011 upon the completion of CAPS/HR Upgrade. This reduction was included in the FY 2010-11 budget.
- From FY 2003-04 through FY 2007-08, the number of Employee Benefits positions remained at 11.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Employee Benefits Division supports the County Executive Officer/Human Resource Services Business and Strategic Plan in the administration of effective and efficient benefits program that educates and empowers employees/retirees in selecting their benefit choices and ensuring compliance with federal and state employee benefits regulations.

### Changes Included in the Base Budget:

The budget includes the transfer of three positions and accounting functions from Employee Benefits to Auditor-Controller, Budget Control 003.

The known projected costs associated with implementation of the provisions of the Patient Protection and Affordable Care Act (PPACA) have also been included in the FY 2016-17 budget request.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	14	16	16	13	(3)	-18.75
Total Revenues	1,138,585	1,827,070	1,356,710	1,263,985	(563,085)	-30.82
Total Requirements	1,185,883	2,132,706	1,482,211	1,547,631	(585,075)	-27.43
Net County Cost	47,298	305,636	125,501	283,646	(21,990)	-7.19

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Employee Benefits in the Appendix on page A66

## Highlights of Key Trends:

- The known projected costs associated with implementation of the provisions of the Patient Protection and Affordable Care Act (PPACA) have also been included in the FY 2016-17 budget request.

# 100 - COUNTY GENERAL FUND-LEVEL TRANSACTIONS

## Operational Summary

### Description:

General Purpose Revenues (GPR), including Property Taxes, Sales Taxes, Property Tax Administration Fees, and other miscellaneous sources, are recorded in Fund 100. GPR is the primary component of Net County Cost which is used to fund County mandated services to the citizens of Orange County.

The General Fund also includes obligated fund balances (reserves) set aside for specific uses including contingencies, capital projects, and strategic priorities. The obligated fund balances (OFB) are increased if positive Fund Balance Unassigned (FBU) is recorded at the end of a fiscal year. OFB is reduced to fund strategic priorities or capital projects as approved by the Board of Supervisors during the budget process or quarterly budget report process.

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	820,413,343	848,695,569	848,656,324	744,247,177	(106,448,392)	-12.54
Total Requirements	123,091,854	123,543,124	131,722,459	0	(123,543,124)	-100.00
Net County Cost	(697,321,489)	(725,152,445)	(716,933,865)	(744,247,177)	17,094,732	2.36

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: County General Fund - Level Transactions in the Appendix on page A93

## 14C - CLASS B-27 REGISTERED WARRANTS

### Operational Summary

#### Description:

Certain tort claims which existed prior to the County's filing for Chapter 9 Bankruptcy Protection in December 1994 are classified as "B27 Claims." This fund records available revenues and payments for Class B27 claims as required under the County's Second Amended Modified Plan of Adjustment (Bankruptcy Recovery Plan).

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	20
Total FY 2015-2016 Actual Expenditure + Encumbrance:	2
Total Final FY 2016-2017:	20
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	11	20	17	20	0	0.00
Total Requirements	11	20	18	20	0	0.00
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Class B-27 Registered Warrants in the Appendix on page A150

## 14Y - INDEMNIFICATION RESERVE

### Operational Summary

#### Description:

To provide for indemnification of the Representative and others under the County's Second Amended Modified Plan of Adjustment (Bankruptcy Recovery Plan) as required by court order for the distribution of bankruptcy related litigation proceeds.

Fund 14Y is no longer needed and will be closed in FY 2016-17. Any residual funds will be distributed pursuant to the court order.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	1,396,852
Total FY 2015-2016 Actual Expenditure + Encumbrance:	1,391,984
Total Final FY 2016-2017:	0
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016	FY 2015-2016	FY 2016-2017 Final Budget	Change from FY 2015-2016	
		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget	
					Amount	Percent
Total Revenues	5,813	1,396,852	1,391,984	0	(1,396,852)	-100.00
Total Requirements	5,813	1,396,852	1,391,984	0	(1,396,852)	-100.00
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Indemnification Reserve in the Appendix on page A159

## 14Z - LITIGATION RESERVE

### Operational Summary

#### Description:

To provide a reserve for potential litigation costs incurred by the Representative under the County's Bankruptcy Plan of Adjustment (Bankruptcy Recovery Plan) as required by court order for the distribution of bankruptcy related litigation proceeds.

Fund 14Z is no longer needed and will be closed in FY 2016-17. Any residual funds will be distributed pursuant to the court order.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	4,654,362
Total FY 2015-2016 Actual Expenditure + Encumbrance:	4,637,016
Total Final FY 2016-2017:	0
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	19,366	4,654,362	4,637,015	0	(4,654,362)	-100.00
Total Requirements	19,366	4,654,362	4,637,016	0	(4,654,362)	-100.00
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Litigation Reserve in the Appendix on page A160

## 15Z - PLAN OF ADJUSTMENT AVAILABLE CASH

### Operational Summary

#### Description:

This fund records the use of the annual excess of diverted revenues needed to meet the debt service requirements of the 1996 Recovery Certificates of Participation and now the 2005 Lease Revenue Bonds (see Fund 100, Budget Control 016). The money in this fund is used to amortize bankruptcy related losses to County Administered Accounts in accordance with the Second Amended Modified Plan of Adjustment.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	32,402,557
Total FY 2015-2016 Actual Expenditure + Encumbrance:	20,878,626
Total Final FY 2016-2017:	12,314,420
Percent of County General Fund:	N/A
Total Employees:	0.00

### Budget Summary

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	20,872,821	32,402,557	20,878,626	12,314,420	(20,088,137)	-62.00
Total Requirements	20,872,821	32,402,557	20,878,626	12,314,420	(20,088,137)	-62.00
Balance	0	0	0	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Plan of Adjustment Available Cash in the Appendix on page A175



## 270 - COMPRESSED NATURAL GAS ENTERPRISE FUND

### Operational Summary

#### Description:

The Compressed Natural Gas (CNG) enterprise fund was established in 2010 to assess the operations of the County's CNG fueling station at 2023 Collins Avenue. This fund quantifies CNG costs separately so that retail pricing can be established for CNG sales to the public. The objective is to fund station maintenance and upgrades with any realized profits to further enhance the County's Green Fleet Plan and provide alternative fuel infrastructure in support of the South Coast Air Quality Management District's clean air goals.

#### Strategic Goals:

- In June 2005 the County of Orange Board of Supervisors adopted the Green Fleet Concept Plan, recognizing the need to transition to a model green fleet operation utilizing alternative fuel vehicle (AFV) technology to comply with South Coast Air Quality Management District (SCAQMD) Fleet Rules 1191 and 1196. This Plan called for the construction of a County operated CNG fueling station as an integral part of our infrastructure to promote a successful implementation of the plan.
- Identification of options regarding low-emission, CNG vehicles that have the least environmental and economic cost while meeting related mandates.
- Identification and implementation of best practices related to low-emission, CNG vehicles, with the goal of exceeding mandates where practical.
- Utilization of grant funding to achieve goals.

**Compressed Natural Gas Enterprise Fund** - Operate and maintain a public access CNG fueling station that will service the needs of the County of Orange departments and the public on a 24 hour/7 day per week basis. Administers a standard preventative maintenance program in accordance with manufacturer's requirements to achieve station uptime of 98 percent.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	862,067
Total FY 2015-2016 Actual Expenditure + Encumbrance:	542,859
Total Final FY 2016-2017:	610,157
Percent of County General Fund:	N/A
Total Employees:	0.00

## Budget Summary

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	844,607	862,067	701,389	610,157	(251,910)	-29.22
Total Requirements	480,994	862,067	535,093	610,157	(251,910)	-29.22
Balance	363,613	0	166,295	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Compressed Natural Gas Enterprise Fund in the Appendix on page A178

## 289 - INFORMATION TECHNOLOGY ISF

### Operational Summary

#### Description:

The mission of OC Information Technology (IT) is to provide innovative, reliable, and secure technology solutions that support County agencies and departments in the delivery of quality public services.

Budget Control 289 - Information Technology ISF includes administrative support, IT project management, IT business analysis, IT architecture, and enterprise IT security positions, as well as the enterprise IT services provided by the County's managed services vendors. Vendor-provided services include Service Desk and Desktop Support for select County agencies/departments and Voice/Data Network services countywide.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	91,261,942
Total FY 2015-2016 Actual Expenditure + Encumbrance:	75,828,984
Total Final FY 2016-2017:	99,446,692
Percent of County General Fund:	N/A
Total Employees:	60.00

#### Strategic Goals:

- Provide excellent customer service to agency/department customers, which includes transparency about OC Information Technology's service billings.
- Ensure fiscally responsible provision of IT services to agency/department customers through continuous process improvements and vendor management.
- Provide expertise in the areas of IT contracts to agency/department customers requiring support.
- Develop technology architecture and road maps that guide IT decision-making and ensure that the County is moving forward in technology.
- Decrease the County's IT security risks by implementing a comprehensive IT security program.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan Results	2016 Business Plan Target	How are we doing?
<b>IMPROVED IT SERVICE DELIVERY - NETWORK &amp; VOIP TRANSFORMATION</b> <b>What:</b> Countywide Transformation of the network and VoIP implementation. <b>Why:</b> Replaces the County's aging network and voice infrastructure.	During 2015, 33 sites were transformed.	By December 2016, 76% of the Transformation Project is scheduled to be completed, and the project is scheduled to be completed by June 30, 2017.	The Countywide Transformation Project is significantly behind schedule.

## Key Outcome Indicators: (Continued)

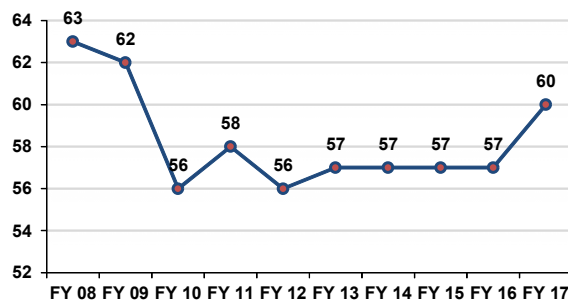
Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>IMPLEMENT ENTERPRISE SHAREPOINT PORTAL TO ALLOW CROSS-AGENCY COLLABORATION &amp; INFORMATION SHARING</b> <b>What:</b> Support site updates to the Portal to promote cross-Agency collaboration & info. sharing. <b>Why:</b> Provides the ability for business users to create and share information and data.	Following the successful Countywide rollout of the new Enterprise SharePoint and County Intranet, IntraOC, the old "Blue Screen" was officially retired in December 2015.	During 2016, the Enterprise SharePoint transition will be completed.	We are on target with technical and business governance transition plan in FY 2016-17.
<b>ORGANIZATIONAL EXCELLENCE</b> <b>What:</b> Establish measures, structures, processes & rewards to motivate employees to excel in service delivery. <b>Why:</b> Fosters staff development and recognition with the goal of enhanced customer service delivery.	Conducted an Employee Engagement Survey to assess employee satisfaction, established an Employee Focus Group to solicit feedback & developed an Intranet site as a resource and communications vehicle.	Establish a staff recognition program that aligns with values and mission of OCIT & create a skills database to facilitate staff assignment & determine training needs.	During FY 2015-16, executive level organizational goals and cascading staff goals were developed.

## FY 2015-16 Key Project Accomplishments:

- Enterprise SharePoint Implementation: The County successfully retired the "Blue Screen" and replaced it with the newly designed IntraOC that is based on SharePoint Online. Access for IntraOC was enabled for 12,000+ users. During the month of March 2016, there were 10,871 user sessions on IntraOC with new and returning users and over 188,000 page views.
- Identity & Access Management (OCidIAM): The scope of the IAM activities funded by ISF 289 includes maintaining the existing data feeds from OCid to other sources such as VoIP and SMS, implementing connectivity with other agencies/departments to provide access to SharePoint, and updating configurations for Single-Sign-On. This project involves the implementation of a system to manage County digital identities and access to County IT systems and applications. Phase I of the system was implemented in 2014. Key FY 2015-16 accomplishments included:
  - Implemented an Identity Management system (OCid) to manage user digital identities and allow for Single-Sign-On capability.
  - Established an enterprise user directory that integrates with CAPS+.
  - Completed application integration with IT Service Desk, Enterprise SharePoint, and the new VoIP system.
  - Upgraded the ADFS environment, which is the foundation for providing Single-Sign-On.
  - Updated Active Directory Federation Services (ADFS) configurations to provide Single-Sign-On to new applications such as OCIT's Application Portfolio Management (APM) and Business Intelligence Portal.
  - Updated data feed for Short Message Service (SMS).
  - Completed the pilot Business-to-Business (B2B) connectivity in order to provide IntraOC access to OCSD (which is not using the standard two-way trust connectivity that has been put in place with other agencies/departments).
- Enterprise OC Expediter: The development of new Enterprise OC Expediter application was completed in April 2015 and is being rolled out countywide. The new Single-Sign-On application replaced the legacy Expediter application used by 3 agencies; OC Public Works, OC Community Resources and OC Waste & Recycle. This new OC Expediter introduces countywide standardized procurement processes. Key accomplishments included:
  - Rollout to 10 departments/agencies: OC Public Works, OC Community Resources, OC Waste & Recycle, County Executive Office, OC Dana Point Harbor, Children and Families Commission of Orange County, Registrar of Voters, Social Services Agency, Child Support Services, and John Wayne Airport.

- Development and implementation of OC Expediter Governance model.
- Added 16 custom enhancements to the application.
- Network & VoIP Transformation: Migrated 70 sites to the converged network and VoIP. More than 7,000 County employees and vendors have been migrated to the new system:
  - Largest County office (SSA) with 1,040 employees was migrated with less than 1% defects.
  - Increased site transformation rate two-fold (i.e. migrating twice as many sites in a month compared to one year ago) with improved pre-migration planning.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- As part of the IT Shared Services initiative, during FY 2015-16 a net of three positions were transferred to Information & Technology ISF, Fund 289 from OC Community Resources, County Executive Office, and Human Resources.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Partner with agencies and departments to understand their business needs and assist them in strategizing business solutions.

Develop comprehensive IT services billing system.

Continue to build out OCIT's new organization structure.

### Changes Included in the Base Budget:

Expense budget is \$96.8M, a \$8.9M increase over the current budget due to an increase in customer demand for Vendor Scope 1 services (\$2.2M), increase in Vendor Scope 2 Transformation activities delayed in FY 2014-15 and FY 2015-16 (\$5.9M), and an increase in depreciation for Scope 2 and IBM Mainframe hardware (\$1.3M). Revenue budget is \$78.4M, an increase of \$2.4M due to IT billing to departments for increase in demand of services.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	57	64	60	60	(4)	-6.25
Total Revenues	71,145,967	91,261,942	84,759,296	99,446,692	8,184,750	8.97
Total Requirements	59,639,857	91,261,942	75,239,804	99,446,692	8,184,750	8.97
Balance	11,506,110	0	9,519,492	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Information Technology ISF in the Appendix on page A200

### Highlights of Key Trends:

- During FY 2015-16, OC Information Technology augmented its Countywide Information Security program in an effort to address the upward trend in cyber security threats faced by both public and private sector organizations. The program included Countywide IT Security Awareness Training, with approximately 500 users completing training to-date.

## 290 - INSURED HEALTH PLANS ISF

### Operational Summary

#### Description:

The Insured Health Plans Internal Service Fund (ISF) provides health benefits to employees, retirees, and their dependents enrolled in fully insured health plans.

#### Strategic Goals:

- Fund 290 is one of the funds under Employee Benefits. The Employee Benefits Division supports the Human Resource Services Business and Strategic Plan in the administration of cost effective and efficient benefit programs that educate and empower employees/retirees in selecting their benefit choices and ensuring compliance with federal and state employee benefits regulations.

#### FY 2015-16 Key Project Accomplishments:

- The County implemented its Wellness Program, OC Healthy Steps and achieved an 86% participation rate. Due to positive impact on health care costs expected as a result of the high employee participation, the 2016 Cigna health plan premiums were decreased by 1.1%. The actual Kaiser health plan premium increases were also lower than budgeted and lower than medical inflation.

### Budget Summary

#### Plan for Support of the County's Strategic Priorities:

Fund 290 is one of the funds under Employee Benefits. The Employee Benefits Division supports the Human Resources Department's Business and Strategic Plan as they relate to the design, implementation and administration of employee benefits programs.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	177,524,021
Total FY 2015-2016 Actual Expenditure + Encumbrance:	163,377,036
Total Final FY 2016-2017:	182,212,235
Percent of County General Fund:	N/A
Total Employees:	0.00

#### Changes Included in the Base Budget:

Medical inflation (trend) nationwide continues to rise causing an increase in medical, hospital, and prescription drug costs.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	163,064,013	177,524,021	166,179,378	182,212,235	4,688,214	2.64
Total Requirements	159,037,992	177,524,021	163,377,035	182,212,235	4,688,214	2.64
Balance	4,026,021	0	2,802,343	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Insured Health Plans ISF in the Appendix on page A204

## Highlights of Key Trends:

- Medical inflation (trend) continues to rise causing an increase in medical, hospital, and prescription drug costs for the County and other employers nationwide.
- In 2015, the County implemented its Wellness Program, OC Healthy Steps. Due to the high employee participation in biometric screening and the Health Risk Assessment, the County's 2016 Cigna health plan premiums were decreased by 1.1%. The actual Kaiser health plan premiums increase was lower than budget.
- The Fiscal Year 2016-17 budget reflects the positive impact of the Wellness Program on the 2016 health plan rates and assumes that the 2017 health plan premiums will increase due medical inflation trend.

## 291 - UNEMPLOYMENT INSURANCE ISF

### Operational Summary

#### Description:

The Unemployment Internal Service Fund (ISF) provides for self insurance of unemployment claims, administrative fees and related programs associated with the State mandated unemployment insurance program.

#### Strategic Goals:

- The Employee Benefits Division supports the Human Resource Services Business and Strategic Plan in the administration of cost effective and efficient benefits program that educates and empowers employees/retirees in selecting their benefit choices and ensuring compliance with federal and state employee benefits regulations.

### Budget Summary

#### Plan for Support of the County's Strategic Priorities:

The Employee Benefits Division supports the County Executive Office/Human Resource Services Business and Strategic Plan in the administration of effective and efficient benefits program that educates and empowers employees in selecting their benefit choices and ensuring compliance with federal and state employee benefits regulations.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	10,019,549
Total FY 2015-2016 Actual Expenditure + Encumbrance:	861,917
Total Final FY 2016-2017:	8,834,518
Percent of County General Fund:	N/A
Total Employees:	0.00

#### Changes Included in the Base Budget:

Unemployment claims experience has continued to trend at the same level as last fiscal year. This has allowed the rate holiday for County departments to be continued from FY 2013-14 through FY 2016-17. The fund has sufficient reserves to fund potential economic downturns or internal labor market issues.

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Revenues	11,229,508	10,019,549	10,056,034	8,834,518	(1,185,031)	-11.83
Total Requirements	1,250,905	10,019,549	861,917	8,834,518	(1,185,031)	-11.83
Balance	9,978,603	0	9,194,117	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Unemployment Insurance ISF in the Appendix on page A205



### Highlights of Key Trends:

- Due to the economic downturn, layoffs and the Federal extension program, the number of claims and amount of benefit paid significantly increased to its highest level in FY 2009-10. The Federal legislation had increased the benefit from 26 to 46 weeks and weekly maximum benefit from \$450 to \$475.
- To assist the Departments with their NCC budget targets no premiums were charged from July 2009 through February 2010. In FY 2010-11, the claims experience improved slightly from FY 2009-10 which enabled the Unemployment rate charged to Departments to be reduced in FY 2011-12 from .0028 to .0027 of payroll. The claims experience in FY 2011-12 improved slightly from FY 2010-11 and allowed the Unemployment rate charged to Departments to remain at .0027 of payroll in FY 2012-13. Unemployment claims experience has continued to decline to levels commensurate with FY 2007-08. The drop in claims has allowed for rate holiday for County departments from FY 2013-14 through FY 2016-17.

## 292 - SELF-INSURED PPO HEALTH PLANS ISF

### Operational Summary

#### Description:

The County Self-Insured PPO Health Plans Internal Service Fund (ISF) provides for self-insured health benefits and administrative fees associated with medical and prescription claims from employees, retirees, and their dependents enrolled in the Wellwise Choice, Sharewell Choice, Wellwise Retiree, and Sharewell Retiree health plans.

#### Strategic Goals:

- Fund 292 is one of the funds under Employee Benefits. The Employee Benefits Division supports the County Executive Office/Human Resource Services Business and Strategic Plan in the administration of cost effective and efficient benefit programs that educate and empower employees/retirees in selecting their benefit choices and ensuring compliance with federal and state employee benefits regulations.

#### FY 2015-16 Key Project Accomplishments:

- The County implemented its Wellness Program, OC Healthy Steps. Due to the high employee participation in biometric screening and the Health Risk Assessment, and favorable claims experience, the active health plan premiums were decreased by 3.0%.

### Budget Summary

#### Plan for Support of the County's Strategic Priorities:

Fund 292 is one of the funds under Employee Benefits. The Employee Benefits Division supports the Human Resources Department's Business and Strategic Plan as they relate to the design, implementation and administration of employee benefits programs.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	87,024,993
Total FY 2015-2016 Actual Expenditure + Encumbrance:	63,508,659
Total Final FY 2016-2017:	78,670,713
Percent of County General Fund:	N/A
Total Employees:	0.00

#### Changes Included in the Base Budget:

Medical inflation (trend) nationwide continues to rise causing an increase in medical, hospital, and prescription drug costs. These rising costs are reflected in an increase in health plan premiums.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	73,169,937	87,024,993	75,725,173	78,670,713	(8,354,280)	-9.60
Total Requirements	60,761,369	87,024,993	63,496,295	78,670,713	(8,354,280)	-9.60
Balance	12,408,568	0	12,228,878	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Self-Insured PPO Health Plans ISF in the Appendix on page A206

## Highlights of Key Trends:

- Medical inflation (trend) continues to rise causing an increase in medical, hospital, and prescription drug costs for the County and other employers nationwide.
- In 2015, the County implemented its Wellness Program, OC Healthy Steps. Due to the high employee participation in biometric screening and the Health Risk Assessment, and favorable claims experience health plan premiums were decreased by 3.0%.
- Fiscal Year 2016-17 budget reflects the positive impact of the Wellness Program on the 2016 health plan rates and assumes that the 2017 health plan premiums will increase due medical inflation trend.

## 293 - WORKERS' COMPENSATION ISF

### Operational Summary

#### Description:

The Workers' Compensation Internal Service Fund (ISF) is a division of the CEO/Risk Management whose mission is to preserve and protect the human and capital assets of the County of Orange.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	47,572,366
Total FY 2015-2016 Actual Expenditure + Encumbrance:	47,572,363
Total Final FY 2016-2017:	53,477,216
Percent of County General Fund:	N/A
Total Employees:	21.00

#### Strategic Goals:

- It is the goal of the self-insured Workers' Compensation Program to provide prompt state-mandated benefits and quality medical care to injured County employees. This program also integrates workers' compensation benefits with specific benefits within labor agreements.
- The Safety and Loss Prevention Program and the Americans with Disabilities Act (ADAA) Compliance Program strive to provide a safe environment for both County employees and members of the public who visit County facilities and receive County services through its pro-active safety, loss prevention, training and inspection programs; develop risk metrics, analyze frequency and severity of accident trends at the agency/department level, determine root cause accident factors and implement risk mitigation strategies based on those findings. This strategy complements current departmental efforts to reduce the total cost of workers' compensation claims.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	
	Results	Target	How are we doing?
<b>WORKERS' COMPENSATION PROGRAM LOSS EXPERIENCE (LOSS RATE AND CLAIM FREQUENCY).</b> <b>What:</b> Average loss per \$100 of payroll and average number of claims per \$1 million of payroll. <b>Why:</b> Provides a benchmarking comparison with other California counties.	Loss Rate was \$1.31/\$100 of payroll; Claim Frequency was 1.01/\$1 million of payroll.	Remain below the benchmark average for other California counties.	Loss Rate was \$1.31/\$100 of payroll and Claim Frequency was 1.01/\$1 million of payroll, both below the average of \$2.16/\$100 of payroll and 1.61/\$1 million of payroll, respectively, from a total of 49 California counties included in the benchmarking comparison study performed by an actuarial firm.

#### FY 2015-16 Key Project Accomplishments:

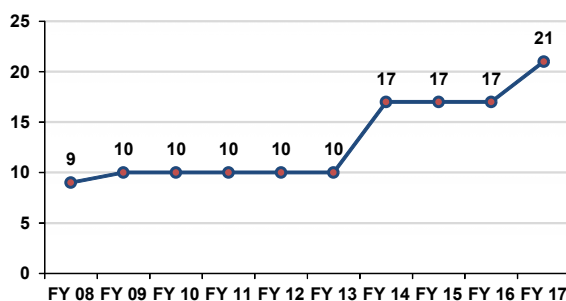
- Completed the seventh year audit of the Third Party Administrator's (TPA) technical performance on claims handling.
- Currently working on the sixth year financial/program audit of the managed care cost containment providers and processes.
- Continue the process of expedited resolution of workers' compensation claims through Compromise and Release (C&R) settlements to reduce outstanding claim liabilities.

- Conducted a Request for Information for legal defense of litigated workers' compensation claims and updated litigation protocols.
- Selected a Third Party Administrator and Managed Care firm to administer workers' compensation claims following an extensive Request for Proposal.
- Currently working with a managed care consultant, the medical provider network manager and pharmacy benefits provider to develop and implement strategies to reduce opioid use by claimants.
- Added two new Safety and Training Officer positions dedicated to support the Safety and Loss Prevention efforts of two large agencies - Probation Department and Social Services Agency.
- Retained a web-based Safety Data Sheet management system to improve compliance and efficiency in safely managing hazardous materials.
- Integrated safety responsibility and accountability training into the leadership series PDX Experience for managers and supervisors.
- Continue to secure Excess Workers' Compensation insurance to mitigate County exposure to catastrophic losses.
- Updated the yearly actuarial study for the Workers' Compensation Program.
- Continue to develop, refine and analyze risk metrics, including workers' compensation claim trends and detailed loss analyses for all County departments to aid in their loss prevention efforts.

**Workers' Compensation ISF** - Workers' Compensation insurance and claim administration, Safety and Loss Prevention and Americans with Disabilities Act (ADAIL) Compliance.

- In FY 2012/13, seven Safety and Training Officer positions transferred into the Safety and Loss Prevention program from various County agencies/departments due to the centralization of the County safety services within CEO/Risk Management; in FY 2016/17, two more Safety and Training Officer positions were added and one Administrative Manager II was transferred into the program.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- In FY 2016-17, one Administrative Manager I was added to provide administrative support and expand the level of service to county departments.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Support the overall mission of the County Executive Office and the Strategic Financial Plan.

### Changes Included in the Base Budget:

Workers' Compensation charges to program participants will increase in FY 2016/17 as a result of a strategic funding decision to increase program funding as outlined in the Board approved funding policy.

## Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Add One Administrative Manager I to Workers' Compensation Amount:\$ 0</b>	Position will provide administrative support and expand the level of service to County departments.	Will take over day to day operations allowing program manager to focus on reducing program costs.	7104

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	17	20	20	21	1	5.00
Total Revenues	43,703,091	47,572,366	47,575,959	53,477,216	5,904,850	12.41
Total Requirements	43,581,728	47,572,366	47,486,492	53,477,216	5,904,850	12.41
Balance	121,363	0	89,466	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Workers' Compensation ISF in the Appendix on page A208

## Highlights of Key Trends:

- Workers' Compensation claim costs are increasing due to rising medical costs, however, the County's loss rate and claim frequency are significantly below the benchmark average for other California counties.

## 294 - PROPERTY AND CASUALTY RISK ISF

### Operational Summary

#### Description:

The Property & Casualty Risk Internal Service Fund (ISF) is a division of the CEO/Risk Management whose mission is to preserve and protect the human and capital assets of the County of Orange.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	36,560,836
Total FY 2015-2016 Actual Expenditure + Encumbrance:	36,560,835
Total Final FY 2016-2017:	38,828,744
Percent of County General Fund:	N/A
Total Employees:	12.00

#### Strategic Goals:

- It is the goal of the Property & Casualty Risk ISF to reduce costs associated with damage to County physical assets, bodily injury and property damage claims filed by the public and the management of claims in litigation. This goal is achieved by acquiring commercial insurance, effective liability claims management, prudent administration of the self-insured Liability Program, and providing risk assessment and risk mitigation consultation services to all County departments.

#### Key Outcome Indicators:

Performance Measure	2015 Business Plan	2016 Business Plan	
	Results	Target	How are we doing?
<b>LIABILITY PROGRAM LOSS EXPERIENCE (LOSS RATE AND CLAIM FREQUENCY).</b> <b>What:</b> Average loss per \$100 of payroll and average number of claims per \$1 million of payroll. <b>Why:</b> Provides a benchmarking comparison with other California counties.	Loss Rate was \$0.43/\$100 of payroll; Claim Frequency was 0.35/\$1 million of payroll.	Remain below the benchmark average for other California counties.	Loss Rate was \$0.43/\$100 of payroll and Claim Frequency was 0.35/\$1 million of payroll, both below the average of \$0.64/\$100 of payroll and 0.70/\$1 million of payroll, respectively, from a total of 49 California counties included in the benchmarking comparison study performed by an actuarial firm.

#### FY 2015-16 Key Project Accomplishments:

- Continue to enhance risk metrics, including liability claims and litigation trends for key County departments to aid in their loss prevention efforts through the use of the new Risk Management Information System (RMIS).
- Updated policies and procedures for claims staff following the implementation of the new RMIS.
- Continue to conduct early risk assessments of liability and property claims to identify cases that may be adverse and would benefit from prompt resolution.
- Continue to provide a bi-annual report of significant incident/claims/litigation to the Board of Supervisors.
- Continue training/development on litigation for public entity, immunities, civil rights, and control of attorneys assigned to cases.
- Currently performing a study on hourly rates for attorney defense panel in preparation for the upcoming Request for Proposal.
- Continue to successfully place and evaluate commercial insurance coverage for diverse and complex County needs.

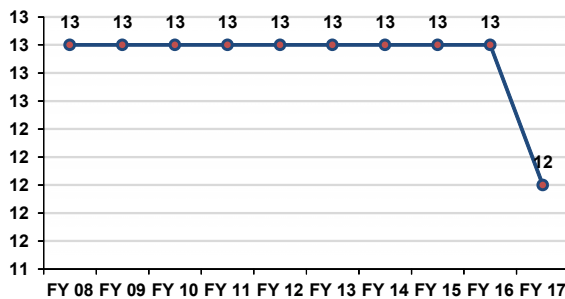
- Updated and implemented County boilerplate language to include Network Security & Privacy Liability and Technology Errors & Omissions.
- Continue to provide training to County staff on the County's insurance requirements.
- Continue to implement a countywide vendor insurance compliance tracking software and work closely with County Procurement Office to develop related policies and procedures.
- Updated the yearly actuarial study for the Property and Casualty Risk Program.

**Property & Casualty Risk ISF** - The Property & Casualty Risk ISF administers and manages the County's Liability Claims Management Program, the Property Insurance and Contract Insurance Requirements Programs, and the Administration and Financial Management Program.

### Ten Year Staffing Trend Highlights:

- In FY 2016-17, one Administrative Manager II was transferred to the Workers' Compensation ISF to increase the position's focus on County safety initiatives.

### Ten Year Staffing Trend:



### Budget Summary

#### Plan for Support of the County's Strategic Priorities:

Support the overall mission of the County Executive Office and the Strategic Financial Plan.

#### Changes Included in the Base Budget:

Property & Casualty Risk charges to program participants have been reduced in FY 2016-17.

### Final Budget History:

Sources and Uses	FY 2014-2015 Actual Exp/Rev	FY 2015-2016	FY 2015-2016	FY 2016-2017 Final Budget	Change from FY 2015-2016	
		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Total Positions	13	12	12	12	0	0.00
Total Revenues	33,460,639	36,560,836	36,966,772	38,828,744	2,267,908	6.20
Total Requirements	30,506,409	36,560,836	33,657,864	38,828,744	2,267,908	6.20
Balance	2,954,230	0	3,308,908	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Property and Casualty Risk ISF in the Appendix on page A211

### Highlights of Key Trends:

- Commercial insurance premiums are leveling and insurance market conditions are currently stable.



## 296 - OC FLEET SERVICES

### Operational Summary

#### Description:

OC Fleet Services mission is to deliver high quality fleet management services to the employees and elected officials serving the County of Orange. We strive toward the highest levels of safety and reliability in a cost-effective and efficient manner that supports clean air rules and regulations and the County's objectives for reducing emissions.

#### Strategic Goals:

- Ensure County owned vehicles operate efficiently and are in compliance with South Coast Air Quality Management District's (SCAQMD) emissions standards and the County's clean air objectives.
- Standardize fleet management services countywide to increase efficiency, safety, and reduce cost.
- Ensure County owned vehicles are safe and in compliance with government fleet standards to reduce the risk of bodily injury to County employees and the general public.

#### FY 2015-16 Key Project Accomplishments:

- Completed new Board Resolution for Fleet Standardization.
- Implemented 23 out of 29 Performance Audit recommendations from the 2014 Performance Audit of Fleet Services.
- Completed standard vehicle specifications and replacement guidelines.
- Completed Request for Proposal (RFP) for Fleet Modernization Plan.

**OC Fleet Services** - OC Fleet Services/Transportation ISF provides professional fleet management services for a fleet of approximately 3,000 vehicles and special-use equipment. Services include: vehicle life-cycle management, procurement, maintenance/repair, and compliance with state and federal emissions regulations.

Administers two Clean Air Funds (140 and 270) to promote and support the County's efforts to reduce greenhouse gas emissions.

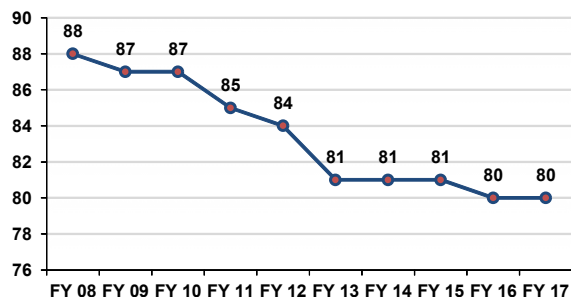
#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	38,067,565
Total FY 2015-2016 Actual Expenditure + Encumbrance:	30,271,775
Total Final FY 2016-2017:	32,031,856
Percent of County General Fund:	N/A
Total Employees:	80.00

Administers compliance testing program to ensure compliance with SCAQMD emissions regulations.

Operates a motor pool for the daily rental of vehicles and administers a standard preventative maintenance program in accordance with manufacturer's requirements. Performs routine vehicle repair services to ensure safety and compliance and administers the County's fuel program that includes operation of two county fuel stations and one Compressed Natural Gas (CNG) station. Enforces County vehicle rules and regulations.

## Ten Year Staffing Trend:



## Ten Year Staffing Trend Highlights:

- OC Fleet Services, Fund 296, FY 2015-16 proposed budget includes 80 staff positions, a decrease of one position from the FY 2014-15 adopted budget.
- During FY 2014-15, one position was deleted as part of the OC Public Works restructuring.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

OC Fleet Services supports the County's strategic priorities by providing world-class fleet management services to departments, ensuring that County vehicles are ready and operative in a safe and efficient manner to support County departments in their mission to deliver outstanding, cost effective, regional public services. To accomplish this goal, OC Fleet Services performs the following:

Support industry Automotive Service Excellence (ASE) Certification and training at County garages and maintain certifications at each garage.

Perform routine safety inspections during preventative maintenance and perform repairs as necessary to ensure compliance with vehicle Original Equipment Manufacturer (OEM) standards and warranties.

Maintain compliance with Cal/OSHA, Department of Transportation (DOT), and County Risk Management safety regulations.

Enforce vehicle replacement schedules to eliminate older and costlier vehicles from the County's fleet.

### Changes Included in the Base Budget:

OC Fleet Services Fund 296 FY 2016-17 Base Budget Request of \$31.0M is \$5.2M million (17%) lower than the FY 2015-16 Modified Budget through 2nd Quarter Adjustments. This is primarily due to a decrease in the equipment appropriation requests. An Expand Level of Service Augmentation of \$328,000 for the purchase of vehicles was also requested that was recommended and approved by the Board of Supervisors.

## Approved Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	PB Req. Code
<b>Purchase Eight New Light Duty Vehicles for Agricultural Commissioner and Code Enforcement</b> <b>Amount: \$ 328,000</b>	Increase of fixed asset to replace OC Public Works 080 vehicles previously funded by Budget 004.	Maintain efficient operations through timely replacement of vehicles.	7083

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Positions	80	80	80	80	0	0.00
Total Revenues	28,907,704	38,067,565	24,552,376	32,031,856	(6,035,709)	-15.86
Total Requirements	25,262,307	38,067,565	23,933,536	32,031,856	(6,035,709)	-15.86
Balance	3,645,397	0	618,840	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: OC Fleet Services in the Appendix on page A214

## Highlights of Key Trends:

- One of the biggest challenges facing the County's fleet is the overall age of county vehicles. The average age of the county's fleet exceeds 11 years, well over the industry benchmark. Older fleets result in higher operational costs (maintenance repairs and fuel). As the economy continues to improve, county departments are replacing their older fleet assets at an accelerated rate. The county could benefit from removing and selling its low-use vehicles and investing in a fleet modernization plan that includes analysis of optimal vehicle replacement cycles and alternative capital equipment funding options. OC Fleet is currently analyzing best practice options in a Modernization Study to be completed in FY 2016-17.

## 297 - REPROGRAPHICS ISF

### Operational Summary

#### Description:

The Reprographics Internal Service Fund is a division of the Registrar of Voters department whose mission is to provide quality and cost effective printing and publishing services.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	5,465,786
Total FY 2015-2016 Actual Expenditure + Encumbrance:	3,661,309
Total Final FY 2016-2017:	5,598,145
Percent of County General Fund:	N/A
Total Employees:	13.00

#### Strategic Goals:

- Provide quality printing services by meeting or exceeding customer requirements.
- Enhance operational efficiency and productivity through the use of technology.

#### Key Outcome Indicators:

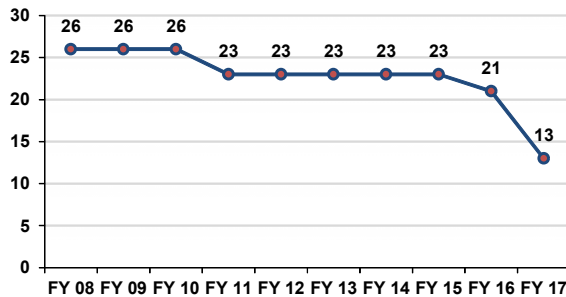
Performance Measure	2015 Business Plan	2016 Business Plan	How are we doing?
	Results	Target	
<b>CUSTOMER SATISFACTION WITH PUBLISHING SERVICES.</b> <b>What:</b> Percentage of customers that are satisfied with their jobs and/or level of service. <b>Why:</b> Indicates customer satisfaction on the services provided by Publishing Services.	N/A	The target for 2016 is 90%.	During 2015 there was a change in Management. Prior to the Registrar of Voters assuming responsibility, the customer satisfaction surveys were inadvertently not distributed.
<b>PUBLISHING SERVICES EFFICIENCY.</b> <b>What:</b> Percentage of Publishing Services jobs completed and delivered on time. <b>Why:</b> Indicates efficiency of services provided to customers.	N/A	The target for 2016 is 95%.	With a change in Management during 2015, an improved process for measuring efficiency will be developed and implemented during FY 2016-17.

#### FY 2015-16 Key Project Accomplishments:

- Effective January 26, 2016, changed staffing and reporting alignment of Reprographics Internal Service fund from County Executive Office to Registrar of Voters.
- Certified by the Secretary of State as a "Ballot Printer". The County of Orange is the only county authorized to print ballots by Publishing Services. All other authorized vendors are private organizations.
- Provided publishing services support to 48 County departments and seven jurisdictions/organizations.
- The top five internal customers (excluding the high volume of election materials printed for the Registrar of Voters) include: Social Services Agency (SSA), Health Care Agency (HCA), Probation, Orange County Information Technology (OCIT), and Sheriff.
- The top five external customers include: City of Costa Mesa, City of Orange, OC Courts, OC Fire Authority, and Age Well Senior.

**Publishing Services** - Provides quality, on time, and cost-effective design, printing, and bindery services for County of Orange departments and other jurisdictions/organizations.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- The FY 2016-17 budget includes 13 positions. There was a decrease of eight positions from the FY 2015-16 adopted budget due to the restructuring of Reprographics ISF from County Executive Office to Registrar of Voters.
- The FY 2015-16 third quarter budget report includes a transfer of one Senior Computer Graphics Specialist from Budget Control 037, IT Support Services to Reprographics ISF.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

Publishing Services will meet or exceed our customers' requirements and expectations in an efficient, cost effective, and timely manner.

### Changes Included in the Base Budget:

As a result of a planned Publishing Services Modernization Project, FY 2016-17 Recommended Budget includes a \$145,280 increase over the FY 2015-16 budget due to anticipated software and hardware purchases. The project will provide better customer experience through a new customer interaction portal, faster response time through automated workflow, integrated billing, guaranteed service levels, and enhanced quality of service.

### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget	
				Final Budget	Amount	Percent
Total Positions	23	12	12	13	1	8.33
Total Revenues	5,455,892	5,465,786	5,041,818	5,598,145	132,359	2.42
Total Requirements	4,327,198	5,465,786	4,411,491	5,598,145	132,359	2.42
Balance	1,128,694	0	630,327	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Reprographics ISF in the Appendix on page A218

### Highlights of Key Trends:

- In the past five fiscal years the gross number of requisitions received has increased by 59.5%.
- Evaluate and update equipment for efficient and improved printing operations.
- During FY 2016-17, the department plans to expand services provided to users.

## 298 - SELF-INSURED BENEFITS ISF

### Operational Summary

#### Description:

The Self-Insured Benefits Internal Service Fund (ISF) provides for salary continuance and dental benefits for various employee groups, Long Term Disability (LTD) Insurance premiums, administration of the Wellness Program, and the Health Care, Dependent Care, and Judges Reimbursement Accounts.

#### Strategic Goals:

- Fund 298 is one of the funds under Employee Benefits. The Employee Benefits Division supports the County Executive Office/Human Resource Services Business and Strategic Plan in the administration of cost effective and efficient benefit programs that educate and empower employees/retirees in selecting their benefit choices and ensuring compliance with federal and state employee benefits regulations.

#### FY 2015-16 Key Project Accomplishments:

- Implementation of OC Healthy Steps Program. This included implementation of StayWell as the County's Wellness Management Program vendor, Cigna's on-site Wellness Coach, over 5,500 biometric screenings, on-line self-directed coaching, and numerous quarterly wellness challenges.

### Budget Summary

#### Plan for Support of the County's Strategic Priorities:

The Employee Benefits Division supports the County Executive Office/Human Resource Services Business and Strategic Plan in the administration of cost effective and efficient benefit programs that educate and empower employees in selecting their benefit choices and ensuring compliance with federal and state employee benefits regulations.

#### At a Glance:

Total FY 2015-2016 Current Modified Budget:	9,876,911
Total FY 2015-2016 Actual Expenditure + Encumbrance:	5,696,776
Total Final FY 2016-2017:	9,634,196
Percent of County General Fund:	N/A
Total Employees:	0.00

#### Changes Included in the Base Budget:

Budget includes annualized cost for Wellness Management Program vendor and implementation of Wellness initiatives such as on-line coaching, quarterly Wellness newsletters and biometric screenings.

Budget also includes additional claims cost associated with the negotiated short-term disability benefit changes for the Orange County Attorneys Association.

## Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Total Revenues	8,840,314	9,876,911	10,399,362	9,634,196	(242,715)	-2.46
Total Requirements	4,344,846	9,876,911	5,686,776	9,634,196	(242,715)	-2.46
Balance	4,495,468	0	4,712,586	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Self-Insured Benefits ISF in the Appendix on page A222

## Highlights of Key Trends:

- The FY 2016-17 budget includes the annualized expenses associated with the County Wellness program and the annualized decrease in Long Term disability plan premiums.

## 29Z - LIFE INSURANCE ISF

### Operational Summary

#### Description:

The Life Insurance Internal Service Fund (ISF) provides for life insurance and accidental death & dismemberment insurance (AD&D) coverage to eligible employees.

#### Strategic Goals:

- Fund 29Z is one of the funds under Employee Benefits. The Employee Benefits Division supports the County Executive Office/Human Resource Services Business and Strategic Plan in the administration of cost effective and efficient benefit programs that educate and empower employees/retirees in selecting their benefit choices and ensuring compliance with federal and state employee benefit regulations.

### Budget Summary

#### Plan for Support of the County's Strategic Priorities:

Fund 29Z is one of the funds under Employee Benefits. The Employee Benefits Division supports the County Executive Office/Human Resource Services Business and Strategic Plan in the administration of effective and efficient benefits program that educates and empowers employees/retirees in selecting their benefit choices and ensuring compliance with federal and state employee benefits regulations.

#### Final Budget History:

Sources and Uses	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>		Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Total Revenues	1,148,818	936,159	907,361	964,793	28,634	3.06
Total Requirements	997,659	936,159	785,271	964,793	28,634	3.06
Balance	151,159	0	122,090	0	0	0.00

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Life Insurance ISF in the Appendix on page A229

#### Highlights of Key Trends:

- Life insurance rates declined in 2016 due to the negotiated rates with a new vendor.
- Life and Accidental Death and Dismemberment premiums will remain unchanged in FY 2016-17.



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## GLOSSARY

**A-C** - Auditor-Controller

**AB** - Assembly Bill

**ACA** - Affordable Care Act

**ACCOUNT** - A classification of expenditure (object) or revenue (revenue source). Example: "Postage" is an account in "Services & Supplies."

**ACCRUAL BASIS** - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**ACCRUED SALARIES & BENEFITS** - Employee salaries and benefits earned but not paid.

**ACO** - Accumulative Capital Outlay

**ACTIVITY** - A component within a fund/budget control; usually a specific line of work performed to accomplish a function for which a governmental unit is responsible. Example: "Mental Health" is an activity performed within the Health Care Agency. The State Controller requires this designation.

**AD&D** - Accidental Death and Dismemberment

**ADA** - Americans with Disabilities Act

**ADOPTED BUDGET** - The final budget amount adopted by the Board of Supervisors in June.

**AFDC FG/U** - Aid to Families with Dependent Children Family Group/Unemployed Parents. This program provides financial assistance to families with dependent children when one of the parents is absent from the home, incapacitated, or when the principal wage earning parent is unemployed and program and income eligibility requirements are met.

**APPROPRIATION** - An authorization granted by a legislative body to make expenditures and to incur obligations for a specific purpose. An appropriation is usually limited as to the time when it may be committed or expended. In the County, spending limits are Board authorized, set for the fiscal year and may only be changed with Board approval.

**ASR** - Agenda Staff Report

**ASSESSED VALUATION** - A valuation set upon real estate or other property by government as a basis for levying taxes.

**ASSESSMENT DISTRICT** - A separate unit organized to provide selected services to a specific geographical area such as Irvine Coast or Golden Lantern.

**ASSET** - Resources owned or held by a government which have monetary value.

**ATTRITION** - A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement or means other than layoffs.

**AUGMENTATIONS** - Modifications to budget requests submitted separately by departments for consideration by the CEO or the Board of Supervisors. The four primary augmentation types are: (1) Technical – modifications to a base budget request primarily to reconcile to quarterly budget report adjustments or other mid-year budget adjustments; (2) Reduce – modifications to reduce a base budget request to comply with Net County Cost limits; (3) Restore – modifications requested to restore budget reductions; and (4) Expand – requests for resources above and beyond current funding and staffing levels which may involve new mandates related to existing services, increasing workloads in existing programs or proposals for new services.

**AVAILABLE FINANCING** - All the means of financing a budget (fund balance plus revenues) with the exception of encumbered, and obligated fund balances (reserves).

**BASE BUDGET** - Cost of continuing the existing levels of service in the current budget year.

**BOS** - Board of Supervisors

**BUDGET** - The plan of financial operation with estimates of proposed expenditures and revenues for a given period of time, usually one year.

**BUDGET CONTROL** - A combination of several goal-related units under a single administrative department or organization (formerly referred to as an Agency).

**BUDGET DOCUMENT** - Written instrument used by the budget-making authority to present a comprehensive financial program.

**BUDGET LEVEL** - The organization level at which budgets are created and monitored.

**BUDGET POLICY** - A government's policy with respect to revenues, spending and debt management as these relate to government services, programs and capital investments. Budget policy provides an agreed upon set of principles for the planning and programming of government budgets and their funding.

**BUDGET YEAR** - The County's budget year begins July 1 and ends June 30.

**BUDGETARY CONTROL** - The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**CAFR** - Comprehensive Annual Financial Report

**CALWIN** - Automated information system used for eligibility determination and case maintenance functions for specific county-administered social services programs in the State of California, including CALWORKS, Food Stamps, Medi-Cal, CAPI (Cash Assistance Program for Immigrants), General Assistance, and Foster Care.

**CALWORKS** - Welfare program that gives cash aid and services to eligible needy California families.

**CAMS** - Computerized Agenda Management System

**CAPITAL ASSET** - An asset of a long-term character such as land, buildings, or equipment costing \$5,000 or more.

**CAPITAL BUDGET** - The appropriation of bonds or operating revenue for improvement to facilities and other infrastructure.

**CAPITAL PROJECTS** - A program itemizing the County's acquisitions, additions and improvements to fixed assets. Examples: building improvements and land purchases.

**CAPS** - County Accounting & Personnel System. Automated system which encompasses accounting, budgeting, cost accounting, payroll, position control, and extended purchasing.

**CAPS+** - CAPS+ Finance and Purchasing System. The accounting and financial portion of CAPS.

**CAPS+ HR** - CAPS+ Human Resources (HR) and Payroll System. The payroll and position control portion of CAPS.

**CCCS** - Countywide Coordinated Communications System

**CEO** - County Executive Office

**CEQA** - California Environmental Quality Act

**CFD** - Community Facilities District

**CNG** - Compressed Natural Gas

**COB** - Clerk of the Board of Supervisors

**COC** - County Operations Center

**COMMODITIES** - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline and minor equipment.

**CONSUMER PRICE INDEX (CPI)** - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**CONTINGENCY** - An amount not to exceed fifteen percent of the fund in which it is allocated, which is appropriated for unforeseen expenditure requirements.

**COP** - Certificate of Participation

**COPS** - Citizens' Option for Public Safety

**COST OF LIVING ADJUSTMENT (COLA)** - An increase in salaries to offset the adverse effect of inflation on compensation.

**CSAC** - California State Association of Counties

**CSS** - Child Support Services



**CURRENT MODIFIED BUDGET** - The current fiscal year's Board-approved final budget amount including mid-year adjustments and budget transfers.

**DA** - District Attorney

**DBW** - Division of Boating and Waterways

**DEBT SERVICE FUND** - A fund established to finance and account for the payment of interest and principal on all general obligation bonds.

**DEDICATED FUNDS** - These are revenues to the County's many special district and single purpose funds. Examples are OC Road, OC Flood, OC Parks, OC Waste and Recycling, Airport, Building & Safety, Community Facilities Districts, and Internal Service Funds.

**DEDICATED TAX** - A tax levied to support a specific government program or purpose.

**DEPARTMENT** - An organizational device used by County management to group programs of a like nature.

**DEPARTMENTAL REVENUES** - These are revenues credited to specific departments. They are used to reimburse or offset that particular department's cost. Examples are State and Federal funding programs and grants, Proposition 172 (1/2 Cent Public Safety Sales Tax), Health & Welfare Realignment, fees and service charges.

**DEPRECIATION** - The recording of expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

**DISCRETIONARY FUNDS** - These are the general purpose revenues plus General Fund Balance Unassigned. Combined, they are the funding source for the Departmental Net County Cost.

**DPO** - Deputy Probation Officer

**EAP** - Employee Assistance Program

**EAS** - Emergency Alert System

**EMD** - Emergency Management Division

**EMPLOYEE (OR FRINGE) BENEFITS** - Contributions made by a government to meet commitments or obligations for the benefit of its employees. For example, government's share of costs for various pension, medical and life insurance plans.

**ENCUMBRANCE (ENC)** - An obligation in the form of a purchase order, contract or other commitment which is chargeable to an appropriation and for which a part of the appropriation is reserved. In some cases, encumbrances reserves are carried over into succeeding fiscal years.

**ENTERPRISE FUND** - A fund established to finance and account for the operation and maintenance of facilities and services which are predominantly self-supporting by user charges. Examples: Airport and OC Waste and Recycling.

**ENTITLEMENTS** - Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the State or Federal government.

**EOC** - Emergency Operations Center

**EPS** - Extended Purchasing System; this is the materials management portion of the CAPS+ Finance and Purchasing System.

**EXPENDITURE (EXP)** - Designates the cost of goods delivered or services rendered whether paid or unpaid, for governmental funds such as the General Fund and special revenue funds.

**EXPENSE** - Designates the cost of goods delivered or services rendered whether paid or unpaid, for proprietary funds such as enterprise funds.

**EXPENSE BUDGET** - Equivalent to current County appropriations. Includes expense items ranging from regular salaries (Object 0101) to cost of inventory issues (Object 5500).

**FCPP** - Foothill Circulating Phasing Plan

**FEMA** - Federal Emergency Management Agency

**FFY** - Federal Fiscal Year

**FINAL BUDGET** - Adopted legal spending plan for the fiscal year.

**FISCAL YEAR** - County accounting period which runs from July 1 through June 30 and is designated by the calendar year in which it ends.

**FULL-TIME EQUIVALENT POSITION (FTE)** - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time employee working for 20 hours per week would be the equivalent to 0.5 of a full-time position.(FTE)

**FUNCTION** - A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. This designation is specified by the State Controller. For example, the Sheriff's Department and District Attorney are departments under the function of "Public Protection."

**FUND** - An independent fiscal and accounting entity in CAPS+. It is designated by a three-digit code and precedes the department code.

**FUND BALANCE** - The amount of assets either obligated or reserved for specific purposes or available for financing the expenditures and other requirements of the budget year.

**FUND BALANCE UNASSIGNED (FBU)** - This is the amount left in a particular fund on June 30, the end of the fiscal year. It consists of:

- July 1 beginning FBU
- Plus anticipated revenues and any withdrawals from obligated fund balances (reserves)
- Minus all the expenditures, encumbrances and additions to obligated fund balances (reserves)

**FY** - Fiscal Year

**GAIN** - Greater Avenues for Independence

**GASB** - Government Accounting Standards Board

**GENERAL FUND** - The main operating fund of the County, which is used to account for expenditures and revenues for Countywide activities.

**GENERAL PURPOSE REVENUES** - The County's General Fund revenues from a variety of sources, primarily: property tax, vehicle license fees, interest and sales tax. The use of these revenues is unrestricted, and the Board may allocate them to any program under the Board's control.

**GENERAL RELIEF (GR)** - Cash assistance program funded totally by Orange County for eligible persons who do not qualify for other financial assistance programs. The program is mandated by the State through the Welfare and Institutions Code starting with Section 17000.

**GIS** - Geographic Information System

**GRWP** - General Relief Work Program

**HCA** - Health Care Agency

**HCS** - Housing & Community Services

**HIPAA** - Health Insurance Portability and Accountability Act

**HMO** - Health Management Organization

**HRC** - Human Relations Commission

**HUD** - Housing and Urban Development

**ICS** - Inventory Control Sub-System - A sub-system within the materials management portion of CAPS+.

**IHSS** - In-Home Supportive Services

**INDIRECT COST** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**INFRASTRUCTURE** - The physical assets of a government (e.g., streets, water, sewer, public buildings, parks, etc.)

**INTERGOVERNMENTAL REVENUE** - Funds received from federal, state and other local government sources in the form of grants, shared revenues and payments in lieu of taxes.

**INTERNAL SERVICE CHARGE** - The charges to user departments for internal services provided by another government agency such as data processing or insurance funded from a central pool.

**INTERNAL SERVICE FUND (ISF)** - An organization created to perform specified services for other County departments. The services performed are charged to the user departments. Example: Reprographics Internal Service Fund.

**INTRAFUND TRANSFER** - A transfer of costs from one fund budget to another within the General Fund.

**IRC** - Intake and Release Center, Orange County Jail

**ISF** - Internal Service Fund

**JJC** - Juvenile Justice Commission

**JJCPA** - Juvenile Justice Crime Prevention Act

**JPA** - Joint Powers Authority

**JWA** - John Wayne Airport

**LAFCO** - Local Agency Formation Commission

**LMC** - Labor Management Committee

**MOE** - Maintenance of Effort

**MOU** - Memorandum of Understanding

**MPP** - Management Performance Plan

**NET COUNTY COST (NCC)** - This is the difference, for all budget units within the General Fund, between total appropriations and total departmental revenues.

**NIMS** - National Incident Management System

**NLADA** - National Legal Aid & Defender Association

**NOFA** - Notice of Funding Availability

**OBJECT CODE (OBJECT)** - An expenditure or revenue designation used for accounting and budget transactions. Same as Account.

**OBJECTIVE** - Something to be accomplished in specific, well-defined and measurable terms and that is achievable within a specific time frame.

**OBLIGATED FUND BALANCE (OFB)** - An amount in a fund used to meet cash requirements or to meet emergency expenditures. Obligated fund balance is not an appropriation, and there is no limitation on the amount of reserve that can be established. Also referred to as reserves.

**OBLIGATIONS** - Amounts which a government may be legally required to meet out of its resources. This includes not only actual liabilities, but also encumbrances not yet paid.

**OBP** - Optional Benefit Plan

**OC** - Orange County

**OCCR** - Orange County Community Resources

**OCEA** - Orange County Employees Association

**OCERS** - Orange County Employees Retirement System

**OCMA** - Orange County Managers Association

**OCPL** - Orange County Public Libraries

**OCPW** - Orange County Public Works

**OCWR** - Orange County Waste and Recycling

**OPAD** - Office of the Performance Audit Director

**OPERATING EXPENSES** - The cost for personnel, materials and equipment required for a department to function.

**OPERATING REVENUE** - Funds that the government receives as income to pay for ongoing operations. It includes items such as taxes, fees, charges for specific services, interest earnings and grant revenues. Operating revenues are used to pay for day-to-day services.

**OTHER CHARGES** - Objects established for expenditures other than salaries and benefits, services and supplies, and fixed assets. Example: "Support and Care of Persons."

**OTHER COUNTY GROUP** - Group of County funds separate from the General Fund which have specific revenue. Example: OC Public Libraries.

**PERFORMANCE BUDGETING (PB)** - PB automates the budgeting process for better planning to improve financial and operational performance for critical decision-making and long term forecasting.

**PERFORMANCE MEASURE** - Data collected to determine how effective or efficient a program is in achieving its objectives.

**PIP** - Performance Incentive Plan

**POST** - Police Officer Standardized Training

**PPO** - Preferred Provider Organization

**PROGRAM SECTION** - The County operating funds are grouped into seven sections to provide a method of summarizing information for budget management, evaluation, and presentation.

**PROPOSITION 13** - Adopted by California voters in 1978. It establishes a base year value for real estate and limits increases in taxable value.

**PROPOSITION 26** - Adopted by California Voters on November 3, 2010, expanded the definition of "taxes" that are subject to voter approval requirements and restricts the types of fees that can be adopted through a vote of a local government's governing board.

**PROPOSITION 42** - Transportation Congestion Improvement Act

**PROPOSITION 63** - Mental Health Services Expansion Funding Tax on Personal Income above \$1M State of California.

**PROPOSITION 172** - A permanent extension of a half-cent Local Public Safety Sales Tax approved by California voters on November 2, 1993. Proceeds of this sales tax must be dedicated to Public Safety.

**REALIGNMENT FUNDING (HEALTH & WELFARE)** - In FY 1991-92, the State approved the Health & Welfare Realignment Program which involves a shift of program responsibilities from the State to the counties. This shift is funded through a corresponding shift of dedicated Sales Tax and Vehicle License Fee revenue.

**RECOMMENDED BUDGET** - The County Executive Office's recommended level of funding for a fiscal year before it is adopted by the Board.

**REQUESTED BUDGET** - The department/budget control initial budget estimate/request.

**RESERVE** - An amount in a fund used to meet cash requirements or to meet emergency expenditures. A reserve is not an appropriation, and there is no limitation on the amount of reserve that can be established.

**REVENUE** - Money received to finance ongoing County governmental services. Examples: property taxes, interest, fines, fees, charges for services, etc.

**REVENUE SOURCE CODE** - The revenue code used for accounting and budget transactions. Also known as object or account.

**RFP** - Request for Proposal

**RGET** - Regional Gang Enforcement Team

**RNSP** - Regional Narcotics Suppression Program

**SALARIES & EMPLOYEE BENEFITS (S&EB)** - A category of accounts established for all expenditures for employee-related costs.

**SCAAP** - State Criminal Alien Assistance Program

**SCHEDULE** - A listing of financial data in a form and manner prescribed by the State.

**SECURED TAXES** - Taxes levied on real properties in the County which are "secured" by liens on the properties.

**SERVICES & SUPPLIES (S&S)** - Objects established for the non-salary operating expenditures of County departments and programs.

**SFP** - Strategic Financial Plan

**SNP** - Sheriff's Narcotics Program

**SONGS** - San Onofre Nuclear Generating Station

**SOURCES** - Total amount available for appropriation including estimated revenues, fund transfers, decreases to obligated fund balances or reserves, and beginning net position balances.

**SPECIAL DISTRICT** - Separate unit of local government organized to perform a single function. Examples: Street Lighting, Flood Control.

**SSA** - Social Services Agency

**TANF** - Temporary Assistance to Needy Families

**TAX LEVY** - Amount of tax dollars raised by the imposition of the tax rate on the assessed valuation.

**TAX RATE** - The rate applied to the assessed valuation base necessary to produce the tax levy.

**TAXES** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit such as special assessments.

**TCF** - Trial Court Funding

**TracKRS** - Taskforce Review Aimed at Catching Killers, Rapists, and Sexual Offenders

**TRANSFERS IN/OUT** - Amounts transferred from one fund to another to assist in financing the services of the recipient fund.

**UNSECURED TAXES** - Taxes levied on properties such as office furniture, equipment, and boats.

**VoIP** - Voice over Internet Protocol

**VVPAT** - Voter Verifiable Paper Audit Trail

**WIA** - Workforce Investment Act. Provides for services through workforce investment systems that increase the employment, retention, and earnings of participants and reduce welfare dependency.

**WTW** - Welfare to Work. Provides employment and training services in accordance with the Welfare-to-Work Local Plan approved by the Orange County Private Industry Council and the Orange County Board of Supervisors.



## Description of Major Objects by Classification

### **SALARIES AND EMPLOYEE BENEFITS**

#### **0100 Salaries and Wages**

**Items included:**

- 0101 Regular Salaries
- 0102 Extra Help
- 0103 Overtime
- 0104 Annual Leave Payoff
- 0105 Vacation Payoff
- 0106 Sick Leave Payoff
- 0107 Retiree Multi-Yr Leave Balance Payoff
- 0110 Performance Incentive Pay (time off only currently awarded)
- 0111 Other Pay (e.g., bilingual, supplemental portion of worker's compensation for non-safety employees)
- 0112 Other Salaries

**Items excluded:**

Payment to independent contractor (post to account indicating purpose of contract; e.g., Object 1900 Professional Services)

#### **0200 Retirement**

County's share of the expense of employee retirement programs.

**Items included:**

- 0202 Early Retirement
- 0203 Re-Opener Retirement
- 0204 County Paid Executive Deferred Comp Plan
- 0205 1.62% Retirement ER Contribution 401(A) Plan
- 0206 Retiree Medical
- 0207 Health Reimbursement Account
- 0208 Pension Prepayment Discount

#### **0300 Employee Group Insurance**

County's share of expense of insurance programs.

**Items included:**

- 0301 Unemployment Insurance
- 0305 Salary Continuance Insurance
- 0306 Health Insurance
- 0307 Wellness Program
- 0308 Dental Insurance
- 0309 Life Insurance
- 0310 AD&D Insurance
- 0319 Other Insurance (e.g., employer's share of union contributions)

#### **0350 Workers' Compensation Insurance**

**Items included:**

- 0352 Workers' Compensation - General

- 0353 Workers' Compensation - Benefits (benefit portion of employer's share of workers' compensation for both safety and non-safety employees; this Object is used by Workers' Comp ISF Fund 293 only)
- 0354 Workers' Compensation - Excess Costs (supplemental portion of the employer's share of workers' compensation for safety employees; this Object is recorded in the employee's fund/budget control)
- 0400 Other Benefits**  
Employer's share of Medicare and FICA (Federal Insurance Contribution Act)  
**Items included:**  
0401 Medicare
- 0402 Executive Car Allowance**  
Part of executive management compensation package
- 0403 Optional Benefit Plan**  
Part of administrative and executive management compensation package
- 0490 Salary Cost Applied Intrafund**  
This object is used to record transactions to cost apply salaries and benefits expenditures to Object 4200 Buildings and Improvements, and Infrastructure.

## SERVICES AND SUPPLIES

- 0500 Agricultural**  
**Types of items included:**  
Agricultural disinfecting and exterminating services  
Animal medicines and serums  
Custom farming services  
Ear tags  
Fertilizer  
Forage  
Insecticides  
Irrigation  
Livestock registration  
Nursery stock  
Peat moss  
Pest abatement supplies  
Seed  
Topsoil  
Weed killer  
**Items excluded:**  
Any of the above used in building and grounds maintenance
- 0600 Clothing and Personal Supplies**  
**Types of items included:**  
Badges, chevrons  
Belts  
Buttons  
Cartridge, badge cases



- Combs
- Facial tissue
- Gloves
- Goggles
- Gowns
- Helmets
- Masks
- Raincoats
- Rubber boots
- Safety Clothing
- Sewing Supplies
- Shoes
- Slippers
- Tailoring, alterations
- Tobacco
- Toilet articles
- Uniforms
- Uniform allowances, rental
- Yardage

**0700 Communications**

- 0701 Telephone and Telegraph - Interfund Transfers
- 0702 Telephone and Telegraph - Other
- 0740 Enterprise Telephone Service Charge
- 0741 Telephone Service Charges from Vendor
- 0742 Cell Phones, Pagers, Blackberry

**Types of items included:**

- Internet services
- Messenger services
- Radio and microwave services
- Telephone, telephone reimbursements, telegraph and teletype services

**Types of items excluded:**

- Radio repair and supplies (post to Object 1300 Maintenance-Equipment)
- Rental of communications equipment (post to Object 2100 Rents and Leases-Equipment)

**0900 Food**

Includes nutrients and beverages for human consumption either presently suitable for consumption or kitchen processing, or not presently suitable such as livestock and poultry, but intended for ultimate conversion and use as food by the purchasing agency.

**Types of items included:**

- Candy, confectionery
- Cereals, cereal products
- Cocoa, cocoa products
- Coffee, coffee substitutes
- Eggs, egg products
- Feed for live animals, poultry and fish that are being raised for food
- Live animals, poultry, fish, meat, and related by-products
- Milk, milk products

Margarine  
 Soft drinks  
 Spices, salt  
 Sugar, sugar products  
 Tea  
 Vegetables, vegetable products

**Types of items excluded:**

Draft, breeding, and dairy animals (post to Equipment)  
 Dietary supplements (post to Medical, Dental, and Laboratory Supplies)  
 Spirits, malt, or vinous liquors (post to Medical, Dental and Laboratory Supplies)  
 Meals furnished to jurors (post to Jury and Witness Expense)  
 Meals furnished to indigents (post to Support and Care of Persons)

**1000 Household Expense**

1001 Household Expense-Trash

**Types of items included:**

*Kitchen and dining service:*

Chinaware, glassware  
 Cooking, baking, meat cutting utensils, and supplies  
 Cutlery  
 Napkins  
 Tablecloths

*Bedding:*

Bedspreads  
 Blankets  
 Mattresses

Pillows

Pillowcases

Sheets

*Laundry:*

Clothespins  
 Detergents, soaps, and washing compounds  
 Dry cleaning  
 Laundry bags  
 Marking Ink  
 Outside laundry

*Other:*

Brooms, mops, wax and cleaners  
 Carpet cleaning shampoo  
 Clothes locker, small heaters  
 Contractual maid and custodial services  
 Curtains, drapes, rugs (when not capitalized)  
 Disinfectants  
 Drinking water stands  
 Garbage cans  
 Hot plates  
 Refuse disposal  
 Soap, toilet tissue  
 Towels, towel service

**Type of items excluded:**

Supplies issued to individuals for personal use (post to Clothing and Personal Supplies)

**1100 Insurance**

**Types of items included:**

Boiler

Bonds

Burglary

Collision

Employee Benefits insurance premium which will be charged by paying department to employee departments

False arrest

Fire

Forgery

Individual and blanket bonds

Malpractice

Money and securities

Property damages

Public liability

**Types of items excluded:**

Department's share of employee Insurance (post to Employee Group Insurance or related Object accounts 0300-0319 or Workers' Compensation Insurance or related Object accounts 0350-0354)

**1200 Jury and Witness Expense**

**Types of items included:**

Fees and expenses of Coroner's juries

Fees and expenses of jurors, witnesses, and interpreters (criminal cases only)

Meals, transportation and hotel accommodations for jurors

**Types of items excluded:**

Psychiatric services (post to Professional and Specialized Services)

**1300 Maintenance - Equipment and Software**

1300 Maintenance Equipment - Non-IT Maintenance

1301 Maintenance - Inventory Parts

1302 Parts Not Direct-Billed to Customers

1340 Software Maintenance & Support

1341 IT Hardware Maintenance & Support

Includes expenditures for keeping equipment, whether capitalized or not, in efficient operating condition.

**Types of items included:**

Automotive supplies, such as lubricating oil, light bulbs, spark plugs, anti-freeze, grease, polish, brake fluid, seat covers, skid chains, batteries, tires and tubes, fan belts, filters, contractual repairs, overhauls

Radio repair services and supplies

Repair parts

Service contracts for maintenance

Towing charges

Upholstering such as office equipment, automobile

**1400 Maintenance - Building and Improvements**

1402 Minor Alterations and Improvements

**1404 Major Alterations and Improvements**

Includes expenditures for maintaining the useful life of buildings and improvements.

**Types of items included:**

Asphalt for maintaining landfills

Awnings

Boiler compounds

Electrical and plumbing supplies and services

Fire extinguisher refills

Gardening expense, including weed and pest control supplies for buildings and grounds

Heating and cooling system repairs

Landfill fabric

Light globes, fuses

Minor alterations

Monitoring alarms for buildings

Nursery stock

Painting supplies and services

Pool service

Replacement parts which do not result in a betterment

Window tinting

**Types of items excluded:**

Lawnmowers, edgers, shears, ladders, paint brushes

Water, electricity, gas

Road Supplies

Road Contractual Services

**1500 Medical, Dental and Laboratory Supplies**

1501 Pharmaceuticals

1502 Medical Supplies

1503 Dental Supplies

1504 Contract Pharmacy

1509 Minor Medical Equipment to be Controlled

Includes all types of laboratory supplies.

**Types of items included:**

Alcohol

Animals, fish, insects for laboratory tests

Antiseptics, antitoxins

Artificial limbs

Blood plasma

Crime laboratory supplies

Dentures

Dietary supplements, drugs

Embalming supplies

Eyeglasses, grinding compounds

Hearing Aids

Hypodermic needles and syringes

Laboratory enamelware, glassware

Laboratory scales

Liquor

- Medical and dental instruments
- Medical gases, medicines
- Medical soap
- Narcotics
- Orthopedic supplies
- Pharmaceuticals
- Road materials, testing supplies
- Rubber gloves, rubber sheets
- Splints, syringes
- X-ray film

**Types of items excluded:**

Any of the above given as part of an assistance program (post to Support and Care of Persons)

**1600 Memberships**

Includes memberships in societies, association of officials, trade associations and other organizations which issue official publications

**1700 Miscellaneous Expense**

- 1701 Cash Differences
- 1702 Cash Losses

Includes frequent or minor expenditures, not limited in incidence to any particular department, which are not classified in any other account. Care should be exercised that this account is not used for expenditures which may be properly posted to the other accounts.

**Types of items included:**

- Cash shortages
- Unidentifiable inventory overages and shortages
- Infrequent or minor expenditures not classified in any other account

**1800 Office Expense**

- 1801 Duplicating Services (services provided by CEO Publishing Services only)
- 1802 Periodicals and Journals
- 1803 Postage
- 1805 Purchasing Stores Office Supplies
- 1806 Printing Costs by Outside Vendors
- 1809 Minor Office Equipment to be Controlled
- 1840 IT Hardware Purchases (purchases under \$5,000)

Includes expenses for office-type supplies and services.

**Types of items included:**

- Accounting and report forms
- Binders, docket books
- Book binding and repair
- Books, manuals
- Bottled drinking water
- Dictation machine supplies
- Drafting paper
- Duplicating services
- Envelopes, stamped envelopes

Filing supplies, letterheads  
 Letter scales  
 Metered postage, stamps  
 Microfilm  
 Office machine ribbons  
 Paper, paper clips  
 Parcel post  
 Pencils, pens, pencil sharpeners  
 Photocopy supplies  
 Post Office box rent, post cards  
 Printing and binding  
 Receipts, receipt books  
 Records destruction  
 Registered mail and special delivery  
 Reproductions and blueprints  
 Rubber stamps, scissors  
 Scotch tape  
 Shelving  
 Small staplers, dating and numbering machines  
 Subscriptions to magazines, periodicals, clipping services  
 Stamps  
 Telephone answering devices  
 Wastebaskets

**Types of items excluded:**

Towel service (post to Household Expense)  
 Film developing, photography supplies (Post to Special Departmental Expense)  
 Books and periodicals for circulating library use, their repair and binding (Post to Special Departmental Expense)

**1900 Professional and Specialized Services**

1901 Data Processing Services  
 1902 Photographic Microfilm Expense  
 1903 Surveys and Studies  
 1904 Ambulance Contracts  
 1905 Welfare Eligibility Exams  
 1907 Collection Agency Fees  
 1908 Temporary Help  
 1909 Contracts  
 1910 Court Security  
 1911 CWCAP Charges  
 1912 Investment Administrative Fees  
 1913 Merchant Fees  
 1920 Non-claimable Administrative Expense  
 1940 Enterprise IT Services  
 1941 IT Professional Services Contract

**Types of items included:**

Most professional and skilled services  
 Actuarial studies  
 Aerial surveys, appraisals  
 Ambulance service

Architectural services  
Armored car service  
Artist's fees  
Auditing and accounting  
Boards and commissions  
Bounties  
Burial service  
Chemical analysis  
Clerical services  
Computer training  
Consultations  
Data processing services  
Engineering services  
Fees paid Humane Society  
File fees  
Fiscal agent's fees  
Furniture moving  
Lecture and musical services  
Management and salary surveys  
Marshal service fee  
Materials testing  
Medical, dental and laboratory services  
Medical and sobriety examinations  
Microfilm services  
Outside animal boarding expense  
Outside defense counsel legal services  
Psychiatric services  
Radio broadcasting  
Reporting and transcribing  
Road construction and maintenance contracts  
Sandblasting  
Storm channel cleaning  
Technical identification services  
Weighing and measuring services

**Types of items excluded:**

Messenger services (post to Communications)  
Radio technical services (post to Communications)  
Custodial services (post to Household Expense)  
Service contracts for equipment maintenance (post to Maintenance-Equipment)  
Service contracts for maintenance of buildings and improvements (post to Maintenance-Building and Improvements)  
Disinfecting and exterminating services (post to Agricultural or Household Expense)  
Time-lock inspection service (post to Maintenance)

**2000 Publication and Legal Notices**

Includes expenses for the publication of legally required notices and reports.

**Types of items included:**

Advertising impounded animals  
Bids for purchases

Bond sale notices  
 Budgets  
 Crop reports  
 Delinquent tax lists  
 Employment opportunities  
 Financial reports  
 Ordinances  
 Planning Commission hearings  
 Proceeding of Board of Supervisors  
 Public Administrator's semi-annual report  
 Tax sale notice  
 Transfers of unclaimed refundable taxes

**Types of items excluded:**

Advertising County resources (post to Special Departmental Expense)  
 Printing and binding lists of registered voters, printing ballots (post to Special Departmental Expense)

**2100 Rents and Leases - Equipment**

Includes rents and leases paid for the use of equipment and other articles.

2140 Software leases & Licenses  
 2141 IT Hardware Leases  
 2150 Equipment Usage

**Types of items included:**

Alarm systems (tied to police, fire, or alarm service company)  
 Amounts paid under operating lease agreements  
 Cable television rental  
 Office furniture  
 Rent of communications equipment  
 Rent of films, exhibits, models  
 Licensing of Software (Permission to use Software)  
 Trailer rentals

**Types of items excluded:**

Rent or lease of cars and trucks (post to Transportation and Travel-General)  
 Telephone service (post to Communications)  
 Amounts paid under lease purchase agreements (post to Lease Purchase Principal Payment and Lease Purchase Interest Payment)

**2200 Rents and Leases - Buildings and Improvements**

Includes rents and leases paid for the use of land, buildings and improvements.

**Types of items included:**

Amounts paid under operating lease agreements  
 Parking space leases  
 Rent of polling places  
 Storage charges  
 Type of items excluded:  
 Non-removable leasehold improvements (post to Buildings and Improvements or Maintenance-Buildings and Improvements)  
 Amounts paid under capital lease agreements (post to Lease Purchase)



Principal Payment and Lease Purchase Interest Payment)

**2300 Small Tools and Instruments**

2309 Minor Small Tools and Instruments to be Controlled

Includes minor equipment of insufficient life or value to require classification as a capital asset, and replacement parts of such tools and instruments.

**Types of items included:**

*Carpentry, machines and general purpose tools:*

Bits

Calipers

Chisels

Cutters

Drills

Files

Flashlights

Gauges

Hammers

Handsaws

Ladders

Lanterns

Levels

Oil cans

Paint brushes

Picks

Reamers

Screwdrivers

Shovels

Tool boxes

Wheelbarrows

Wrenches

*Drafting, engineering and surveying tools:*

Curve sets

Drawing instruments

Hand compasses

Measuring tapes

Plumb bobs

Sextants

Slide rules

Rods

*Gardening tools:*

Edgers

Gardening hose

Hand lawnmowers

Hoes

Planters

Pruning shears

Rakes

Sprayers

*Other specialized tools and instruments:*

Art and Craft  
 Barbering  
 Battery chargers  
 Blacksmith  
 Electrician  
 Metal working  
 Plumbing  
 Tailoring  
 Weighing and measuring

**Types of items excluded:**

Medical, dental and laboratory instruments (post to Medical, Dental and Laboratory Supplies)  
 Safety devices, such as belts, goggles and helmets (post to Clothing and Personal Supplies)  
 Supplies such as nails, bolts, oxygen, and welding rods (post to Maintenance Equipment or Maintenance-Buildings and Improvements)

**2400 Special Departmental Expenses**

2401 Capital Project Support to Counties and Cities  
 2409 Minor Special Department Equipment to be Controlled  
 2412 Facilities and Warehouse Supplies  
 2490 Landfill Closure/Post Closure Costs

Includes comparatively specialized supplies and services, peculiar to one or a few departments for which an account has not otherwise been provided.

**Types of items included:**

Advertising County resources  
 Ammunition  
 Athletic supplies  
 Books for circulating library use / inmates usage  
 Book reimbursements  
 Demonstration materials  
 Detective expense  
 Diesel fuel (for central garage)  
 Dog food  
 Disposal of animal carcasses  
 Educational training, including related expenses  
 Election expenses  
 Election officers  
 Employee benefit reimbursements by Human Resources Department  
 Film development supplies and expenses  
 Fingerprint supplies  
 Fireworks  
 Games and puzzles  
 Handcuffs  
 Hoses, couplings, nozzles  
 Instruction courses  
 Pound supplies  
 Printing and binding lists of registered voters  
 Printing ballots  
 Projection screens  
 Rideshare

Road materials  
Service pins  
Shipping supplies  
Tuition reimbursements  
Unclassified expenditures from District Attorney's and Sheriff's special funds  
Warehouse storage containers

**2600 Transportation and Travel - General**

2601 Private Auto Mileage  
2602 Garage Expense

Includes the transportation of persons and things except where other services furnished in conjunction with transportation comprise the major portion of the charge, or where the transportation is more appropriately included under account titles indicating the purpose.

**Types of items included:**

Central garage services  
Delivery services  
Freight, express and other transportation charges not chargeable to a commodity purchased  
Gasoline, diesel fuel, except when purchased for central garage  
Leased or hired vehicles  
Reimbursements for private car use  
Reimbursements for meals, lodging, bridge tolls, train, bus, airfares, and any other authorized travel expenses  
Transportation of prisoners and court wards

**Types of items excluded:**

Ambulance services (post to Professional and Specialized Services)  
Armored car service (post to Professional and Specialized Services)  
Gasoline, diesel fuel, etc., used for off-highway purposes of Road Department  
(post to Maintenance-Equipment)  
Natural gas, butane, fuel, oil, etc., used for heating/cooling purposes (post to Utilities)  
Packing supplies (post to Special Departmental Expense)  
Purchases for central garage vehicles (post to Maintenance-Equipment or  
Special Departmental Expense)  
Transportation of indigents (post to Support and Care of Persons)

**2700 Transportation and Travel - Meetings/Conferences****Items included:**

Includes reimbursement for expenses in connection with attendance at conferences and meetings; i.e., reimbursement for meals, lodging, conference registration, bridge tolls, parking, train, bus, airfares, miscellaneous other mileage, miscellaneous non-taxable reimbursements and any other authorized travel expense.

**2800 Utilities**

2801 Utilities - Purchased Electricity  
2802 Utilities - Purchased Gas  
2803 Utilities - Purchased Water

**Types of items included:**

Coal, wood  
Electricity  
Heating and cooling supplies for County buildings  
Natural gas, butane, fuel oil

Sewage disposal  
 Street lighting on County grounds  
 Water

**Types of items excluded:**

Fuel for department vehicles  
 Gasoline fuel for central garage vehicles  
 Refuse disposal (post to Household Expense)  
 Telephone service (post to Communications)

**2890 Intra-Agency Services and Supplies Billing Offsets**

This object can only be used with an agency which incurs billable services and supplies costs, and which bills itself (as well as other funds/budget controls) for a portion of these costs. This object is credited to offset debits made to various services and supplies objects within the same agency as a result of the billings.

**2900 Services and Supplies Reimbursements**

2910 Reimbursement of CWCAP Charges

**Types of items included:**

Employee physicals paid initially by HCA  
 Utilities paid initially by RDMD

**Types of items excluded:**

Reimbursements among County General Fund budget controls (use Object 5100)  
 Reimbursements received by Propriety Funds (use revenue sources)  
 Reimbursements received from O.C. Superior Courts (use revenue sources)

**OTHER CHARGES**

**3000 Bad Debts**

Include amounts incurred in the current year because of the failure to collect receivables.

**3100 Contributions to Non-County Governmental Agencies**

Includes contributions to other governmental agencies engaged in activities either identical or supplementary to those of the County.

**Types of items included:**

Contributions to cities for lifeguard services  
 Contributions to the U.S. Forest Service  
 Grants to recreation, soil conservation, air pollution control and other types of districts  
 Grants for fish and game propagation and predatory animal control

**Types of items excluded:**

Contributions to non-government agencies, such as museums, zoos, local celebrations, blood banks (post to Professional and Specialized Services)

**3200 Bond Redemption**

Redemption of matured and called bonds

**3250 Retirement of Other Long-Term Debt**

3251 Lease Purchase Principal Payment - includes liquidation of long-term debt principal, including the principal portion of capital leases other than bonds.

**3300 Interest on Bonds**

3310 Capital Accretion on Bonds - includes interest and call premium payments on bonded debt.

**3350 Interest on Other Long-Term Debt**

3351 Lease Purchase Interest Payment - includes interest on long term debt (including the interest portion of capital leases), other than bonds.

**3400 Interest on Notes and Checks**

Includes interest payments on tax anticipation notes and checks.

3410 Debt Issuance Costs

3420 Debt Service Payment to Escrow Agent

**3500 Judgments and Damages**

3510 Other Charges - Operating

3520 Insurance Claims

3530 Insurance Premiums

**Items included:**

Expenditures in settlement of claims against the County for injury to persons and property

**Items excluded:**

Damages paid in connection with rights of way acquisition

Damages paid in connection with land acquisition

**3600 Rights of Way**

**Items included:**

Amounts paid for the acquisition of easements where title is not acquired by the County, and the acquisition of land acquired in fee title for road purposes.

**3700 Taxes and Assessments**

3750 Pollution Remediation Expense

**Items included:**

Taxes and assessments levied against the County by another governmental agency.

**3800 Support and Care of Persons**

Includes cash or necessities furnished indigents or others for whom the County has assumed the burden of support.

3803 Purchased Welfare Expenditures

3807 Temporary Shelter Care

3808 S.E.D Expense

3809 GAIN (Greater Avenues to Independence)

**Types of items included:**

Allowances for incidentals to prisoners and court wards

Contract nursing and housekeeping services for welfare cases

Groceries, clothing and supplies for indigents

Maternity and adoption expense

Meals and lodging

Medical and dental supplies furnished public assistance recipients

Payment for care in foster homes and private institutions

Payment of rents and utilities for indigents

Public assistance payments  
 Reimbursement to other governmental agencies for care and transportation of prisoners  
 Reimbursement to State for care of County inmates in State institutions  
 Transportation of indigents

**Items excluded:**

Support and care in County institutions

**3900 Income Allocation**

For use by the Deferred Compensation Fund to allocate net earnings.

**3950 Other Charges Reimbursements:**

Includes reimbursement from funds outside the County General Fund for lease-purchase payments originally recorded in Lease Purchase Principal Payment and Lease Purchase Interest Payment accounts.

**CAPITAL ASSETS**

**4000 Equipment**

Expenditures for the acquisition of physical property owned, not leased, of a permanent nature with a value of over \$5,000 or over, other than land, buildings and improvements.

4040 IT Equipment (purchases over \$5,000)

**Types of items included:**

Automotive equipment  
 Communications equipment  
 Computer software  
 Freight or other carriage charges  
 Installation costs  
 Office equipment  
 Office furniture  
 Sales, use and transportation taxes  
 Special equipment

**Types of items excluded:**

Books (post to Special Departmental Expense)  
 Films (post to Special Departmental Expense)  
 Leased equipment (post to Rents and Leases-Equipment)

**4100 Land**

Expenditures for the acquisition of land, except land acquired for road purposes. Requires a Unit code starting with the letter "L."

**Types of items included:**

Appraisal, negotiation, title search, and surveying fees  
 Clearing land for use  
 Cost of demolishing or relocating structures  
 Cost of obtaining consents and payment for condemnation costs  
 Filing costs

**Types of items excluded:**

Purchase of right of way where title is not acquired by the County of Orange (post to Rights of Way)  
 Land acquired in fee title for road purposes (post to Rights of Way)

**4200 Buildings and Improvements, and Infrastructure**

Expenditures for the purchase price, contract price, or job costs, and any other expenditures necessary to put a structure into its intended state of operation. Requires a Unit code starting with the letter "P."

**Types of items included:***Buildings and Improvements:*

Architect fees

Condemnation costs

Cost of fixtures attached to and forming a permanent part of structures

Costs of permits and licenses

Insurance during construction

Major alterations or improvements of existing structures

*Non-removable leasehold improvements:*

Fences

Landscaping

Pavement

Pipelines

Wells

**4209 Buildings and Improvements, and Infrastructure Reimbursements**

Reimbursements from funds outside the County General Fund for capital project expenditures which were originally recorded in the Buildings and Improvements or Infrastructure account.

**4250 Land Use Rights- Amortizable**

Used for the acquisition of right-of-way or easements valued at \$150,000 or greater and a limited useful greater than one year.

**4251 Other Intangible Assets- Amortizable**

Used for the acquisition of water rights, timber rights, patents, and trademarks valued at \$150,000 or greater and a limited useful life greater than one year.

**4252 Computer Software- Amortizable**

Used for software development costs with a value of \$150,000 or greater. Examples of such costs include software licenses, consultants, and purchased software. All computer software has a limited useful life, and is therefore amortizable.

**4260 Land Use Rights - Non-Amortizable**

Used for the acquisition of right-of-way or easements valued at \$150,000 or greater with a permanent useful life.

**4261 Other Intangible Assets - Non-Amortizable**

Used for the acquisition of water rights, timer rights, patents and trademarks valued at \$150,000 or greater with a permanent useful life.

**4300 Capital Assets Disposition****OTHER FINANCING USES****4700 Payments to Refunded Debt Escrow Agents**

Used to record payments to decrease prior bonded debt.

4710 Discount on Bonds Issued

**4800 Transfers Out - To Fund 100**

Cash or other financial resources transferred out to other funds, to provide for expenditure of the fund receiving the transfer, as legally authorized. Includes remaining balances transferred out from a discontinued fund to another fund.

- 4801 Transfers Out - To Fund 101 through 199
- 4802 Transfers Out - To Fund 2AA through 299
- 4803 Transfers Out - To Fund 300
- 4804 Transfers Out - To Fund 400 through 499
- 4805 Transfers Out - To Fund 500 through 599
- 4806 Transfers Out - To Fund 600 through 699
- 4807 Transfers Out - To Fund 700 through 799
- 4808 Transfers Out - To Fund 800 through 899
- 4809 Transfers Out - To Fund 900 through 999

**SPECIAL ITEMS****5000 Special Items**

Includes significant transactions or other events within the control of management that are either unusual in nature or infrequent in occurrence.

**5100 Intrafund Transfers**

This object is valid only for transfers of costs between budget controls within a fund. Use of a department object code to identify the budget control to which costs are being transferred is optional.

**5200 Appropriation for Contingencies**

A budgetary provision representing that portion of financing requirements set aside to meet unforeseen expenditure requirements. To be budgeted only by districts and County departments other than the County General Fund. Expenditures are not incurred against this appropriation; instead, appropriations are transferred from 5200 to a specific appropriation category.

**5300 Depreciation**

Includes the recording of expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence.

**5350 Amortization (Used only by Enterprise and ISF funds)**

Includes the recording of expiration of service life attributable to the process by which the cost of an intangible asset (such as software) is distributed over the projected useful life of the asset. Amortization expense is treated similar to depreciation expense.

**5400 Loss or Gain on Disposition of Assets**

Used to record the difference between the amount received for equipment upon disposal, and the net value (undepreciated balance) of the equipment at the time of disposal (Enterprise and Internal Service Funds only.)

**5600 Other Non-operating Expense/Revenues**

Used like the gain/loss expenditure account code.



## Description of Revenue Sources by Classification

### **TAXES**

- 6210 Property Taxes - Current Secured
- 6220 Property Taxes - Current Unsecured
- 6230 Property Taxes - Prior Secured
- 6240 Property Taxes - Prior Unsecured
- 6250 Taxes - Special District Augmentation
- 6260 Property Taxes - VLF Swap
- 6270 Sales and Use Taxes
- 6271 Sales and Use Tax Compensation
- 6280 Property Taxes - Current Supplemental
- 6290 Other Taxes
- 6300 Property Taxes - Prior Supplemental
- 6310 Tax Increment
- 6320 Special Taxes (Community Facilities Districts)

### **LICENSES, PERMITS AND FRANCHISES**

- 6410 Animal Licenses
- 6420 Business Licenses
- 6430 Construction Permits
- 6440 Road Privileges and Permits
- 6450 Zoning Permits
- 6460 Other Licenses and Permits
- 6470 Franchises

### **FINES, FORFEITURES AND PENALTIES**

- 6510 Vehicle Code Fines
- 6520 Other Court Fines
- 6530 Forfeitures and Penalties
- 6540 Penalties and Costs on Delinquent Taxes

### **USE OF MONEY AND PROPERTY**

- 6610 Interest
- 6620 Rents and Concessions
- 6630 Royalties

### **INTERGOVERNMENTAL REVENUES**

- 6690 State - Homeowners' Property Tax Relief
- 6695 State - Trial Court
- 6700 State - Proposition 172 Public Safety Sales Tax
- 6710 Citizen Options for Public Safety (COPS)
- 6720 State - Aviation
- 6730 State - Highway Users Tax
- 6740 State - Motor Vehicle In-Lieu Tax
- 6750 State - Trailer Coach In-Lieu Tax
- 6760 State - Other State In-Lieu Tax
- 6770 State - Public Assistance Administration
- 6780 State - Public Assistance Programs
- 6820 State - California Children's Services

6830 State - Realignment Revenue  
 6840 State - Health Administration  
 6850 State - Cerebral Palsy  
 6860 State - Mental Health  
 6870 State - Tuberculosis Control  
 6880 State - Other Health  
 6890 State - Agriculture  
 6910 State - Civil Defense  
 6920 State - Construction  
 6930 State - Corrections  
 6940 State - County Fairs  
 6950 State - Disaster Relief  
 6960 State - Veterans' Affairs  
 6970 State - Other  
 6980 Federal - Public Assistance Administration  
 6990 Federal - Public Assistance Programs  
 7040 Federal - Health Administration  
 7050 Federal - Construction  
 7060 Federal - Disaster Relief  
 7070 Federal - Forest Reserve  
 7080 Federal - Grazing Fees  
 7090 Federal - In-Lieu Taxes  
 7110 Federal - Other  
 7120 Other - In-Lieu Taxes  
 7130 Other Governmental Agencies  
 7140 Other Local Entities - Capital Contribution

#### **CHARGES FOR SERVICES**

7310 Assessment and Tax Collection Fees  
 7320 Auditing and Accounting Fees  
 7330 Communication Services  
 7340 Election Services  
 7360 Legal Services  
 7370 Personnel Services  
 7380 Planning and Engineering Services  
 7390 Purchasing Fees  
 7410 Agricultural Services  
 7420 Civil Process Services  
 7430 Court Fees and Costs  
 7440 Estate Fees  
 7450 Humane Services  
 7460 Law Enforcement Services  
 7470 Recording Fees  
 7480 Road and Street Services  
 7490 Health Fees  
 7510 Mental Health Services  
 7520 Sanitation Services  
 7530 Adoption Fees  
 7540 California Children's Services  
 7550 Institutional Care and Services

- 7560 Educational Services
- 7570 Library Services
- 7580 Park and Recreation Fees
- 7590 Other Charges for Services
- 7591 CWCAP Charges
- 7600 Special Assessments
- 7800 Contributions In-Lieu of Fees

#### **OTHER REVENUES**

- 7610 Tobacco Settlement
- 7661 Other Sales - Taxable
- 7662 Other Sales - Non-Taxable - Resale
- 7663 Other Sales - Non-Taxable - U.S. Government
- 7664 Other Sales - Non-Taxable - Intra County (between funds)
- 7665 Tax-Paid Purchases - Resold
- 7670 Miscellaneous Revenue
- 7680 Six-Month Expired (Outlawed) Checks
- 7690 Returned Check Charges
- 7700 Welfare Repayments
- 7710 Insurance Premiums
- 7750 Revenue from Inventory Issues - Sales Tax Surcharge
- 7760 Revenue from Inventory Issues - Purchase Discounts
- 7850 Provision for Increase in Land Held for Resale
- 7851 Capital Asset Sales - Taxable
- 7852 Capital Asset Sales - Non-Taxable - Resale
- 7853 Capital Asset Sales - Non-Taxable - U.S. Government
- 7854 Capital Asset Sales - Non-Taxable - Intra-County
- 7855 Capital Asset Sales - Land

#### **TRANSFERS IN**

- 7810 Operating Trans In-From Fund 100
- 7811 Operating Trans In - From Funds 101-199
- 7812 Operating Trans In - From Funds 2AA-299
- 7813 Operating Trans In - From Fund 300
- 7814 Operating Trans In - From Funds 400-499
- 7815 Operating Trans In - From Fund 500-599
- 7816 Operating Trans In - From Funds 600-699
- 7817 Operating Trans In - From Funds 700-799
- 7818 Operating Trans In - From Fund 800-899
- 7819 Operating Trans In - From Fund 9AA-999

#### **OTHER FINANCING SOURCES**

- 7805 Capital Contributions
- 7780 Principal Payment on Demand Bonds
- 7820 Premium and Accrued Interest on Bonds Issued
- 7840 Long-Term Debt Proceeds
- 7860 Proceeds of Remarketed Debt
- 7870 Proceeds from Capital Lease Obligations
- 7880 Proceeds of Refunding Bonds
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# APPENDIX

## 002 - Assessor

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015 Actual Exp/Rev		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	FY 2016-2017 Final Budget		Budget Amount	Percent
Intergovernmental Revenues	\$ 7,620	\$	20,000	\$ 26,044	\$ 20,000	\$	0	0.00%
Charges For Services	328,269		290,000	258,105	165,000		(125,000)	-43.10
Miscellaneous Revenues	1,822		0	7,110	0		0	0.00
Other Financing Sources	226		0	365	190,000		190,000	0.00
<b>Total Revenues</b>	<b>337,937</b>		<b>310,000</b>	<b>291,623</b>	<b>375,000</b>		<b>65,000</b>	<b>20.97</b>
Salaries & Benefits	30,715,914		31,718,082	31,334,541	32,981,190		1,263,108	3.98
Services & Supplies	7,075,726		6,430,748	5,818,890	5,830,533		(600,215)	-9.33
Other Charges	0		0	0	9,177		9,177	0.00
Equipment	353,669		56,366	31,857	50,000		(6,366)	-11.29
Intrafund Transfers	(1,509,500)		0	0	0		0	0.00
<b>Total Requirements</b>	<b>36,635,809</b>		<b>38,205,196</b>	<b>37,185,288</b>	<b>38,870,900</b>		<b>665,704</b>	<b>1.74</b>
<b>Net County Cost</b>	<b>\$ 36,297,872</b>	<b>\$</b>	<b>37,895,196</b>	<b>\$ 36,893,664</b>	<b>\$ 38,495,900</b>	<b>\$</b>	<b>600,704</b>	<b>1.59%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Business Property:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015 Actual Exp/Rev		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	FY 2016-2017 Final Budget		Budget Amount	Percent
Salaries & Benefits	\$ 6,263,742	\$	6,287,774	\$ 6,484,749	\$ 6,474,896	\$	187,122	2.98%
Services & Supplies	104,660		113,410	123,678	94,337		(19,073)	-16.82
<b>Total Requirements</b>	<b>6,368,402</b>		<b>6,401,184</b>	<b>6,608,427</b>	<b>6,569,233</b>		<b>168,049</b>	<b>2.63</b>
<b>Net County Cost</b>	<b>\$ 6,368,402</b>	<b>\$</b>	<b>6,401,184</b>	<b>\$ 6,608,427</b>	<b>\$ 6,569,233</b>	<b>\$</b>	<b>168,049</b>	<b>2.63%</b>

### Final Budget Summary of Real Property:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015 Actual Exp/Rev		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	FY 2016-2017 Final Budget		Budget Amount	Percent
Salaries & Benefits	\$ 10,308,008	\$	10,998,187	\$ 10,396,945	\$ 11,367,036	\$	368,849	3.35%
Services & Supplies	125,680		113,588	125,598	139,836		26,248	23.11
<b>Total Requirements</b>	<b>10,433,688</b>		<b>11,111,775</b>	<b>10,522,543</b>	<b>11,506,872</b>		<b>395,097</b>	<b>3.56</b>
<b>Net County Cost</b>	<b>\$ 10,433,688</b>	<b>\$</b>	<b>11,111,775</b>	<b>\$ 10,522,543</b>	<b>\$ 11,506,872</b>	<b>\$</b>	<b>395,097</b>	<b>3.56%</b>

### Final Budget Summary of Roll Support:

	FY 2014-2015		FY 2015-2016		FY 2015-2016		Change from FY 2015-2016			
			Budget		Actual Exp/Rev <sup>(1)</sup>		Budget			
Revenues/Appropriations		Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget	Amount	Percent
Salaries & Benefits	\$	9,289,241	\$	9,419,711	\$	9,564,177	\$	9,771,934	\$ 352,223	3.74%
Services & Supplies		84,184		81,836		91,519		101,542	19,706	24.08
<b>Total Requirements</b>		9,373,425		9,501,547		9,655,696		9,873,476	371,929	3.91
<b>Net County Cost</b>	\$	9,373,425	\$	9,501,547	\$	9,655,696	\$	9,873,476	\$ 371,929	3.91%

### Final Budget Summary of Quality Assurance:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016	FY 2015-2016	Change from FY 2015-2016		
		Budget		Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent	
Salaries & Benefits	\$ 519,969	\$ 583,573	\$ 431,975	\$ 547,835	\$ (35,738)	-6.12%	
Services & Supplies	12,057	10,378	19,036	24,593	14,215	136.97	
Total Requirements	532,026	593,951	451,011	572,428	(21,523)	-3.62	
Net County Cost	\$ 532,026	\$ 593,951	\$ 451,011	\$ 572,428	\$ (21,523)	-3.62%	

### Final Budget Summary of Computer Systems:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016	FY 2015-2016	FY 2016-2017			Change from FY 2015-2016			
			Budget	Actual Exp/Rev <sup>(1)</sup>				Budget			
	Actual Exp/Rev		As of 6/30/16	As of 6/30/16	Final Budget			Amount	Percent		
Salaries & Benefits	\$	2,496,684	\$	2,477,181	\$	2,641,899	\$	2,668,679	\$	191,498	7.73%
Services & Supplies		22,294		22,004		25,324		39,051		17,047	77.47
<b>Total Requirements</b>		2,518,978		2,499,185		2,667,223		2,707,730		208,545	8.34
<b>Net County Cost</b>	\$	2,518,978	\$	2,499,185	\$	2,667,223	\$	2,707,730	\$	208,545	8.34%

### Final Budget Summary of Management Services:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016	FY 2015-2016	Change from FY 2015-2016	
		Budget		Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Intergovernmental Revenues	\$ 7,620	\$ 20,000	\$ 26,044	\$ 20,000	\$ 0	0.00%
Charges For Services	328,269	290,000	258,105	165,000	(125,000)	-43.10
Miscellaneous Revenues	1,822	0	7,110	0	0	0.00
Other Financing Sources	226	0	365	190,000	190,000	0.00
Total Revenues	337,937	310,000	291,623	375,000	65,000	20.97
Salaries & Benefits	1,838,271	1,951,656	1,814,796	2,150,810	199,154	10.20
Services & Supplies	6,726,850	6,089,532	5,433,736	5,431,174	(658,358)	-10.81
Other Charges	0	0	0	9,177	9,177	0.00

## Final Budget Summary of Management Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Equipment	353,669	56,366	31,857	50,000	(6,366)	-11.29
Intrafund Transfers	(1,509,500)	0	0	0	0	0.00
<b>Total Requirements</b>	7,409,290	8,097,554	7,280,388	7,641,161	(456,393)	-5.64
<b>Net County Cost</b>	\$ 7,071,354	\$ 7,787,554	\$ 6,988,765	\$ 7,266,161	\$ (521,393)	-6.70%



## 003 - Auditor-Controller

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 6,948,598	\$ 7,224,497	\$ 6,934,342	\$ 7,472,884	\$ 248,387	3.44%
Miscellaneous Revenues	10,958	4,000	10,021	5,000	1,000	25.00
Other Financing Sources	0	0	22	0	0	0.00
<b>Total Revenues</b>	6,959,557	7,228,497	6,944,386	7,477,884	249,387	3.45
Salaries & Benefits	37,319,510	41,671,795	41,083,820	46,586,554	4,914,759	11.79
Services & Supplies	2,354,380	4,864,208	4,461,850	4,279,282	(584,926)	-12.03
Services & Supplies Reimbursements	0	0	(83,780)	0	0	0.00
Other Charges	0	13,276	0	12,892	(384)	-2.89
Equipment	0	19,764	19,764	0	(19,764)	-100.00
Intrafund Transfers	(25,372,776)	(28,420,777)	(28,141,920)	(31,070,522)	(2,649,745)	9.32
<b>Total Requirements</b>	14,301,114	18,148,266	17,339,734	19,808,206	1,659,940	9.15
<b>Net County Cost</b>	\$ 7,341,557	\$ 10,919,769	\$ 10,395,349	\$ 12,330,322	\$ 1,410,553	12.92%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Central Operations:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 527,700	\$ 545,888	\$ 456,370	\$ 644,352	\$ 98,464	18.04%
Miscellaneous Revenues	2,730	0	2,730	0	0	0.00
<b>Total Revenues</b>	530,430	545,888	459,100	644,352	98,464	18.04
Salaries & Benefits	6,494,503	6,389,825	6,414,321	7,358,618	968,793	15.16
Services & Supplies	727,092	1,249,353	1,133,208	866,361	(382,992)	-30.66
Equipment	0	19,764	19,764	0	(19,764)	-100.00
Intrafund Transfers	(588,900)	(780,612)	(643,605)	(1,206,688)	(426,076)	54.58
<b>Total Requirements</b>	6,632,695	6,878,330	6,923,688	7,018,291	139,961	2.03
<b>Net County Cost</b>	\$ 6,102,265	\$ 6,332,442	\$ 6,464,587	\$ 6,373,939	\$ 41,497	0.66%

### Final Budget Summary of Satellite Accounting Operations:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 4,510,273	\$ 4,891,806	\$ 4,359,536	\$ 4,756,217	\$ (135,589)	-2.77%
Miscellaneous Revenues	0	0	82	0	0	0.00
<b>Total Revenues</b>	4,510,273	4,891,806	4,359,618	4,756,217	(135,589)	-2.77
Salaries & Benefits	22,425,263	24,807,723	24,125,032	26,530,366	1,722,643	6.94
Services & Supplies	603,701	737,707	665,359	611,530	(126,177)	-17.10
Intrafund Transfers	(18,682,799)	(20,814,613)	(20,643,918)	(22,553,575)	(1,738,962)	8.35
<b>Total Requirements</b>	4,346,165	4,730,817	4,146,474	4,588,321	(142,496)	-3.01
<b>Net County Cost</b>	\$ (164,107)	\$ (160,989)	\$ (213,144)	\$ (167,896)	\$ (6,907)	4.29%

### Final Budget Summary of Executive & Administrative Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 281,138	\$ 251,112	\$ 326,846	\$ 358,630	\$ 107,518	42.82%
Miscellaneous Revenues	3,007	0	2,937	1,000	1,000	0.00
Other Financing Sources	0	0	22	0	0	0.00
<b>Total Revenues</b>	284,144	251,112	329,805	359,630	108,518	43.21
Salaries & Benefits	912,332	892,569	1,047,416	1,388,460	495,891	55.56
Services & Supplies	423,925	1,811,525	1,776,140	1,853,487	41,962	2.32
Services & Supplies Reimbursements	0	0	(73,880)	0	0	0.00
Other Charges	0	13,276	0	12,892	(384)	-2.89
Intrafund Transfers	(153,324)	(155,811)	(171,554)	(216,201)	(60,390)	38.76
<b>Total Requirements</b>	1,182,934	2,561,559	2,578,121	3,038,638	477,079	18.62
<b>Net County Cost</b>	\$ 898,789	\$ 2,310,447	\$ 2,248,317	\$ 2,679,008	\$ 368,561	15.95%

### Final Budget Summary of Information Technology:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Salaries & Benefits	\$ 6,037,474	\$ 6,433,262	\$ 6,539,129	\$ 6,942,638	\$ 509,376	7.92%
Services & Supplies	566,802	913,631	798,076	711,247	(202,384)	-22.15
Services & Supplies Reimbursements	0	0	(9,900)	0	0	0.00
Intrafund Transfers	(5,864,795)	(6,387,701)	(6,279,793)	(6,623,796)	(236,095)	3.70
<b>Total Requirements</b>	739,480	959,192	1,047,512	1,030,089	70,897	7.39
<b>Net County Cost</b>	\$ 739,480	\$ 959,192	\$ 1,047,512	\$ 1,030,089	\$ 70,897	7.39%

## Final Budget Summary of Internal Audit:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Final Budget		Budget Amount	Percent
Charges For Services	\$ 0	\$ 30,691	\$ 139,215		\$ 183,685		\$ 152,994	498.50%
<b>Total Revenues</b>	0	30,691	139,215		183,685		152,994	498.50
Salaries & Benefits	483,618	1,998,816	1,874,702		3,223,896		1,225,080	61.29
Services & Supplies	8,894	123,159	62,199		210,138		86,979	70.62
Intrafund Transfers	(82,823)	(282,040)	(403,019)		(470,262)		(188,222)	66.74
<b>Total Requirements</b>	409,689	1,839,935	1,533,881		2,963,772		1,123,837	61.08
<b>Net County Cost</b>	\$ 409,689	\$ 1,809,244	\$ 1,394,666		\$ 2,780,087		\$ 970,843	53.66%

## Final Budget Summary of Property Tax:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Final Budget		Budget Amount	Percent
Charges For Services	\$ 1,629,487	\$ 1,505,000	\$ 1,652,375		\$ 1,530,000		\$ 25,000	1.66%
Miscellaneous Revenues	5,222	4,000	4,273		4,000		0	0.00
<b>Total Revenues</b>	1,634,709	1,509,000	1,656,647		1,534,000		25,000	1.66
Salaries & Benefits	966,320	1,149,600	1,083,219		1,142,576		(7,024)	-0.61
Services & Supplies	23,965	28,833	26,868		26,519		(2,314)	-8.03
Intrafund Transfers	(135)	0	(30)		0		0	0.00
<b>Total Requirements</b>	990,150	1,178,433	1,110,058		1,169,095		(9,338)	-0.79
<b>Net County Cost</b>	\$ (644,559)	\$ (330,567)	\$ (546,589)		\$ (364,905)		\$ (34,338)	10.39%

## 004 - Miscellaneous

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Budget	
			As of 6/30/16		As of 6/30/16		Amount	Percent
Revenue from Use of Money and Property	\$	1,717,812	\$	11,911,654	\$	12,053,670	\$	1,793,812
							\$	(10,117,842)
								-84.94%
Intergovernmental Revenues		57,847,996		750,000		164,175		750,000
								0
								0.00
Charges For Services		13,188,747		12,449,983		11,870,795		13,144,619
								694,636
								5.58
Miscellaneous Revenues		5,820,319		4,189,574		4,019,322		4,182,317
								(7,257)
								-0.17
<b>Total Revenues</b>		78,574,873		29,301,211		28,107,962		19,870,748
								(9,430,463)
								-32.18
Services & Supplies		1,850,502		3,576,717		684,485		3,671,485
								94,768
								2.65
Other Charges		6,205,127		16,422,226		16,421,559		26,726,673
								10,304,447
								62.75
Other Financing Uses		2,632,436		17,567,299		17,251,790		15,988,491
								(1,578,808)
								-8.99
Intrafund Transfers		(1,583,878)		(871,535)		(1,422,769)		(888,389)
								(16,854)
								1.93
Appropriation For Contingencies		0		0		0		9,788,949
								9,788,949
								0.00
<b>Total Requirements</b>		9,104,187		36,694,707		32,935,066		55,287,209
								18,592,502
								50.67
<b>Net County Cost</b>	\$	(69,470,686)	\$	7,393,496	\$	4,827,103	\$	35,416,461
								28,022,965
								379.02%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 006 - Board of Supervisors - 1st District

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	Amount	Percent
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	As of 6/30/16	Final Budget			
Miscellaneous Revenues	\$ 713	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0	0.00%
<b>Total Revenues</b>	713	0	0	0	0	0	0	0.00
Salaries & Benefits	803,784	964,097	905,631	905,631	1,075,292	111,195	111,195	11.53
Services & Supplies	52,954	213,000	224,286	224,286	108,526	(104,474)	(104,474)	-49.05
Equipment	0	0	8,483	8,483	0	0	0	0.00
Intrafund Transfers	(24,154)	(5,000)	0	0	0	5,000	5,000	-100.00
<b>Total Requirements</b>	832,584	1,172,097	1,138,401	1,138,401	1,183,818	11,721	11,721	1.00
<b>Net County Cost</b>	\$ 831,871	\$ 1,172,097	\$ 1,138,401	\$ 1,138,401	\$ 1,183,818	\$ 11,721	\$ 11,721	1.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 007 - Board of Supervisors - 2nd District

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		Change from FY 2015-2016	
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Miscellaneous Revenues	\$ 140	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
<b>Total Revenues</b>	140	0	0	0	0	0.00
Salaries & Benefits	797,620	1,089,097	885,734	1,169,725	80,628	7.40
Services & Supplies	18,899	83,000	36,075	14,093	(68,907)	-83.02
Equipment	0	0	8,483	0	0	0.00
Intrafund Transfers	(32,217)	0	0	0	0	0.00
<b>Total Requirements</b>	784,302	1,172,097	930,292	1,183,818	11,721	1.00
<b>Net County Cost</b>	\$ 784,163	\$ 1,172,097	\$ 930,292	\$ 1,183,818	\$ 11,721	1.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 008 - Board of Supervisors - 3rd District

### Summary of Final Budget by Revenue and Expense Category:

	FY 2015-2016		FY 2015-2016		Change from FY 2015-2016		
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget		
Revenues/Appropriations	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent	
Salaries & Benefits	\$ 923,513	\$ 1,170,597	\$ 1,031,355	\$ 1,169,630	\$ (967)	-0.08%	
Services & Supplies	57,302	18,000	5,851	14,188	(3,812)	-21.18	
Intrafund Transfers	0	(16,500)	0	0	16,500	-100.00	
Total Requirements	980,815	1,172,097	1,037,206	1,183,818	11,721	1.00	
Net County Cost	\$ 980,815	\$ 1,172,097	\$ 1,037,206	\$ 1,183,818	\$ 11,721	1.00%	

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 009 - Board of Supervisors - 4th District

### Summary of Final Budget by Revenue and Expense Category:

	FY 2014-2015		FY 2015-2016	FY 2015-2016		Change from FY 2015-2016	
		FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
Revenues/Appropriations		Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Salaries & Benefits	\$	931,243	\$ 1,164,097	\$ 1,014,478	\$ 1,169,686	\$ 5,589	0.48%
Services & Supplies		35,937	8,000	2,745	14,132	6,132	76.65
Total Requirements		967,181	1,172,097	1,017,222	1,183,818	11,721	1.00
Net County Cost	\$	967,181	\$ 1,172,097	\$ 1,017,222	\$ 1,183,818	\$ 11,721	1.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 010 - Board of Supervisors - 5th District

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		Change from FY 2015-2016		
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget		
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent	
Charges For Services	\$ 0	\$ 0	\$ 236	\$ 0	\$ 0	0.00%	
Miscellaneous Revenues	0	0	21	0	0	0.00	
<b>Total Revenues</b>	0	0	257	0	0	0.00	
Salaries & Benefits	940,179	1,119,097	951,871	1,169,851	50,754	4.54	
Services & Supplies	33,272	53,000	20,185	13,967	(39,033)	-73.65	
Intrafund Transfers	(40,500)	0	0	0	0	0.00	
<b>Total Requirements</b>	932,951	1,172,097	972,056	1,183,818	11,721	1.00	
<b>Net County Cost</b>	\$ 932,951	\$ 1,172,097	\$ 971,798	\$ 1,183,818	\$ 11,721	1.00%	

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 011 - Clerk of the Board

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Charges For Services	\$	79,169	\$	89,951	\$	73,669	\$	89,950	\$ (1)	0.00%
Miscellaneous Revenues		4,103		1,500		455		1,500	0	0.00
<b>Total Revenues</b>		83,272		91,451		74,125		91,450	(1)	0.00
Salaries & Benefits		2,555,000		2,666,509		2,574,449		2,885,826	219,317	8.22
Services & Supplies		989,710		2,043,519		2,002,145		2,131,414	87,895	4.30
Special Items		0		36,455		0		0	(36,455)	-100.00
Intrafund Transfers		(272,674)		(369,225)		(331,107)		(345,250)	23,975	-6.49
<b>Total Requirements</b>		3,272,036		4,377,258		4,245,487		4,671,990	294,732	6.73
<b>Net County Cost</b>	\$	3,188,765	\$	4,285,807	\$	4,171,362	\$	4,580,540	\$ 294,733	6.88%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of COB - Executive:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Charges For Services	\$	0	\$	14,349	\$	0	\$	15,108	\$ 759	5.29%
Miscellaneous Revenues		0		239		0		0	(239)	-100.00
<b>Total Revenues</b>		0		14,588		0		15,108	520	3.56
Salaries & Benefits		353,889		420,188		271,193		484,872	64,684	15.39
Services & Supplies		18,713		170,597		24,445		206,725	36,128	21.18
Special Items		0		36,455		0		0	(36,455)	-100.00
Intrafund Transfers		0		(55,074)		0		(57,988)	(2,914)	5.29
<b>Total Requirements</b>		372,602		572,166		295,638		633,609	61,443	10.74
<b>Net County Cost</b>	\$	372,602	\$	557,578	\$	295,638	\$	618,501	\$ 60,923	10.93%

### Final Budget Summary of Board Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 76,192	\$ 20,276	\$ 71,515	\$ 20,086	\$ (190)	-0.94%
Miscellaneous Revenues	1,543	338	100	0	(338)	-100.00
<b>Total Revenues</b>	77,736	20,614	71,615	20,086	(528)	-2.56
Salaries & Benefits	604,383	612,243	676,122	670,484	58,241	9.51
Services & Supplies	410,129	773,382	1,105,127	765,237	(8,145)	-1.05
Intrafund Transfers	(246,727)	(101,797)	(271,442)	(77,094)	24,703	-24.27
<b>Total Requirements</b>	767,785	1,283,828	1,509,806	1,358,627	74,799	5.83
<b>Net County Cost</b>	\$ 690,049	\$ 1,263,214	\$ 1,438,191	\$ 1,338,541	\$ 75,327	5.96%

### Final Budget Summary of Assessment Appeals:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 2,768	\$ 34,534	\$ 2,070	\$ 34,701	\$ 167	0.48%
Miscellaneous Revenues	2,560	576	355	1,500	924	160.42
<b>Total Revenues</b>	5,327	35,110	2,425	36,201	1,091	3.11
Salaries & Benefits	1,107,282	1,010,223	1,087,400	1,079,051	68,828	6.81
Services & Supplies	514,111	744,993	701,846	774,236	29,243	3.93
Intrafund Transfers	(25,946)	(132,549)	(59,665)	(133,192)	(643)	0.49
<b>Total Requirements</b>	1,595,447	1,622,667	1,729,581	1,720,095	97,428	6.00
<b>Net County Cost</b>	\$ 1,590,120	\$ 1,587,557	\$ 1,727,156	\$ 1,683,894	\$ 96,337	6.07%

### Final Budget Summary of Administration & Files Management:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 209	\$ 20,792	\$ 84	\$ 20,055	\$ (737)	-3.54%
Miscellaneous Revenues	0	347	0	0	(347)	-100.00
<b>Total Revenues</b>	209	21,139	84	20,055	(1,084)	-5.13
Salaries & Benefits	489,446	623,855	539,735	651,419	27,564	4.42
Services & Supplies	46,757	354,547	170,727	385,216	30,669	8.65
Intrafund Transfers	0	(79,805)	0	(76,976)	2,829	-3.54
<b>Total Requirements</b>	536,203	898,597	710,462	959,659	61,062	6.80
<b>Net County Cost</b>	\$ 535,994	\$ 877,458	\$ 710,377	\$ 939,604	\$ 62,146	7.08%

## 012 - OC Community Resources

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Licenses, Permits & Franchises	\$	6,069,874	\$	6,816,524	\$	5,937,025	\$	6,273,417	\$ (543,107)	-7.97%
Fines, Forfeitures & Penalties		1,274,595		1,004,665		787,632		799,130	(205,535)	-20.46
Revenue from Use of Money and Property		41,092		43,000		48,389		44,000	1,000	2.33
Intergovernmental Revenues		17,320,659		20,502,752		17,103,677		18,773,940	(1,728,812)	-8.43
Charges For Services		26,168,723		35,285,299		26,275,766		34,514,826	(770,473)	-2.18
Miscellaneous Revenues		199,480		348,700		404,041		50,048	(298,652)	-85.65
Other Financing Sources		233,875		925,000		220,986		5,000	(920,000)	-99.46
<b>Total Revenues</b>		51,308,298		64,925,940		50,777,516		60,460,361	(4,465,579)	-6.88
Salaries & Benefits		26,007,403		26,485,779		23,324,978		26,375,309	(110,470)	-0.42
Services & Supplies		30,090,491		47,992,399		34,814,904		45,640,273	(2,352,126)	-4.90
Services & Supplies Reimbursements		(114)		0		(16)		0	0	0.00
Other Charges		739,258		1,518,403		1,089,841		1,531,136	12,733	0.84
Equipment		160,386		459,001		312,478		187,500	(271,501)	-59.15
Structures & Improvements		0		100,000		0		0	(100,000)	-100.00
Other Financing Uses		0		246,199		197,801		368,603	122,404	49.72
Intrafund Transfers		(3,387,880)		(7,092,319)		(4,472,135)		(8,616,584)	(1,524,265)	21.49
<b>Total Requirements</b>		53,609,545		69,709,462		55,267,850		65,486,237	(4,223,225)	-6.06
<b>Net County Cost</b>	\$	2,301,246	\$	4,783,522	\$	4,490,334	\$	5,025,876	\$ 242,354	5.07%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## Final Budget Summary of Administrative Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Intergovernmental Revenues	\$ 617,107	\$ 0	\$ 635,369	\$ 0	\$ 0	0.00%
Charges For Services	16,933,005	17,897,985	14,812,223	13,154,550	(4,743,435)	-26.50
Miscellaneous Revenues	36,738	0	11,757	0	0	0.00
<b>Total Revenues</b>	17,586,850	17,897,985	15,459,349	13,154,550	(4,743,435)	-26.50
Salaries & Benefits	10,588,496	7,775,428	7,193,615	6,761,387	(1,014,041)	-13.04
Services & Supplies	7,600,738	11,310,753	9,715,425	7,774,250	(3,536,503)	-31.27
Other Charges	0	3,000	6,352	3,000	0	0.00
Equipment	143,171	155,000	144,879	91,500	(63,500)	-40.97
Other Financing Uses	0	25,000	25,000	0	(25,000)	-100.00
Intrafund Transfers	(118,126)	0	(94,232)	0	0	0.00
<b>Total Requirements</b>	18,214,280	19,269,181	16,991,039	14,630,137	(4,639,044)	-24.07
<b>Net County Cost</b>	\$ 627,430	\$ 1,371,196	\$ 1,531,690	\$ 1,475,587	\$ 104,391	7.61%

## Final Budget Summary of OC Community Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Intergovernmental Revenues	\$ 16,703,551	\$ 20,502,752	\$ 16,468,308	\$ 18,773,940	\$ (1,728,812)	-8.43%
Charges For Services	2,538,721	5,798,763	2,199,307	7,459,445	1,660,682	28.64
Miscellaneous Revenues	7,715	200,700	211,381	2,048	(198,652)	-98.98
Other Financing Sources	230,000	920,000	220,288	0	(920,000)	-100.00
<b>Total Revenues</b>	19,479,988	27,422,215	19,099,283	26,235,433	(1,186,782)	-4.33
Salaries & Benefits	5,317,534	6,945,270	4,978,377	7,191,745	246,475	3.55
Services & Supplies	18,446,063	29,608,427	20,671,906	29,980,221	371,794	1.26
Services & Supplies Reimbursements	(114)	0	(16)	0	0	0.00
Other Charges	629,809	1,060,503	663,371	1,074,386	13,883	1.31
Equipment	206	0	0	0	0	0.00
Intrafund Transfers	(3,269,753)	(7,092,319)	(4,377,903)	(8,616,584)	(1,524,265)	21.49
<b>Total Requirements</b>	21,123,744	30,521,881	21,935,735	29,629,768	(892,113)	-2.92
<b>Net County Cost</b>	\$ 1,643,756	\$ 3,099,666	\$ 2,836,452	\$ 3,394,335	\$ 294,669	9.51%

## Final Budget Summary of OC Animal Care:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Budget	
			As of 6/30/16		As of 6/30/16		Amount	Percent
Licenses, Permits & Franchises	\$	6,069,874	\$	6,816,524	\$	5,937,025	\$	(543,107) -7.97%
Fines, Forfeitures & Penalties		1,274,595		1,004,665		787,632		(205,535) -20.46
Revenue from Use of Money and Property		41,092		43,000		48,389		1,000 2.33
Charges For Services		6,696,998		11,588,551		9,264,236		13,900,831 19.95
Miscellaneous Revenues		155,027		148,000		180,904		48,000 (100,000) -67.57
Other Financing Sources		3,875		5,000		698		5,000 0 0.00
<b>Total Revenues</b>		14,241,461		19,605,740		16,218,884		21,070,378 1,464,638 7.47
Salaries & Benefits		10,101,373		11,765,081		11,152,985		12,422,177 657,096 5.59
Services & Supplies		4,043,690		7,073,219		4,427,573		7,885,802 812,583 11.49
Other Charges		109,450		454,900		420,117		453,750 (1,150) -0.25
Equipment		17,009		304,001		167,600		96,000 (208,001) -68.42
Structures & Improvements		0		100,000		0		0 (100,000) -100.00
Other Financing Uses		0		221,199		172,801		368,603 147,404 66.64
<b>Total Requirements</b>		14,271,521		19,918,400		16,341,076		21,226,332 1,307,932 6.57
<b>Net County Cost</b>	\$	30,060	\$	312,660	\$	122,192	\$	155,954 (156,706) -50.12%

## 014 - CAPS Program

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Services & Supplies	\$ 11,055,857	\$	16,414,923	\$	12,648,336	\$	10,565,886	\$	(5,849,037)	-35.63%
Equipment	583,566		382,725		382,725		100,000		(282,725)	-73.87
Other Financing Uses	221,106		223,759		221,106		222,875		(884)	-0.40
<b>Total Requirements</b>	11,860,530		17,021,407		13,252,167		10,888,761		(6,132,646)	-36.03
<b>Net County Cost</b>	\$ 11,860,530	\$	17,021,407	\$	13,252,167	\$	10,888,761	\$	(6,132,646)	-36.03%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 015 - Property Tax System Centralized O&M Support

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Other Financing Sources	\$ 0	\$	0	\$	0	\$	4,300,000	\$	4,300,000	0.00%
<b>Total Revenues</b>	0		0		0		4,300,000		4,300,000	0.00
Services & Supplies	3,017,215		3,405,597		3,158,217		7,719,853		4,314,256	126.68
Equipment	0		20,000		0		40,000		20,000	100.00
<b>Total Requirements</b>	3,017,215		3,425,597		3,158,217		7,759,853		4,334,256	126.53
<b>Net County Cost</b>	\$ 3,017,215	\$	3,425,597	\$	3,158,217	\$	3,459,853	\$	34,256	1.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 016 - 2005 Lease Revenue Refunding Bonds

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
				As of 6/30/16		As of 6/30/16			Amount	Percent
Taxes	\$	21,887,336	\$	22,496,419	\$	23,252,783	\$	0	\$ (22,496,419)	-100.00%
Fines, Forfeitures & Penalties		3,338		0		4,068		0	0	0.00
Intergovernmental Revenues		4,151,082		4,160,000		4,151,004		0	(4,160,000)	-100.00
Other Financing Sources		19,810,831		25,300,000		24,214,735		11,245,000	(14,055,000)	-55.55
<b>Total Revenues</b>		45,852,587		51,956,419		51,622,590		11,245,000	(40,711,419)	-78.36
Other Charges		24,993,281		40,447,910		40,400,867		5,860,785	(34,587,125)	-85.51
Other Financing Uses		20,859,306		11,508,509		11,221,724		5,384,215	(6,124,294)	-53.22
<b>Total Requirements</b>		45,852,587		51,956,419		51,622,590		11,245,000	(40,711,419)	-78.36
<b>Net County Cost</b>	\$	0	\$	0	\$	0	\$	0	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 017 - County Executive Office

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Intergovernmental Revenues	\$ 0	\$ 0	\$ 3,719	\$ 0	\$ 0	0.00%
Charges For Services	2,117,411	5,120,579	1,997,134	4,142,963	(977,616)	-19.09
Miscellaneous Revenues	159,838	136,500	127,947	136,500	0	0.00
Other Financing Sources	200,000	0	0	0	0	0.00
<b>Total Revenues</b>	2,477,248	5,257,079	2,128,801	4,279,463	(977,616)	-18.60
Salaries & Benefits	14,396,159	15,734,196	15,297,842	16,376,639	642,443	4.08
Services & Supplies	6,227,700	8,537,327	8,322,953	7,185,578	(1,351,749)	-15.83
Services & Supplies Reimbursements	(247,518)	0	(240,173)	(206,300)	(206,300)	0.00
Other Charges	473	3,912	216	3,532	(380)	-9.71
Equipment	(5,911)	0	0	0	0	0.00
Intrafund Transfers	(3,689,138)	(2,397,366)	(4,876,227)	(2,138,935)	258,431	-10.78
<b>Total Requirements</b>	16,681,765	21,878,069	18,504,610	21,220,514	(657,555)	-3.01
<b>Net County Cost</b>	\$ 14,204,517	\$ 16,620,990	\$ 16,375,810	\$ 16,941,051	\$ 320,061	1.93%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Government & Community Relations:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 196,591	\$ 109,900	\$ 334,199	\$ 146,247	\$ 36,347	33.07%
Miscellaneous Revenues	(15,677)	6,500	913	0	(6,500)	-100.00
<b>Total Revenues</b>	180,914	116,400	335,112	146,247	29,847	25.64
Salaries & Benefits	2,787,081	2,927,710	2,597,785	2,818,189	(109,521)	-3.74
Services & Supplies	3,842,868	4,508,201	5,189,292	1,868,042	(2,640,159)	-58.56
Other Charges	0	1,113	0	0	(1,113)	-100.00
Intrafund Transfers	(132,047)	(98,941)	(674,745)	(39,741)	59,200	-59.83
<b>Total Requirements</b>	6,497,902	7,338,083	7,112,332	4,646,490	(2,691,593)	-36.68
<b>Net County Cost</b>	\$ 6,316,987	\$ 7,221,683	\$ 6,777,220	\$ 4,500,243	\$ (2,721,440)	-37.68%

### Final Budget Summary of Human Resource Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Miscellaneous Revenues	\$ 197	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
<b>Total Revenues</b>	197	0	0	0	0	0.00
Salaries & Benefits	370,067	381,124	506,414	350,979	(30,145)	-7.91
Services & Supplies	3,742	9,840	6,527	8,500	(1,340)	-13.62
Equipment	(5,911)	0	0	0	0	0.00
Intrafund Transfers	(97,997)	(102,481)	(183,842)	(122,258)	(19,777)	19.30
<b>Total Requirements</b>	269,901	288,483	329,099	237,221	(51,262)	-17.77
<b>Net County Cost</b>	\$ 269,704	\$ 288,483	\$ 329,099	\$ 237,221	\$ (51,262)	-17.77%

### Final Budget Summary of Information Technology:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 0	\$ 0	\$ 4,827	\$ 0	\$ 0	0.00%
Miscellaneous Revenues	0	0	638	0	0	0.00
<b>Total Revenues</b>	0	0	5,465	0	0	0.00
Salaries & Benefits	788,252	566,562	616,781	385,237	(181,325)	-32.00
Services & Supplies	367,760	512,428	423,741	38,785	(473,643)	-92.43
Intrafund Transfers	(48,261)	0	(49,139)	0	0	0.00
<b>Total Requirements</b>	1,107,751	1,078,990	991,383	424,022	(654,968)	-60.70
<b>Net County Cost</b>	\$ 1,107,751	\$ 1,078,990	\$ 985,918	\$ 424,022	\$ (654,968)	-60.70%

### Final Budget Summary of Finance:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Intergovernmental Revenues	\$ 0	\$ 0	\$ 3,719	\$ 0	\$ 0	0.00%
Charges For Services	1,370,269	2,281,252	1,243,059	1,217,289	(1,063,963)	-46.64
Miscellaneous Revenues	175,014	130,000	124,581	136,500	6,500	5.00
<b>Total Revenues</b>	1,545,283	2,411,252	1,371,360	1,353,789	(1,057,463)	-43.86
Salaries & Benefits	5,702,221	6,290,340	6,207,950	6,750,953	460,613	7.32
Services & Supplies	1,487,237	2,264,206	1,375,106	4,124,110	1,859,904	82.14
Services & Supplies Reimbursements	(247,518)	0	(240,173)	(206,300)	(206,300)	0.00

## Final Budget Summary of Finance:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Other Charges	0	0	0	1,117	1,117	0.00
Intrafund Transfers	(611,978)	(349,026)	(233,929)	(180,918)	168,108	-48.16
<b>Total Requirements</b>	6,329,962	8,205,520	7,108,954	10,488,962	2,283,442	27.83
<b>Net County Cost</b>	\$ 4,784,679	\$ 5,794,268	\$ 5,737,594	\$ 9,135,173	\$ 3,340,905	57.66%

## Final Budget Summary of Real Estate:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 550,550	\$ 2,729,427	\$ 415,048	\$ 2,779,427	\$ 50,000	1.83%
Miscellaneous Revenues	304	0	1,777	0	0	0.00
Other Financing Sources	200,000	0	0	0	0	0.00
<b>Total Revenues</b>	750,854	2,729,427	416,826	2,779,427	50,000	1.83
Salaries & Benefits	4,044,495	4,603,049	4,565,578	5,023,743	420,694	9.14
Services & Supplies	466,048	1,104,943	1,301,938	1,092,106	(12,837)	-1.16
Other Charges	473	2,799	216	2,415	(384)	-13.72
Intrafund Transfers	(2,798,855)	(1,846,918)	(3,721,799)	(1,796,018)	50,900	-2.76
<b>Total Requirements</b>	1,712,162	3,863,873	2,145,933	4,322,246	458,373	11.86
<b>Net County Cost</b>	\$ 961,307	\$ 1,134,446	\$ 1,729,107	\$ 1,542,819	\$ 408,373	36.00%

## Final Budget Summary of Operations:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Miscellaneous Revenues	\$ 0	\$ 0	\$ 38	\$ 0	\$ 0	0.00%
<b>Total Revenues</b>	0	0	38	0	0	0.00
Salaries & Benefits	704,043	965,411	803,333	1,047,538	82,127	8.51
Services & Supplies	60,045	137,709	26,350	54,035	(83,674)	-60.76
Intrafund Transfers	0	0	(12,774)	0	0	0.00
<b>Total Requirements</b>	764,089	1,103,120	816,909	1,101,573	(1,547)	-0.14
<b>Net County Cost</b>	\$ 764,089	\$ 1,103,120	\$ 816,872	\$ 1,101,573	\$ (1,547)	-0.14%

## 019 - Capital Acquisition Financing

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Miscellaneous Revenues	\$ 4,984,255		\$ 4,981,041		\$ 4,981,357		\$ 4,979,490		\$ (1,551)	-0.03%
<b>Total Revenues</b>	4,984,255		4,981,041		4,981,357		4,979,490		(1,551)	-0.03
Services & Supplies	11,463		28,000		18,935		28,154		154	0.55
Services & Supplies Reimbursements	(400)		(500)		0		(400)		100	-20.00
Other Charges	5,829,138		5,825,770		5,825,743		5,823,965		(1,805)	-0.03
<b>Total Requirements</b>	5,840,201		5,853,270		5,844,678		5,851,719		(1,551)	-0.03
<b>Net County Cost</b>	\$ 855,946		\$ 872,229		\$ 863,321		\$ 872,229		\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 022 - Prepaid Pension Obligation

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 417	\$ 0	\$ 369	\$ 0	\$ 0	0.00%
Miscellaneous Revenues	11,647	0	1,589	0	0	0.00
Other Financing Sources	0	550,000	0	0	(550,000)	-100.00
<b>Total Revenues</b>	12,064	550,000	1,958	0	(550,000)	-100.00
Services & Supplies Reimbursements	(72,160)	(56,664)	(77,729)	(80,100)	(23,436)	41.36
Other Charges	4,367,558	3,668,149	3,668,148	4,005,000	336,851	9.18
Intrafund Transfers	(3,148,559)	(3,061,485)	(3,589,453)	(3,924,900)	(863,415)	28.20
<b>Total Requirements</b>	1,146,839	550,000	966	0	(550,000)	-100.00
<b>Net County Cost</b>	\$ 1,134,774	\$ 0	\$ (991)	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 025 - County Counsel

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Charges For Services	\$ 2,624,116	\$	3,263,874	\$	2,851,852	\$	2,966,500	\$	(297,374)	-9.11%
Miscellaneous Revenues	3,747		5,000		1,879		1,000		(4,000)	-80.00
<b>Total Revenues</b>	2,627,863		3,268,874		2,853,731		2,967,500		(301,374)	-9.22
Salaries & Benefits	18,582,841		17,883,616		17,875,589		17,678,972		(204,644)	-1.14
Services & Supplies	5,826,515		8,427,473		6,959,786		5,911,500		(2,515,973)	-29.85
Other Charges	0		24,200		23,200		0		(24,200)	-100.00
Intrafund Transfers	(10,394,612)		(10,328,500)		(11,230,273)		(10,716,872)		(388,372)	3.76
<b>Total Requirements</b>	14,014,745		16,006,788		13,628,301		12,873,600		(3,133,188)	-19.57
<b>Net County Cost</b>	\$ 11,386,881	\$	12,737,914	\$	10,774,570	\$	9,906,100	\$	(2,831,814)	-22.23%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Executive Management:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Salaries & Benefits	\$ 416,356	\$	400,170	\$	440,453	\$	406,278	\$	6,108	1.53%
Services & Supplies	565		0		1,564		0		0	0.00
<b>Total Requirements</b>	416,921		400,170		442,017		406,278		6,108	1.53
<b>Net County Cost</b>	\$ 416,921	\$	400,170	\$	442,017	\$	406,278	\$	6,108	1.53%

### Final Budget Summary of DA-PA/Probate, Litigation & PG/Mental Health:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Charges For Services	\$ 2,377,926	\$	2,968,874	\$	2,734,372	\$	2,874,500	\$	(94,374)	-3.18%
Miscellaneous Revenues	869		0		164		0		0	0.00
<b>Total Revenues</b>	2,378,795		2,968,874		2,734,536		2,874,500		(94,374)	-3.18
Salaries & Benefits	5,569,387		5,106,374		4,515,084		3,304,488		(1,801,886)	-35.29
Services & Supplies	68,864		6,115,811		4,888,208		3,510,000		(2,605,811)	-42.61
Other Charges	0		23,200		23,200		0		(23,200)	-100.00
Intrafund Transfers	(2,709,596)		(2,861,500)		(3,336,024)		(3,060,900)		(199,400)	6.97
<b>Total Requirements</b>	2,928,655		8,383,885		6,090,467		3,753,588		(4,630,297)	-55.23
<b>Net County Cost</b>	\$ 549,861	\$	5,415,011	\$	3,355,931	\$	879,088	\$	(4,535,923)	-83.77%

**Final Budget Summary of Child Protective Svcs. & Appeals and HR & Govt Services:**

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 245,762	\$ 295,000	\$ 117,480	\$ 92,000	\$ (203,000)	-68.81%
Miscellaneous Revenues	1,587	5,000	1,051	1,000	(4,000)	-80.00
<b>Total Revenues</b>	247,349	300,000	118,531	93,000	(207,000)	-69.00
Salaries & Benefits	6,568,826	5,955,134	5,918,889	5,578,858	(376,276)	-6.32
Services & Supplies	4,363,483	528,852	362,448	244,310	(284,542)	-53.80
Other Charges	0	1,000	0	0	(1,000)	-100.00
Intrafund Transfers	(7,685,016)	(7,467,000)	(7,894,249)	(7,566,185)	(99,185)	1.33
<b>Total Requirements</b>	3,247,293	(982,015)	(1,612,913)	(1,743,017)	(761,003)	77.49
<b>Net County Cost</b>	\$ 2,999,944	\$ (1,282,015)	\$ (1,731,443)	\$ (1,836,017)	\$ (554,003)	43.21%

**Final Budget Summary of Administration and Support Services:**

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 429	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Miscellaneous Revenues	1,290	0	664	0	0	0.00
<b>Total Revenues</b>	1,719	0	664	0	0	0.00
Salaries & Benefits	2,529,743	3,355,334	2,612,801	2,854,378	(500,956)	-14.93
Services & Supplies	1,391,862	1,782,810	1,701,012	2,156,190	373,380	20.94
<b>Total Requirements</b>	3,921,605	5,138,144	4,313,814	5,010,568	(127,576)	-2.48
<b>Net County Cost</b>	\$ 3,919,886	\$ 5,138,144	\$ 4,313,149	\$ 5,010,568	\$ (127,576)	-2.48%

**Final Budget Summary of Finance/Administration, Government Services & Human Resources:**

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Salaries & Benefits	\$ 3,498,529	\$ 3,066,604	\$ 4,388,362	\$ 5,534,970	\$ 2,468,366	80.49%
Services & Supplies	1,742	0	6,554	1,000	1,000	0.00
Intrafund Transfers	0	0	0	(89,787)	(89,787)	0.00
<b>Total Requirements</b>	3,500,271	3,066,604	4,394,916	5,446,183	2,379,579	77.60
<b>Net County Cost</b>	\$ 3,500,271	\$ 3,066,604	\$ 4,394,916	\$ 5,446,183	\$ 2,379,579	77.60%



## 026 - District Attorney

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 870,261	\$ 77,500	\$ 80,337	\$ 66,000	\$ (11,500)	-14.84%
Intergovernmental Revenues	70,187,959	71,880,561	69,870,417	72,693,024	812,463	1.13
Charges For Services	3,777,028	2,520,931	3,137,796	2,789,469	268,538	10.65
Miscellaneous Revenues	246,334	850	167,048	25,111	24,261	2,854.24
Other Financing Sources	10,177,288	12,214,898	10,934,606	7,050,590	(5,164,308)	-42.28
<b>Total Revenues</b>	<b>85,258,870</b>	<b>86,694,740</b>	<b>84,190,204</b>	<b>82,624,194</b>	<b>(4,070,546)</b>	<b>-4.70</b>
Salaries & Benefits	121,741,634	126,219,461	123,426,376	129,342,237	3,122,776	2.47
Services & Supplies	15,766,907	13,743,303	12,495,588	14,095,646	352,343	2.56
Other Charges	2,008,968	2,034,599	2,034,599	2,069,845	35,246	1.73
Equipment	420,074	664,789	626,854	929,000	264,211	39.74
Other Financing Uses	317,555	586,143	586,143	144,175	(441,968)	-75.40
Intrafund Transfers	(6,771,114)	(7,809,081)	(7,445,973)	(7,809,081)	0	0.00
<b>Total Requirements</b>	<b>133,484,023</b>	<b>135,439,214</b>	<b>131,723,587</b>	<b>138,771,822</b>	<b>3,332,608</b>	<b>2.46</b>
<b>Net County Cost</b>	<b>\$ 48,225,154</b>	<b>\$ 48,744,474</b>	<b>\$ 47,533,382</b>	<b>\$ 56,147,628</b>	<b>\$ 7,403,154</b>	<b>15.19%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Administrative Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Intergovernmental Revenues	\$ 19,483,796	\$ 19,804,343	\$ 19,134,208	\$ 20,290,913	\$ 486,570	2.46%
Charges For Services	154,659	164,967	141,317	172,495	7,528	4.56
Miscellaneous Revenues	122,716	500	146,525	500	0	0.00
Other Financing Sources	332	0	31	0	0	0.00
<b>Total Revenues</b>	<b>19,761,503</b>	<b>19,969,810</b>	<b>19,422,081</b>	<b>20,463,908</b>	<b>494,098</b>	<b>2.47</b>
Salaries & Benefits	13,792,301	15,005,636	15,084,704	16,252,336	1,246,700	8.31
Services & Supplies	6,569,266	6,892,187	6,830,450	6,938,539	46,352	0.67
Other Charges	2,008,968	2,034,334	2,034,333	2,069,845	35,511	1.75
Equipment	372,261	569,789	566,834	869,000	299,211	52.51
Other Financing Uses	317,555	567,343	567,343	80,000	(487,343)	-85.90
Intrafund Transfers	(1,485,273)	(1,605,227)	(1,631,959)	(1,605,227)	0	0.00
<b>Total Requirements</b>	<b>21,575,078</b>	<b>23,464,062</b>	<b>23,451,705</b>	<b>24,604,493</b>	<b>1,140,431</b>	<b>4.86</b>
<b>Net County Cost</b>	<b>\$ 1,813,575</b>	<b>\$ 3,494,252</b>	<b>\$ 4,029,624</b>	<b>\$ 4,140,585</b>	<b>\$ 646,333</b>	<b>18.50%</b>

### Final Budget Summary of Bureau Of Investigation:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Intergovernmental Revenues	\$ 20,707,657	\$ 21,050,116	\$ 20,402,900	\$ 21,567,095	\$ 516,979	2.46%
Charges For Services	682,161	565,142	687,922	577,824	12,682	2.24
Miscellaneous Revenues	49,052	300	8	0	(300)	-100.00
<b>Total Revenues</b>	21,438,870	21,615,558	21,090,830	22,144,919	529,361	2.45
Salaries & Benefits	40,531,181	43,980,517	43,507,324	47,626,349	3,645,832	8.29
Services & Supplies	1,842,380	2,354,605	1,890,988	2,079,077	(275,528)	-11.70
Other Charges	0	265	266	0	(265)	-100.00
Equipment	47,813	60,000	48,467	60,000	0	0.00
Other Financing Uses	0	18,800	18,800	64,175	45,375	241.36
Intrafund Transfers	(4,526,892)	(5,279,691)	(4,878,386)	(5,279,691)	0	0.00
<b>Total Requirements</b>	37,894,482	41,134,496	40,587,459	44,549,910	3,415,414	8.30
<b>Net County Cost</b>	\$ 16,455,612	\$ 19,518,938	\$ 19,496,629	\$ 22,404,991	\$ 2,886,053	14.79%

### Final Budget Summary of Prosecution:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 870,261	\$ 77,500	\$ 80,337	\$ 66,000	\$ (11,500)	-14.84%
Intergovernmental Revenues	29,996,506	31,026,102	30,333,309	30,835,016	(191,086)	-0.62
Charges For Services	2,940,208	1,790,822	2,308,557	2,039,150	248,328	13.87
Miscellaneous Revenues	74,566	50	20,516	24,611	24,561	49,122.00
Other Financing Sources	10,176,956	12,214,898	10,934,575	7,050,590	(5,164,308)	-42.28
<b>Total Revenues</b>	44,058,497	45,109,372	43,677,294	40,015,367	(5,094,005)	-11.29
Salaries & Benefits	67,418,152	67,233,308	64,834,347	65,463,552	(1,769,756)	-2.63
Services & Supplies	7,355,260	4,496,511	3,774,150	5,078,030	581,519	12.93
Equipment	0	35,000	11,554	0	(35,000)	-100.00
Intrafund Transfers	(758,949)	(924,163)	(935,628)	(924,163)	0	0.00
<b>Total Requirements</b>	74,014,463	70,840,656	67,684,423	69,617,419	(1,223,237)	-1.73
<b>Net County Cost</b>	\$ 29,955,966	\$ 25,731,284	\$ 24,007,129	\$ 29,602,052	\$ 3,870,768	15.04%

## 027 - Child Support Services

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016	FY 2015-2016	Change from FY 2015-2016						
	Actual Exp/Rev		Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget					
	As of 6/30/16		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent				
Intergovernmental Revenues	\$	55,115,095	\$	55,590,912	\$	54,298,313	\$	55,590,912	\$	0	0.00%
Miscellaneous Revenues		1,745		0		3,947		0		0	0.00
Other Financing Sources		324,231		1,909,088		1,053,802		3,509,088		1,600,000	83.81
Total Revenues		55,441,071		57,500,000		55,356,062		59,100,000		1,600,000	2.78
Salaries & Benefits		43,758,432		45,414,304		43,599,168		46,519,401		1,105,097	2.43
Services & Supplies		10,077,510		10,314,571		10,127,641		10,512,699		198,128	1.92
Other Charges		1,620,218		1,641,125		1,641,124		1,682,936		41,811	2.55
Equipment		22,413		65,000		51,669		121,000		56,000	86.15
Structures & Improvements		0		65,000		0		278,000		213,000	327.69
Other Financing Uses		0		0		0		15,964		15,964	0.00
Intrafund Transfers		(30,944)		0		(35,363)		(30,000)		(30,000)	0.00
Total Requirements		55,447,629		57,500,000		55,384,239		59,100,000		1,600,000	2.78
Net County Cost	\$	6,558	\$	0	\$	28,176	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Case Management Operations:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016	FY 2015-2016	Change from FY 2015-2016	
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Miscellaneous Revenues	\$ 24	\$ 0	\$ 106	\$ 0	\$ 0	0.00%
Total Revenues	24	0	106	0	0	0.00
Salaries & Benefits	27,071,650	27,516,079	26,907,117	27,350,496	(165,583)	-0.60
Services & Supplies	38,636	0	51,178	0	0	0.00
Total Requirements	27,110,286	27,516,079	26,958,295	27,350,496	(165,583)	-0.60
Net County Cost	\$ 27,110,262	\$ 27,516,079	\$ 26,958,189	\$ 27,350,496	\$ (165,583)	-0.60%

### Final Budget Summary of Legal Services:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual	Exp/Rev	Budget	As of 6/30/16	Actual Exp/Rev <sup>(1)</sup>	As of 6/30/16	Final Budget		Budget	
									Amount	Percent
Salaries & Benefits	\$	8,346,636	\$	8,358,898	\$	7,730,763	\$	8,340,039	\$ (18,859)	-0.23%
Services & Supplies		29,112		0		24,219		0	0	0.00
<b>Total Requirements</b>		8,375,748		8,358,898		7,754,982		8,340,039	(18,859)	-0.23
<b>Net County Cost</b>	\$	8,375,748	\$	8,358,898	\$	7,754,982	\$	8,340,039	\$ (18,859)	-0.23%

### Final Budget Summary of Administrative Support Services:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual	Exp/Rev	Budget	As of 6/30/16	Actual Exp/Rev <sup>(1)</sup>	As of 6/30/16	Final Budget		Budget	
									Amount	Percent
Intergovernmental Revenues	\$	55,115,095	\$	55,590,912	\$	54,298,313	\$	55,590,912	\$ 0	0.00%
Miscellaneous Revenues		1,721		0		3,841		0	0	0.00
Other Financing Sources		324,231		1,909,088		1,053,802		3,509,088	1,600,000	83.81
<b>Total Revenues</b>		55,441,047		57,500,000		55,355,956		59,100,000	1,600,000	2.78
Salaries & Benefits		8,340,146		9,539,327		8,961,287		10,828,866	1,289,539	13.52
Services & Supplies		10,009,762		10,314,571		10,052,244		10,512,699	198,128	1.92
Other Charges		1,620,218		1,641,125		1,641,124		1,682,936	41,811	2.55
Equipment		22,413		65,000		51,669		121,000	56,000	86.15
Structures & Improvements		0		65,000		0		278,000	213,000	327.69
Other Financing Uses		0		0		0		15,964	15,964	0.00
Intrafund Transfers		(30,944)		0		(35,363)		(30,000)	(30,000)	0.00
<b>Total Requirements</b>		19,961,594		21,625,023		20,670,961		23,409,465	1,784,442	8.25
<b>Net County Cost</b>	\$	(35,479,453)	\$	(35,874,977)	\$	(34,684,995)	\$	(35,690,535)	\$ 184,442	-0.51%

## 029 - District Attorney - Public Administrator

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 41,490	\$	50,000	\$	63,544	\$	50,000	\$	0	0.00%
Charges For Services	764,863		973,260		960,830		978,233		4,973	0.51
<b>Total Revenues</b>	806,353		1,023,260		1,024,373		1,028,233		4,973	0.49
Salaries & Benefits	862,382		1,914,081		1,539,728		1,931,315		17,234	0.90
Services & Supplies	1,085,585		1,192,400		997,825		1,305,606		113,206	9.49
Other Charges	1,564		5,463		0		1,677		(3,786)	-69.30
Other Financing Uses	0		49,062		12,870		0		(49,062)	-100.00
Intrafund Transfers	(61,932)		0		(157,627)		(80,000)		(80,000)	0.00
<b>Total Requirements</b>	1,887,599		3,161,006		2,392,796		3,158,598		(2,408)	-0.08
<b>Net County Cost</b>	\$ 1,081,246	\$	2,137,746	\$	1,368,423	\$	2,130,365	\$	(7,381)	-0.35%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 030 - Health Care Agency - Public Guardian

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 0	\$ 24,200	\$ 52,793	\$ 26,396	\$ 2,196	9.07%
Intergovernmental Revenues	324,698	535,000	57,635	117,491	(417,509)	-78.04
Charges For Services	999,479	1,109,827	779,436	962,585	(147,242)	-13.27
Other Financing Sources	258	550	65	400	(150)	-27.27
<b>Total Revenues</b>	<b>1,324,435</b>	<b>1,669,577</b>	<b>889,929</b>	<b>1,106,872</b>	<b>(562,705)</b>	<b>-33.70</b>
Salaries & Benefits	4,330,310	3,933,422	3,596,668	3,600,145	(333,277)	-8.47
Services & Supplies	3,007,350	3,560,048	3,066,664	3,623,445	63,397	1.78
Services & Supplies Reimbursements	0	(3,500)	0	(3,500)	0	0.00
Other Charges	14,534	6,378	4,040	13,835	7,457	116.92
Equipment	0	30,000	0	0	(30,000)	-100.00
Other Financing Uses	0	50,639	14,601	0	(50,639)	-100.00
Intrafund Transfers	(1,779,763)	(1,444,430)	(1,394,031)	(1,619,443)	(175,013)	12.12
<b>Total Requirements</b>	<b>5,572,431</b>	<b>6,132,557</b>	<b>5,287,942</b>	<b>5,614,482</b>	<b>(518,075)</b>	<b>-8.45</b>
<b>Net County Cost</b>	<b>\$ 4,247,996</b>	<b>\$ 4,462,980</b>	<b>\$ 4,398,013</b>	<b>\$ 4,507,610</b>	<b>\$ 44,630</b>	<b>1.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 031 - Registrar of Voters

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Fines, Forfeitures & Penalties	\$ 10,814	\$	2,500	\$	2,162	\$	2,500	\$	0	0.00%
Intergovernmental Revenues	119,845		324,868		273,908		100,000		(224,868)	-69.22
Charges For Services	5,367,418		1,272,180		1,107,358		4,880,280		3,608,100	283.62
Miscellaneous Revenues	16,260		9,000		17,328		7,400		(1,600)	-17.78
Other Financing Sources	0		0		127		0		0	0.00
<b>Total Revenues</b>	5,514,337		1,608,548		1,400,883		4,990,180		3,381,632	210.23
Salaries & Benefits	6,184,831		6,658,719		6,275,807		6,807,593		148,874	2.24
Services & Supplies	8,721,680		7,990,294		7,187,735		8,838,266		847,972	10.61
Services & Supplies Reimbursements	0		0		(163)		0		0	0.00
Other Charges	0		8,898		8,876		8,591		(307)	-3.45
Equipment	155,881		191,709		191,595		18,000		(173,709)	-90.61
Intrafund Transfers	0		(110,689)		(120)		0		110,689	-100.00
<b>Total Requirements</b>	15,062,392		14,738,931		13,663,730		15,672,450		933,519	6.33
<b>Net County Cost</b>	\$ 9,548,054	\$	13,130,383	\$	12,262,847	\$	10,682,270	\$	(2,448,113)	-18.64%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Registrar Of Voters:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Intergovernmental Revenues	\$ 0	\$	0	\$	70,527	\$	0	\$	0	0.00%
Charges For Services	0		0		3,585		0		0	0.00
Miscellaneous Revenues	11,369		1,000		1,902		600		(400)	-40.00
<b>Total Revenues</b>	11,369		1,000		76,013		600		(400)	-40.00
Salaries & Benefits	625,199		427,773		428,942		425,171		(2,602)	-0.61
Services & Supplies	572,414		786,216		455,333		947,037		160,821	20.46
Services & Supplies Reimbursements	0		0		(163)		0		0	0.00
Other Charges	0		8,398		0		8,591		193	2.30
Equipment	124,470		(472)		(472)		0		472	-100.00
Intrafund Transfers	0		(110,689)		(120)		0		110,689	-100.00
<b>Total Requirements</b>	1,322,083		1,111,226		883,520		1,380,799		269,573	24.26
<b>Net County Cost</b>	\$ 1,310,714	\$	1,110,226	\$	807,507	\$	1,380,199	\$	269,973	24.32%

### Final Budget Summary of Administrative Services:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget		Budget Amount	Percent
Intergovernmental Revenues	\$ 73,238	\$	85,000	\$ 58,714	\$ 85,000	\$	0	0.00%
Charges For Services	(5,693)		0	3,165	0		0	0.00
Miscellaneous Revenues	(2,546)		2,000	5,092	1,200		(800)	-40.00
Other Financing Sources	0		0	127	0		0	0.00
<b>Total Revenues</b>	64,999		87,000	67,097	86,200		(800)	-0.92
Salaries & Benefits	506,289		546,895	181,549	684,529		137,634	25.17
Services & Supplies	667,187		727,132	815,242	833,161		106,029	14.58
Other Charges	0		500	8,876	0		(500)	-100.00
<b>Total Requirements</b>	1,173,477		1,274,527	1,005,667	1,517,690		243,163	19.08
<b>Net County Cost</b>	\$ 1,108,478	\$	1,187,527	\$ 938,570	\$ 1,431,490	\$	243,963	20.54%

### Final Budget Summary of Election Services:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget		Budget Amount	Percent
Intergovernmental Revenues	\$ 46,607	\$	239,868	\$ 144,668	\$ 15,000	\$	(224,868)	-93.75%
Charges For Services	4,969,358		894,180	895,780	4,551,280		3,657,100	408.99
Miscellaneous Revenues	7,274		6,000	10,178	5,600		(400)	-6.67
<b>Total Revenues</b>	5,023,239		1,140,048	1,050,626	4,571,880		3,431,832	301.03
Salaries & Benefits	1,792,139		2,596,633	2,165,978	2,018,046		(578,587)	-22.28
Services & Supplies	5,955,180		5,092,109	4,605,557	5,543,165		451,056	8.86
Equipment	31,411		114,768	114,870	0		(114,768)	-100.00
<b>Total Requirements</b>	7,778,730		7,803,510	6,886,405	7,561,211		(242,299)	-3.11
<b>Net County Cost</b>	\$ 2,755,491	\$	6,663,462	\$ 5,835,780	\$ 2,989,331	\$	(3,674,131)	-55.14%

### Final Budget Summary of Information & Technology:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget		Budget Amount	Percent
Charges For Services	\$ 29,960	\$	24,000	\$ 22,414	\$ 14,400	\$	(9,600)	-40.00%
Miscellaneous Revenues	0		0	157	0		0	0.00
<b>Total Revenues</b>	29,960		24,000	22,570	14,400		(9,600)	-40.00
Salaries & Benefits	1,691,398		1,618,698	1,684,884	1,824,212		205,514	12.70
Services & Supplies	1,163,475		1,184,578	1,192,056	1,207,583		23,005	1.94
Equipment	0		0	0	18,000		18,000	0.00
<b>Total Requirements</b>	2,854,874		2,803,276	2,876,940	3,049,795		246,519	8.79
<b>Net County Cost</b>	\$ 2,824,914	\$	2,779,276	\$ 2,854,370	\$ 3,035,395	\$	256,119	9.22%



### Final Budget Summary of Candidate & Voter Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 10,814	\$ 2,500	\$ 2,162	\$ 2,500	\$ 0	0.00%
Charges For Services	373,792	354,000	182,415	314,600	(39,400)	-11.13
Miscellaneous Revenues	164	0	0	0	0	0.00
<b>Total Revenues</b>	384,771	356,500	184,577	317,100	(39,400)	-11.05
Salaries & Benefits	857,917	755,566	933,712	986,501	230,935	30.56
Services & Supplies	348,724	123,320	109,991	123,320	0	0.00
Equipment	0	77,413	77,197	0	(77,413)	-100.00
<b>Total Requirements</b>	1,206,640	956,299	1,120,901	1,109,821	153,522	16.05
<b>Net County Cost</b>	\$ 821,870	\$ 599,799	\$ 936,324	\$ 792,721	\$ 192,922	32.16%

### Final Budget Summary of Community Outreach:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Salaries & Benefits	\$ 711,889	\$ 713,154	\$ 880,741	\$ 869,134	\$ 155,980	21.87%
Services & Supplies	14,700	76,939	9,556	184,000	107,061	139.15
<b>Total Requirements</b>	726,589	790,093	890,297	1,053,134	263,041	33.29
<b>Net County Cost</b>	\$ 726,589	\$ 790,093	\$ 890,297	\$ 1,053,134	\$ 263,041	33.29%

## 032 - Emergency Management Division

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Intergovernmental Revenues	\$ 1,866,005	\$	2,385,723	\$	1,766,177	\$	1,282,638	\$	(1,103,085)	-46.24%
Charges For Services	16,484		0		0		0		0	0.00
Miscellaneous Revenues	0		800,000		837,938		729,240		(70,760)	-8.85
Other Financing Sources	0		0		0		984,000		984,000	0.00
<b>Total Revenues</b>	1,882,489		3,185,723		2,604,115		2,995,878		(189,845)	-5.96
Salaries & Benefits	2,005,616		2,251,388		2,193,170		2,371,584		120,196	5.34
Services & Supplies	725,105		912,410		725,905		826,598		(85,812)	-9.40
Equipment	24,336		0		63,914		350,000		350,000	0.00
Structures & Improvements	0		0		0		550,000		550,000	0.00
Other Financing Uses	0		1,200,000		746,000		100,000		(1,100,000)	-91.67
Intrafund Transfers	(2,930)		0		(12,236)		0		0	0.00
<b>Total Requirements</b>	2,752,128		4,363,798		3,716,752		4,198,182		(165,616)	-3.80
<b>Net County Cost</b>	\$ 869,639	\$	1,178,075	\$	1,112,637	\$	1,202,304	\$	24,229	2.06%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 034 - OC Watersheds

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 0	\$ 0	\$ 0	\$ 7,500	\$ 7,500	0.00%
Intergovernmental Revenues	5,223,483	7,427,888	5,027,090	7,375,106	(52,782)	-0.71
Charges For Services	3,673,497	4,816,280	3,631,455	4,803,258	(13,022)	-0.27
Miscellaneous Revenues	456	0	7,540	0	0	0.00
Other Financing Sources	3,102,576	3,447,025	2,034,194	3,426,721	(20,304)	-0.59
<b>Total Revenues</b>	12,000,012	15,691,193	10,700,279	15,612,585	(78,608)	-0.50
Salaries & Benefits	4,787,713	5,291,140	4,912,996	5,312,828	21,688	0.41
Services & Supplies	6,561,458	9,739,279	6,423,176	9,634,290	(104,989)	-1.08
Other Charges	733,388	383,467	18,496	418,467	35,000	9.13
Equipment	0	253,827	241,325	317,000	63,173	24.89
Structures & Improvements	0	100,000	0	0	(100,000)	-100.00
Intrafund Transfers	(352,385)	(76,520)	(262,987)	(70,000)	6,520	-8.52
<b>Total Requirements</b>	11,730,174	15,691,193	11,333,006	15,612,585	(78,608)	-0.50
<b>Net County Cost</b>	\$ (269,837)	\$ 0	\$ 632,727	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 036 - Capital Projects

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Intergovernmental Revenues	\$ 0	\$	50,000	\$	50,000	\$	50,000	\$	0	0.00%
Charges For Services	0		0		187,757		0		0	0.00
Miscellaneous Revenues	1,494		0		1,010		0		0	0.00
Other Financing Sources	892,096		23,168,247		12,286,767		37,510,901		14,342,654	61.91
<b>Total Revenues</b>	893,590		23,218,247		12,525,534		37,560,901		14,342,654	61.77
Services & Supplies	6,515,209		5,842,353		6,364,916		23,077,442		17,235,089	295.00
Land	0		3,525,000		3,316,930		0		(3,525,000)	-100.00
Structures & Improvements	15,506,215		18,236,519		6,426,594		22,812,985		4,576,466	25.10
Other Financing Uses	13,538,196		19,908,524		19,908,019		7,406,760		(12,501,764)	-62.80
Intrafund Transfers	0		0		(8,407)		0		0	0.00
<b>Total Requirements</b>	35,559,620		47,512,396		36,008,052		53,297,187		5,784,791	12.18
<b>Net County Cost</b>	\$ 34,666,030	\$	24,294,149	\$	23,482,517	\$	15,736,286	\$	(8,557,863)	-35.23%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 037 - I.T. Support Services

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
				As of 6/30/16		As of 6/30/16			Amount	Percent
Charges For Services	\$	5,342	\$	972,081	\$	972,081	\$	766,960	\$ (205,121)	-21.10%
<b>Total Revenues</b>		5,342		972,081		972,081		766,960	(205,121)	-21.10
Salaries & Benefits		2,036,630		7,606,466		7,606,466		11,243,747	3,637,281	47.82
Services & Supplies		7,606		497,829		493,000		626,452	128,623	25.84
Intrafund Transfers		(2,038,894)		(7,132,214)		(7,132,213)		(11,103,239)	(3,971,025)	55.68
<b>Total Requirements</b>		5,342		972,081		967,253		766,960	(205,121)	-21.10
<b>Net County Cost</b>	\$	0	\$	0	\$	(4,828)	\$	0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 038 - Data Systems Development Projects

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Other Financing Sources	\$ 0	\$	4,290,000	\$	790,000	\$	3,665,200	\$	(624,800)	-14.56%
<b>Total Revenues</b>	0		4,290,000		790,000		3,665,200		(624,800)	-14.56
Services & Supplies	2,536,437		5,432,000		965,459		5,363,636		(68,364)	-1.26
Equipment	61,711		50,000		0		950,000		900,000	1,800.00
Other Financing Uses	1,352,410		4,243,507		4,227,610		570,846		(3,672,661)	-86.55
Special Items	0		594,404		0		1,351,564		757,160	127.38
<b>Total Requirements</b>	3,950,558		10,319,911		5,193,069		8,236,046		(2,083,865)	-20.19
<b>Net County Cost</b>	\$ 3,950,558	\$	6,029,911	\$	4,403,069	\$	4,570,846	\$	(1,459,065)	-24.20%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 039 - IBM Mainframe

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016	FY 2015-2016		Change from FY 2015-2016					
	FY 2014-2015		Budget	Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017	Budget				
	Actual Exp/Rev		As of 6/30/16	As of 6/30/16		Final Budget	Amount	Percent			
Services & Supplies	\$	3,170,544	\$	3,170,550	\$	3,170,544	\$	3,170,550	\$	0	0.00%
Total Requirements		3,170,544		3,170,550		3,170,544		3,170,550		0	0.00
Net County Cost	\$	3,170,544	\$	3,170,550	\$	3,170,544	\$	3,170,550	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 040 - Utilities

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
									Amount	Percent
Charges For Services	\$	5,998,735	\$	11,095,723	\$	5,990,134	\$	6,872,288	\$ (4,223,435)	-38.06%
Miscellaneous Revenues		0		0		290		0	0	0.00
<b>Total Revenues</b>		5,998,735		11,095,723		5,990,424		6,872,288	(4,223,435)	-38.06
Salaries & Benefits		2,041,468		2,821,916		2,278,619		2,687,717	(134,199)	-4.76
Services & Supplies		27,605,221		29,495,908		26,012,553		30,212,064	716,156	2.43
Services & Supplies Reimbursements		(6,044,888)		(2,723,732)		(5,518,705)		(6,618,223)	(3,894,491)	142.98
Other Charges		4,777,947		4,768,728		4,768,615		9,523,970	4,755,242	99.72
Other Financing Uses		0		4,573,470		4,573,470		0	(4,573,470)	-100.00
Special Items		0		228,557		0		233,814	5,257	2.30
Intrafund Transfers		(5,419,808)		(20,475,230)		(18,147,085)		(21,573,160)	(1,097,930)	5.36
<b>Total Requirements</b>		22,959,941		18,689,617		13,967,468		14,466,182	(4,223,435)	-22.60
<b>Net County Cost</b>	\$	16,961,206	\$	7,593,894	\$	7,977,044	\$	7,593,894	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 041 - Grand Jury

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	Budget	Final Budget	Amount	Percent	
Miscellaneous Revenues	\$ 0	\$ 0	\$ 5	\$ 0	\$ 0	\$ 0	0.00%	
Total Revenues	0	0	5	0	0	0	0.00	
Salaries & Benefits	1,962	2,148	2,148	2,222	74	3.45		
Services & Supplies	473,928	526,973	527,222	581,676	54,703	10.38		
Total Requirements	475,890	529,121	529,370	583,898	54,777	10.35		
Net County Cost	\$ 475,890	\$ 529,121	\$ 529,365	\$ 583,898	\$ 54,777	10.35%		

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 042 - Health Care Agency

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Final Budget		Budget Amount	Percent
Licenses, Permits & Franchises	\$ 431,749	\$ 833,623	\$ 1,126,562	\$ 1,054,666	\$ 221,043	26.52%		
Fines, Forfeitures & Penalties	51,152	98,786	47,130	99,528	742	0.75		
Revenue from Use of Money and Property	1,516,817	2,121,343	1,504,564	1,600,480	(520,863)	-24.55		
Intergovernmental Revenues	242,227,102	244,127,061	254,197,278	247,824,221	3,697,160	1.51		
Charges For Services	86,689,642	77,469,853	68,800,369	94,371,661	16,901,808	21.82		
Miscellaneous Revenues	3,036,589	3,765,561	2,587,194	2,407,347	(1,358,214)	-36.07		
Other Financing Sources	139,815,811	193,035,001	149,748,165	213,266,052	20,231,051	10.48		
<b>Total Revenues</b>	<b>473,768,863</b>	<b>521,451,228</b>	<b>478,011,261</b>	<b>560,623,955</b>	<b>39,172,727</b>	<b>7.51</b>		
Salaries & Benefits	246,503,313	271,672,624	258,984,357	291,724,045	20,051,421	7.38		
Services & Supplies	279,587,073	319,987,745	264,395,748	344,233,918	24,246,173	7.58		
Services & Supplies Reimbursements	(9,453)	(8,000)	(6,093)	(8,977)	(977)	12.21		
Other Charges	5,175,105	6,985,153	6,938,783	6,360,825	(624,328)	-8.94		
Equipment	583,198	1,689,802	1,160,022	2,203,369	513,567	30.39		
Intangible Assets-Amortizable	0	290,000	0	290,000	0	0.00		
Other Financing Uses	8,363,734	5,059,255	4,559,255	614,000	(4,445,255)	-87.86		
Intrafund Transfers	(14,153,787)	(16,714,159)	(14,495,316)	(16,606,921)	107,238	-0.64		
<b>Total Requirements</b>	<b>526,049,183</b>	<b>588,962,420</b>	<b>521,536,757</b>	<b>628,810,259</b>	<b>39,847,839</b>	<b>6.77</b>		
<b>Net County Cost</b>	<b>\$ 52,280,320</b>	<b>\$ 67,511,192</b>	<b>\$ 43,525,496</b>	<b>\$ 68,186,304</b>	<b>\$ 675,112</b>	<b>1.00%</b>		

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Public Health Services:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Final Budget		Budget Amount	Percent
Licenses, Permits & Franchises	\$ 61,105	\$ 44,163	\$ 60,780	\$ 60,000	\$ 15,837	35.86%		
Fines, Forfeitures & Penalties	49,663	97,392	46,017	50,250	(47,142)	-48.40		
Intergovernmental Revenues	64,992,266	67,417,925	62,636,150	92,740,656	25,322,731	37.56		
Charges For Services	29,910,593	30,045,681	28,613,584	18,017,434	(12,028,247)	-40.03		
Miscellaneous Revenues	328,145	559,910	287,368	18,098	(541,812)	-96.77		
Other Financing Sources	2,874,261	5,631,800	3,386,769	3,875,861	(1,755,939)	-31.18		
<b>Total Revenues</b>	<b>98,216,033</b>	<b>103,796,871</b>	<b>95,030,667</b>	<b>114,762,299</b>	<b>10,965,428</b>	<b>10.56</b>		
Salaries & Benefits	66,952,180	71,320,977	68,110,834	77,109,797	5,788,820	8.12		
Services & Supplies	33,292,109	41,138,952	35,745,358	45,892,875	4,753,923	11.56		
Other Charges	76,825	112,379	98,661	4,111,282	3,998,903	3,558.41		

## Final Budget Summary of Public Health Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Equipment	269,669	409,000	544,916	327,000	(82,000)	-20.05
Other Financing Uses	0	500,000	0	0	(500,000)	-100.00
Intrafund Transfers	(4,504,072)	(4,914,379)	(4,502,343)	(5,558,895)	(644,516)	13.11
<b>Total Requirements</b>	96,086,711	108,566,929	99,997,426	121,882,059	13,315,130	12.26
<b>Net County Cost</b>	\$ (2,129,322)	\$ 4,770,058	\$ 4,966,759	\$ 7,119,760	\$ 2,349,702	49.26%

## Final Budget Summary of Behavioral Health Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 1,488	\$ 1,394	\$ 664	\$ 1,394	\$ 0	0.00%
Revenue from Use of Money and Property	1,491,998	2,108,343	1,455,190	1,587,480	(520,863)	-24.70
Intergovernmental Revenues	111,123,055	120,055,986	117,626,983	120,643,001	587,015	0.49
Charges For Services	56,175,248	46,828,521	39,713,651	53,536,842	6,708,321	14.33
Miscellaneous Revenues	1,876,023	2,259,729	2,102,841	1,663,249	(596,480)	-26.40
Other Financing Sources	109,268,130	147,907,349	119,668,252	173,644,765	25,737,416	17.40
<b>Total Revenues</b>	279,935,941	319,161,322	280,567,580	351,076,731	31,915,409	10.00
Salaries & Benefits	93,598,537	108,161,960	101,023,412	120,809,367	12,647,407	11.69
Services & Supplies	186,232,439	228,501,654	188,983,255	243,324,259	14,822,605	6.49
Other Charges	2,120,080	2,189,276	2,626,280	2,248,018	58,742	2.68
Equipment	16,222	491,000	27,327	1,147,491	656,491	133.70
Other Financing Uses	200,000	200,000	200,000	200,000	0	0.00
Intrafund Transfers	(6,314,633)	(7,909,282)	(6,437,876)	(6,710,990)	1,198,292	-15.15
<b>Total Requirements</b>	275,852,644	331,634,608	286,422,397	361,018,145	29,383,537	8.86
<b>Net County Cost</b>	\$ (4,083,298)	\$ 12,473,286	\$ 5,854,818	\$ 9,941,414	\$ (2,531,872)	-20.30%

## Final Budget Summary of Correctional Health Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 0	\$ 0	\$ 449	\$ 0	\$ 0	0.00%
Intergovernmental Revenues	27,512,787	30,653,933	34,871,669	32,180,124	1,526,191	4.98
Charges For Services	96,555	81,197	117,256	83,521	2,324	2.86
Miscellaneous Revenues	49,589	100,000	65,035	100,000	0	0.00
Other Financing Sources	0	80,000	1,068	0	(80,000)	-100.00
<b>Total Revenues</b>	27,658,931	30,915,130	35,055,477	32,363,645	1,448,515	4.69
Salaries & Benefits	39,401,008	42,351,267	41,490,809	45,284,715	2,933,448	6.93

### Final Budget Summary of Correctional Health Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Services & Supplies	27,644,206	28,278,219	28,085,093	31,184,969	2,906,750	10.28
Other Charges	85,688	70,665	92,921	1,096	(69,569)	-98.45
Equipment	0	560,001	442,444	155,000	(405,001)	-72.32
Other Financing Uses	0	0	0	31,000	31,000	0.00
Intrafund Transfers	(1,506,811)	(1,503,568)	(1,876,490)	(2,147,019)	(643,451)	42.79
<b>Total Requirements</b>	65,624,091	69,756,584	68,234,777	74,509,761	4,753,177	6.81
<b>Net County Cost</b>	\$ 37,965,161	\$ 38,841,454	\$ 33,179,299	\$ 42,146,116	\$ 3,304,662	8.51%

### Final Budget Summary of Regulatory/Medical Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16		Budget Amount	Percent
Licenses, Permits & Franchises	\$ 370,644	\$ 789,460	\$ 1,065,782	\$ 994,666	\$ 205,206	25.99%
Fines, Forfeitures & Penalties	0	0	0	47,884	47,884	0.00
Intergovernmental Revenues	38,446,431	25,854,777	38,910,471	2,116,000	(23,738,777)	-91.82
Charges For Services	244,008	287,600	225,968	22,500,204	22,212,604	7,723.44
Miscellaneous Revenues	701,876	0	49,864	300,000	300,000	0.00
Other Financing Sources	25,853,318	33,192,493	25,070,905	28,962,927	(4,229,566)	-12.74
<b>Total Revenues</b>	65,616,276	60,124,330	65,322,990	54,921,681	(5,202,649)	-8.65
Salaries & Benefits	26,703,309	27,228,299	27,844,872	25,948,337	(1,279,962)	-4.70
Services & Supplies	48,666,034	36,480,792	28,562,354	38,311,108	1,830,316	5.02
Services & Supplies Reimbursements	(9,453)	(8,000)	(6,093)	(8,977)	(977)	12.21
Other Charges	2,892,512	4,362,413	4,120,921	0	(4,362,413)	-100.00
Equipment	133,653	133,801	83,414	348,878	215,077	160.74
Intangible Assets-Amortizable	0	290,000	0	290,000	0	0.00
Other Financing Uses	0	2,334,255	0	350,000	(1,984,255)	-85.01
Intrafund Transfers	(1,052,356)	(1,499,617)	(1,145,404)	(1,547,017)	(47,400)	3.16
<b>Total Requirements</b>	77,333,699	69,321,943	59,460,064	63,692,329	(5,629,614)	-8.12
<b>Net County Cost</b>	\$ 11,717,423	\$ 9,197,613	\$ (5,862,926)	\$ 8,770,648	\$ (426,965)	-4.64%

## Final Budget Summary of HCA Administration:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 24,819	\$ 13,000	\$ 49,374	\$ 13,000	\$ 0	0.00%
Intergovernmental Revenues	152,563	144,440	152,004	144,440	0	0.00
Charges For Services	263,240	226,854	129,911	233,660	6,806	3.00
Miscellaneous Revenues	80,957	845,922	82,087	326,000	(519,922)	-61.46
Other Financing Sources	1,820,103	6,223,359	1,621,171	6,782,499	559,140	8.98
<b>Total Revenues</b>	2,341,682	7,453,575	2,034,547	7,499,599	46,024	0.62
Salaries & Benefits	19,848,271	22,610,121	20,514,430	22,571,829	(38,292)	-0.17
Services & Supplies	(16,247,715)	(14,411,872)	(16,980,312)	(14,479,293)	(67,421)	0.47
Other Charges	0	250,420	0	429	(249,991)	-99.83
Equipment	163,654	96,000	61,922	225,000	129,000	134.38
Other Financing Uses	8,163,734	2,025,000	4,359,255	33,000	(1,992,000)	-98.37
Intrafund Transfers	(775,915)	(887,313)	(533,202)	(643,000)	244,313	-27.53
<b>Total Requirements</b>	11,152,030	9,682,356	7,422,093	7,707,965	(1,974,391)	-20.39
<b>Net County Cost</b>	\$ 8,810,348	\$ 2,228,781	\$ 5,387,546	\$ 208,366	\$ (2,020,415)	-90.65%

## 045 - Juvenile Justice Commission

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
									Amount	Percent
Services & Supplies	\$	164,790	\$	179,357	\$	176,648	\$	178,367	\$ (990)	-0.55%
<b>Total Requirements</b>		164,790		179,357		176,648		178,367	(990)	-0.55
<b>Net County Cost</b>	\$	164,790	\$	179,357	\$	176,648	\$	178,367	\$ (990)	-0.55%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 047 - Sheriff Court Operations

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016	FY 2015-2016		Change from FY 2015-2016					
	Actual Exp/Rev	Budget	As of 6/30/16	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget					
					Final Budget	Amount	Percent				
Intergovernmental Revenues	\$	37,243,117	\$	47,590,128	\$	51,078,500	\$	52,543,049	\$	4,952,921	10.41%
Charges For Services		1,889,784		2,612,985		1,259,630		1,399,500		(1,213,485)	-46.44
Miscellaneous Revenues		3,349		3,129,192		996,934		1,318,353		(1,810,839)	-57.87
<b>Total Revenues</b>		39,136,251		53,332,305		53,335,064		55,260,902		1,928,597	3.62
Salaries & Benefits		49,360,446		55,410,418		55,326,467		58,086,306		2,675,888	4.83
Services & Supplies		1,866,575		2,362,815		2,107,454		1,606,912		(755,903)	-31.99
Other Financing Uses		35,163		59,495		58,224		111,111		51,616	86.76
Intrafund Transfers		(9,684)		(200,000)		(19,095)		(200,000)		0	0.00
<b>Total Requirements</b>		51,252,500		57,632,728		57,473,049		59,604,329		1,971,601	3.42
<b>Net County Cost</b>	\$	12,116,249	\$	4,300,423	\$	4,137,985	\$	4,343,427	\$	43,004	1.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 048 - Detention Release

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016	FY 2015-2016		Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget		
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent	
Charges For Services	\$ 6,455	\$ 10,000	\$ 42,381	\$ 10,000	\$ 0	0.00%	
Total Revenues	6,455	10,000	42,381	10,000	0	0.00	
Salaries & Benefits	902	916	916	916	0	0.00	
Services & Supplies	1,320,902	1,665,015	1,271,430	1,631,574	(33,441)	-2.01	
Total Requirements	1,321,804	1,665,931	1,272,346	1,632,490	(33,441)	-2.01	
Net County Cost	\$ 1,315,349	\$ 1,655,931	\$ 1,229,965	\$ 1,622,490	\$ (33,441)	-2.02%	

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 050 - Office of the Performance Audit Director

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	Budget	Final Budget	Amount	Percent	
Miscellaneous Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%	
Total Revenues	0	0	0	0	0	0	0.00	
Salaries & Benefits	677,105	710,925	202,198	722,435	11,510	1.62		
Services & Supplies	52,211	83,892	56,819	80,330	(3,562)	-4.25		
Total Requirements	729,316	794,817	259,017	802,765	7,948	1.00		
Net County Cost	\$ 729,316	\$ 794,817	\$ 259,017	\$ 802,765	\$ 7,948	1.00%		

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 051 - Office of Independent Review

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
									Amount	Percent
Salaries & Benefits	\$	82,145	\$	82,179	\$	1,520	\$	361,938	\$ 279,759	340.43%
Services & Supplies		307,822		368,266		257,756		93,011	(275,255)	-74.74
<b>Total Requirements</b>		389,968		450,445		259,277		454,949	4,504	1.00
<b>Net County Cost</b>	\$	389,968	\$	450,445	\$	259,277	\$	454,949	\$ 4,504	1.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 052 - Orange County Ethics Commission

### Summary of Final Budget by Revenue and Expense Category:

	FY 2014-2015		FY 2015-2016		FY 2015-2016		Change from FY 2015-2016				
		FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
Revenues/Appropriations		Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Salaries & Benefits	\$	0	\$	0	\$	0	\$	333,334	\$	333,334	100.00%
Services & Supplies		0		0		0		215,830		215,830	100.00
<b>Total Requirements</b>		0		0		0		549,164		549,164	100.00
<b>Net County Cost</b>	\$	0	\$	0	\$	0	\$	549,164	\$	549,164	100.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 054 - Human Resource Services

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Intergovernmental Revenues	\$ 2,690	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Charges For Services	1,290,663	1,458,784	1,459,205	1,704,592	245,808	16.85
Miscellaneous Revenues	27,452	0	20,865	0	0	0.00
Other Financing Sources	4	0	0	0	0	0.00
<b>Total Revenues</b>	1,320,809	1,458,784	1,480,070	1,704,592	245,808	16.85
Salaries & Benefits	13,767,175	15,574,062	15,279,010	16,292,810	718,748	4.62
Services & Supplies	2,442,142	3,651,322	3,271,658	5,141,172	1,489,850	40.80
Equipment	11,822	0	0	0	0	0.00
Intrafund Transfers	(11,265,370)	(13,113,400)	(12,986,457)	(15,094,424)	(1,981,024)	15.11
<b>Total Requirements</b>	4,955,770	6,111,984	5,564,211	6,339,558	227,574	3.72
<b>Net County Cost</b>	\$ 3,634,961	\$ 4,653,200	\$ 4,084,141	\$ 4,634,966	\$ (18,234)	-0.39%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 055 - Sheriff-Coroner Communications

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Licenses, Permits & Franchises	\$ 183,898	\$	324,092	\$	190,424	\$	274,092	\$	(50,000)	-15.43%
Revenue from Use of Money and Property	161,113		100,000		160,053		225,000		125,000	125.00
Intergovernmental Revenues	812		0		0		0		0	0.00
Charges For Services	1,130,572		1,581,328		1,361,246		1,991,328		410,000	25.93
Miscellaneous Revenues	218,373		525,568		205,536		565,568		40,000	7.61
Other Financing Sources	3,349,669		3,000,000		2,914,072		3,500,000		500,000	16.67
<b>Total Revenues</b>	<b>5,044,437</b>		<b>5,530,988</b>		<b>4,831,331</b>		<b>6,555,988</b>		<b>1,025,000</b>	<b>18.53</b>
Salaries & Benefits	8,660,353		9,108,817		8,998,119		9,519,826		411,009	4.51
Services & Supplies	2,524,441		2,820,371		2,359,475		3,566,138		745,767	26.44
Other Charges	3,086		3,179		3,173		3,009		(170)	-5.35
Equipment	112,629		88,074		60,251		250,000		161,926	183.85
Other Financing Uses	0		2,337,405		2,331,138		324,654		(2,012,751)	-86.11
Intrafund Transfers	(968,559)		(490,324)		(764,658)		(964,978)		(474,654)	96.80
<b>Total Requirements</b>	<b>10,331,950</b>		<b>13,867,522</b>		<b>12,987,499</b>		<b>12,698,649</b>		<b>(1,168,873)</b>	<b>-8.43</b>
<b>Net County Cost</b>	<b>\$ 5,287,513</b>	<b>\$</b>	<b>8,336,534</b>	<b>\$</b>	<b>8,156,168</b>	<b>\$</b>	<b>6,142,661</b>	<b>\$</b>	<b>(2,193,873)</b>	<b>-26.32%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 056 - Employee Benefits

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
				As of 6/30/16		As of 6/30/16			Amount	Percent
Charges For Services	\$	1,017,208	\$	1,567,070	\$	1,117,433	\$	931,585	\$ (635,485)	-40.55%
Miscellaneous Revenues		121,377		260,000		239,276		332,400	72,400	27.85
<b>Total Revenues</b>		1,138,585		1,827,070		1,356,710		1,263,985	(563,085)	-30.82
Salaries & Benefits		2,342,541		2,742,609		2,700,228		2,565,721	(176,888)	-6.45
Services & Supplies		3,783,024		5,195,198		4,244,768		5,971,976	776,778	14.95
Other Charges		1,268		0		0		0	0	0.00
Intrafund Transfers		(4,940,950)		(5,805,101)		(5,462,785)		(6,990,066)	(1,184,965)	20.41
<b>Total Requirements</b>		1,185,883		2,132,706		1,482,211		1,547,631	(585,075)	-27.43
<b>Net County Cost</b>	\$	47,298	\$	305,636	\$	125,501	\$	283,646	\$ (21,990)	-7.19%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 057 - Probation

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Fines, Forfeitures & Penalties	\$ 4,192,466	\$	4,199,280	\$	4,235,008	\$	3,911,766	\$	(287,514)	-6.85%
Revenue from Use of Money and Property	1,792		0		442		0		0	0.00
Intergovernmental Revenues	61,177,213		70,283,932		67,554,239		71,071,834		787,902	1.12
Charges For Services	2,800,631		2,533,543		2,570,340		2,162,100		(371,443)	-14.66
Miscellaneous Revenues	59,526		43,000		174,677		45,000		2,000	4.65
Other Financing Sources	3,296,826		15,166		14,934		8,300		(6,866)	-45.27
<b>Total Revenues</b>	<b>71,528,455</b>		<b>77,074,921</b>		<b>74,549,639</b>		<b>77,199,000</b>		<b>124,079</b>	<b>0.16</b>
Salaries & Benefits	129,806,920		134,283,481		131,415,860		140,938,562		6,655,081	4.96
Services & Supplies	32,675,070		39,168,504		37,284,670		40,358,524		1,190,020	3.04
Other Charges	246,062		557,382		450,209		583,715		26,333	4.72
Equipment	375,600		216,700		137,682		210,000		(6,700)	-3.09
Other Financing Uses	0		6,885,070		6,570,766		348,956		(6,536,114)	-94.93
Intrafund Transfers	(1,679,320)		(1,599,158)		(1,823,759)		(1,779,328)		(180,170)	11.27
<b>Total Requirements</b>	<b>161,424,331</b>		<b>179,511,979</b>		<b>174,035,428</b>		<b>180,660,429</b>		<b>1,148,450</b>	<b>0.64</b>
<b>Net County Cost</b>	<b>\$ 89,895,876</b>	<b>\$</b>	<b>102,437,058</b>	<b>\$</b>	<b>99,485,788</b>	<b>\$</b>	<b>103,461,429</b>	<b>\$</b>	<b>1,024,371</b>	<b>1.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Chief Probation Officer:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Miscellaneous Revenues	\$ 3,413	\$	0	\$	493	\$	0	\$	0	0.00%
<b>Total Revenues</b>	<b>3,413</b>		<b>0</b>		<b>493</b>		<b>0</b>		<b>0</b>	<b>0.00</b>
Salaries & Benefits	4,884,370		3,991,831		5,155,598		5,850,841		1,859,010	46.57
Services & Supplies	1,985,649		3,384,305		1,881,813		1,678,788		(1,705,517)	-50.39
<b>Total Requirements</b>	<b>6,870,018</b>		<b>7,376,136</b>		<b>7,037,411</b>		<b>7,529,629</b>		<b>153,493</b>	<b>2.08</b>
<b>Net County Cost</b>	<b>\$ 6,866,605</b>	<b>\$</b>	<b>7,376,136</b>	<b>\$</b>	<b>7,036,917</b>	<b>\$</b>	<b>7,529,629</b>	<b>\$</b>	<b>153,493</b>	<b>2.08%</b>

## Final Budget Summary of Adult Operations Bureau:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 4,069,534	\$ 4,099,280	\$ 4,111,892	\$ 3,811,766	\$ (287,514)	-7.01%
Revenue from Use of Money and Property	711	0	259	0	0	0.00
Intergovernmental Revenues	28,052,809	34,738,485	31,352,402	32,226,330	(2,512,155)	-7.23
Charges For Services	775,188	783,968	611,004	565,000	(218,968)	-27.93
Miscellaneous Revenues	0	0	10,459	0	0	0.00
Other Financing Sources	2,518	300	43	300	0	0.00
<b>Total Revenues</b>	32,900,760	39,622,033	36,086,059	36,603,396	(3,018,637)	-7.62
Salaries & Benefits	44,086,813	45,192,981	44,540,920	48,190,847	2,997,866	6.63
Services & Supplies	9,218,925	10,947,770	11,543,018	13,281,531	2,333,761	21.32
Other Charges	104,918	214,404	274,484	236,764	22,360	10.43
Equipment	64,749	43,200	31,180	10,000	(33,200)	-76.85
Other Financing Uses	0	577,016	626,019	165,720	(411,296)	-71.28
Intrafund Transfers	(1,635,357)	(1,599,158)	(1,867,621)	(1,779,328)	(180,170)	11.27
<b>Total Requirements</b>	51,840,049	55,376,213	55,148,000	60,105,534	4,729,321	8.54
<b>Net County Cost</b>	\$ 18,939,289	\$ 15,754,180	\$ 19,061,941	\$ 23,502,138	\$ 7,747,958	49.18%

## Final Budget Summary of Juvenile Facilities Bureau:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 1,080	\$ 0	\$ 183	\$ 0	\$ 0	0.00%
Intergovernmental Revenues	32,482,795	35,005,447	34,871,109	36,755,046	1,749,599	5.00
Charges For Services	1,535,773	1,337,592	1,368,645	1,145,000	(192,592)	-14.40
Miscellaneous Revenues	3,705	1,000	95,314	3,000	2,000	200.00
Other Financing Sources	3,294,308	14,866	14,866	8,000	(6,866)	-46.19
<b>Total Revenues</b>	37,317,661	36,358,905	36,350,116	37,911,046	1,552,141	4.27
Salaries & Benefits	57,066,825	58,378,657	56,625,312	60,192,009	1,813,352	3.11
Services & Supplies	9,240,398	10,782,519	10,100,227	10,824,901	42,382	0.39
Other Charges	9,328	9,422	42,470	10,000	578	6.13
Equipment	215,845	17,000	24,778	0	(17,000)	-100.00
Other Financing Uses	0	168,860	94,623	170,500	1,640	0.97
<b>Total Requirements</b>	66,532,395	69,356,458	66,887,410	71,197,410	1,840,952	2.65
<b>Net County Cost</b>	\$ 29,214,734	\$ 32,997,553	\$ 30,537,294	\$ 33,286,364	\$ 288,811	0.88%



## Final Budget Summary of Operations Support Bureau:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 122,932	\$ 100,000	\$ 123,116	\$ 100,000	\$ 0	0.00%
Intergovernmental Revenues	641,610	540,000	1,330,728	2,090,458	1,550,458	287.12
Charges For Services	489,670	411,983	590,691	452,100	40,117	9.74
Miscellaneous Revenues	52,408	42,000	68,410	42,000	0	0.00
Other Financing Sources	0	0	25	0	0	0.00
<b>Total Revenues</b>	1,306,620	1,093,983	2,112,970	2,684,558	1,590,575	145.39
Salaries & Benefits	23,768,912	26,720,012	25,094,029	26,704,865	(15,147)	-0.06
Services & Supplies	12,163,487	14,053,910	13,759,611	14,573,304	519,394	3.70
Other Charges	131,815	333,556	133,255	336,951	3,395	1.02
Equipment	95,005	156,500	81,724	200,000	43,500	27.80
Other Financing Uses	0	6,139,194	5,850,125	12,736	(6,126,458)	-99.79
Intrafund Transfers	(43,963)	0	43,862	0	0	0.00
<b>Total Requirements</b>	36,115,256	47,403,172	44,962,606	41,827,856	(5,575,316)	-11.76
<b>Net County Cost</b>	\$ 34,808,636	\$ 46,309,189	\$ 42,849,636	\$ 39,143,298	\$ (7,165,891)	-15.47%

## 058 - Public Defender

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
				As of 6/30/16		As of 6/30/16			Amount	Percent
Intergovernmental Revenues	\$	2,726,038	\$	4,197,514	\$	3,226,350	\$	3,350,007	\$ (847,507)	-20.19%
Charges For Services		348,202		300,000		359,339		325,000	25,000	8.33
Miscellaneous Revenues		4,363		0		34,938		0	0	0.00
Other Financing Sources		1,059		0		80		0	0	0.00
<b>Total Revenues</b>		3,079,662		4,497,514		3,620,707		3,675,007	(822,507)	-18.29
Salaries & Benefits		63,213,828		63,272,852		62,757,765		63,735,286	462,434	0.73
Services & Supplies		7,198,719		10,679,423		9,067,248		10,137,691	(541,732)	-5.07
Other Charges		0		6,076		2,950		6,216	140	2.30
Equipment		418,420		385,000		383,090		436,500	51,500	13.38
Intrafund Transfers		(103,745)		(103,538)		(203,482)		(200,964)	(97,426)	94.10
<b>Total Requirements</b>		70,727,222		74,239,813		72,007,571		74,114,729	(125,084)	-0.17
<b>Net County Cost</b>	\$	67,647,560	\$	69,742,299	\$	68,386,864	\$	70,439,722	\$ 697,423	1.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Executive Management:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
				As of 6/30/16		As of 6/30/16			Amount	Percent
Salaries & Benefits	\$	440,322	\$	410,310	\$	729,087	\$	411,833	\$ 1,523	0.37%
Services & Supplies		4,211		0		4,711		0	0	0.00
<b>Total Requirements</b>		444,533		410,310		733,798		411,833	1,523	0.37
<b>Net County Cost</b>	\$	444,533	\$	410,310	\$	733,798	\$	411,833	\$ 1,523	0.37%

### Final Budget Summary of Public Defender Unit:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Intergovernmental Revenues	\$ 2,726,038	\$ 4,161,017	\$ 3,226,350	\$ 3,350,007	\$ (811,010)	-19.49%
Charges For Services	348,202	300,000	359,339	325,000	25,000	8.33
Miscellaneous Revenues	4,363	0	34,938	0	0	0.00
Other Financing Sources	1,059	0	80	0	0	0.00
<b>Total Revenues</b>	<b>3,079,662</b>	<b>4,461,017</b>	<b>3,620,707</b>	<b>3,675,007</b>	<b>(786,010)</b>	<b>-17.62</b>
Salaries & Benefits	54,716,021	55,204,024	53,572,873	56,196,257	992,233	1.80
Services & Supplies	7,146,650	10,676,123	9,012,816	10,137,691	(538,432)	-5.04
Other Charges	0	6,076	2,950	6,216	140	2.30
Equipment	418,420	385,000	383,090	436,500	51,500	13.38
Intrafund Transfers	(103,745)	(103,538)	(203,482)	(200,964)	(97,426)	94.10
<b>Total Requirements</b>	<b>62,177,346</b>	<b>66,167,685</b>	<b>62,768,247</b>	<b>66,575,700</b>	<b>408,015</b>	<b>0.62</b>
<b>Net County Cost</b>	<b>\$ 59,097,685</b>	<b>\$ 61,706,668</b>	<b>\$ 59,147,540</b>	<b>\$ 62,900,693</b>	<b>\$ 1,194,025</b>	<b>1.94%</b>

### Final Budget Summary of Alternate Defender:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Salaries & Benefits	\$ 6,900,294	\$ 6,417,119	\$ 7,178,082	\$ 5,873,603	\$ (543,516)	-8.47%
Services & Supplies	30,420	0	29,405	0	0	0.00
<b>Total Requirements</b>	<b>6,930,714</b>	<b>6,417,119</b>	<b>7,207,487</b>	<b>5,873,603</b>	<b>(543,516)</b>	<b>-8.47</b>
<b>Net County Cost</b>	<b>\$ 6,930,714</b>	<b>\$ 6,417,119</b>	<b>\$ 7,207,487</b>	<b>\$ 5,873,603</b>	<b>\$ (543,516)</b>	<b>-8.47%</b>

### Final Budget Summary of Associate Defender:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Intergovernmental Revenues	\$ 0	\$ 36,497	\$ 0	\$ 0	\$ (36,497)	-100.00%
<b>Total Revenues</b>	<b>0</b>	<b>36,497</b>	<b>0</b>	<b>0</b>	<b>(36,497)</b>	<b>-100.00</b>
Salaries & Benefits	1,157,190	1,241,399	1,277,723	1,253,593	12,194	0.98
Services & Supplies	17,438	3,300	20,317	0	(3,300)	-100.00
<b>Total Requirements</b>	<b>1,174,628</b>	<b>1,244,699</b>	<b>1,298,039</b>	<b>1,253,593</b>	<b>8,894</b>	<b>0.71</b>
<b>Net County Cost</b>	<b>\$ 1,174,628</b>	<b>\$ 1,208,202</b>	<b>\$ 1,298,039</b>	<b>\$ 1,253,593</b>	<b>\$ 45,391</b>	<b>3.76%</b>

## 059 - Clerk-Recorder

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015 Actual Exp/Rev	Budget As of 6/30/16	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	FY 2016-2017 Final Budget	Budget Amount	Percent		
Licenses, Permits & Franchises	\$ 631,667	\$ 585,000	\$ 639,343	\$ 620,000	\$ 35,000	5.98%		
Charges For Services	8,526,096	7,479,700	8,462,174	8,302,000	822,300	10.99		
Miscellaneous Revenues	3,027	1,950	13,641	3,000	1,050	53.85		
Other Financing Sources	4,655,756	6,500,000	3,798,747	5,500,000	(1,000,000)	-15.38		
<b>Total Revenues</b>	<b>13,816,546</b>	<b>14,566,650</b>	<b>12,913,905</b>	<b>14,425,000</b>	<b>(141,650)</b>	<b>-0.97</b>		
Salaries & Benefits	8,142,735	8,568,761	8,448,440	8,775,971	207,210	2.42		
Services & Supplies	4,245,593	4,478,327	3,668,353	4,192,041	(286,286)	-6.39		
Other Charges	0	5,365	0	5,488	123	2.29		
Equipment	80,332	210,000	43,316	450,000	240,000	114.29		
Other Financing Uses	1,309,160	1,304,197	579,728	1,001,500	(302,697)	-23.21		
<b>Total Requirements</b>	<b>13,777,820</b>	<b>14,566,650</b>	<b>12,739,837</b>	<b>14,425,000</b>	<b>(141,650)</b>	<b>-0.97</b>		
<b>Net County Cost</b>	<b>\$ (38,726)</b>	<b>\$ 0</b>	<b>\$ (174,068)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>		

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Administrative Services:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015 Actual Exp/Rev	Budget As of 6/30/16	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	FY 2016-2017 Final Budget	Budget Amount	Percent		
Licenses, Permits & Franchises	\$ 631,667	\$ 0	\$ 0	\$ 0	\$ 0	0.00%		
Charges For Services	8,526,096	0	(1,846)	0	0	0.00		
Miscellaneous Revenues	3,027	1,950	13,641	3,000	1,050	53.85		
Other Financing Sources	4,655,756	1,500,000	0	1,500,000	0	0.00		
<b>Total Revenues</b>	<b>13,816,546</b>	<b>1,501,950</b>	<b>11,794</b>	<b>1,503,000</b>	<b>1,050</b>	<b>0.07</b>		
Salaries & Benefits	1,192,126	1,222,174	893,768	836,608	(385,566)	-31.55		
Services & Supplies	2,737,532	2,414,682	1,676,054	2,034,456	(380,226)	-15.75		
Other Charges	0	5,365	0	5,488	123	2.29		
Other Financing Uses	1,309,160	1,304,197	579,728	1,001,500	(302,697)	-23.21		
<b>Total Requirements</b>	<b>5,238,819</b>	<b>4,946,418</b>	<b>3,149,551</b>	<b>3,878,052</b>	<b>(1,068,366)</b>	<b>-21.60</b>		
<b>Net County Cost</b>	<b>\$ (8,577,727)</b>	<b>\$ 3,444,468</b>	<b>\$ 3,137,756</b>	<b>\$ 2,375,052</b>	<b>\$ (1,069,416)</b>	<b>-31.05%</b>		

### Final Budget Summary of Recorder Operations:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 0	\$ 4,686,400	\$ 5,420,831	\$ 5,259,000	\$ 572,600	12.22%
Other Financing Sources	0	4,185,000	3,147,655	3,825,000	(360,000)	-8.60
<b>Total Revenues</b>	0	8,871,400	8,568,486	9,084,000	212,600	2.40
Salaries & Benefits	3,072,309	3,079,994	2,849,096	2,841,174	(238,820)	-7.75
Services & Supplies	256,511	317,305	396,908	299,850	(17,455)	-5.50
<b>Total Requirements</b>	3,328,820	3,397,299	3,246,004	3,141,024	(256,275)	-7.54
<b>Net County Cost</b>	\$ 3,328,820	\$ (5,474,101)	\$ (5,322,482)	\$ (5,942,976)	\$ (468,875)	8.57%

### Final Budget Summary of Clerk Operations:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Licenses, Permits & Franchises	\$ 0	\$ 585,000	\$ 639,343	\$ 620,000	\$ 35,000	5.98%
Charges For Services	0	2,763,780	2,930,869	2,927,500	163,720	5.92
Other Financing Sources	0	815,000	651,092	175,000	(640,000)	-78.53
<b>Total Revenues</b>	0	4,163,780	4,221,304	3,722,500	(441,280)	-10.60
Salaries & Benefits	2,252,409	2,301,655	2,344,575	2,454,817	153,162	6.65
Services & Supplies	95,411	108,035	446,107	434,848	326,813	302.51
<b>Total Requirements</b>	2,347,819	2,409,690	2,790,682	2,889,665	479,975	19.92
<b>Net County Cost</b>	\$ 2,347,819	\$ (1,754,090)	\$ (1,430,622)	\$ (832,835)	\$ 921,255	-52.52%

### Final Budget Summary of Information Systems:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 0	\$ 29,500	\$ 111,820	\$ 115,000	\$ 85,500	289.83%
<b>Total Revenues</b>	0	29,500	111,820	115,000	85,500	289.83
Salaries & Benefits	1,093,745	1,419,057	1,459,517	1,537,365	118,308	8.34
Services & Supplies	1,060,704	1,534,485	994,249	1,276,959	(257,526)	-16.78
Equipment	80,332	210,000	43,316	450,000	240,000	114.29
<b>Total Requirements</b>	2,234,780	3,163,542	2,497,082	3,264,324	100,782	3.19
<b>Net County Cost</b>	\$ 2,234,780	\$ 3,134,042	\$ 2,385,262	\$ 3,149,324	\$ 15,282	0.49%

### Final Budget Summary of Financial Services:

	FY 2014-2015		FY 2015-2016		FY 2015-2016		Change from FY 2015-2016				
		FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
Revenues/Appropriations		Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Salaries & Benefits	\$	532,146	\$	545,881	\$	729,613	\$	863,285	\$	317,404	58.15%
Services & Supplies		95,435		95,820		97,395		100,200		4,380	4.57
<b>Total Requirements</b>		627,582		641,701		827,008		963,485		321,784	50.15
<b>Net County Cost</b>	\$	627,582	\$	641,701	\$	827,008	\$	963,485	\$	321,784	50.15%

### Final Budget Summary of Archives:

	FY 2014-2015		FY 2015-2016	FY 2015-2016	Change from FY 2015-2016		
		FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
Revenues/Appropriations		Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Charges For Services	\$	0	\$ 20	\$ 500	\$ 500	\$ 480	2,400.00%
Total Revenues		0	20	500	500	480	2,400.00
Salaries & Benefits		0	0	171,871	242,722	242,722	0.00
Services & Supplies		0	8,000	57,639	45,728	37,728	471.60
Total Requirements		0	8,000	229,510	288,450	280,450	3,505.63
Net County Cost	\$	0	\$ 7,980	\$ 229,009	\$ 287,950	\$ 279,970	3,508.40%

## 060 - Sheriff-Coroner

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	Budget	Actual Exp/Rev <sup>(1)</sup>	Budget	Final Budget	Budget	Amount	Percent
Licenses, Permits & Franchises	\$ 532,401	\$ 556,443	\$ 410,791	\$ 410,791	\$ 498,420	\$ (58,023)				-10.43%
Fines, Forfeitures & Penalties	2,237,194	2,206,782	1,849,120	1,849,120	1,809,921	(396,861)				-17.98
Revenue from Use of Money and Property	84,785	85,632	60,767	60,767	78,799	(6,833)				-7.98
Intergovernmental Revenues	284,246,753	293,989,300	285,540,978	285,540,978	290,290,486	(3,698,814)				-1.26
Charges For Services	169,957,360	179,831,810	179,893,083	179,893,083	201,252,595	21,420,785				11.91
Miscellaneous Revenues	1,134,503	1,052,080	1,221,108	1,221,108	1,273,952	221,872				21.09
Other Financing Sources	14,296,695	15,389,236	14,740,286	14,740,286	24,405,328	9,016,092				58.59
<b>Total Revenues</b>	<b>472,489,691</b>	<b>493,111,283</b>	<b>483,716,133</b>	<b>483,716,133</b>	<b>519,609,501</b>	<b>26,498,218</b>				<b>5.37</b>
Salaries & Benefits	480,819,583	511,929,781	508,514,310	508,514,310	536,752,770	24,822,989				4.85
Services & Supplies	76,938,658	92,377,979	90,451,161	90,451,161	96,474,904	4,096,925				4.43
Services & Supplies Reimbursements	0	0	(43,395)	(43,395)	0	0				0.00
Other Charges	610,612	498,000	497,790	497,790	418,000	(80,000)				-16.06
Equipment	1,726,263	9,638,620	5,252,072	5,252,072	13,782,931	4,144,311				43.00
Other Financing Uses	4,033,007	8,182,953	7,440,131	7,440,131	2,231,439	(5,951,514)				-72.73
Intrafund Transfers	(8,965,364)	(9,332,429)	(10,086,546)	(10,086,546)	(9,610,795)	(278,366)				2.98
<b>Total Requirements</b>	<b>555,162,759</b>	<b>613,294,904</b>	<b>602,025,523</b>	<b>602,025,523</b>	<b>640,049,249</b>	<b>26,754,345</b>				<b>4.36</b>
<b>Net County Cost</b>	<b>\$ 82,673,068</b>	<b>\$ 120,183,621</b>	<b>\$ 118,309,390</b>	<b>\$ 118,309,390</b>	<b>\$ 120,439,748</b>	<b>\$ 256,127</b>				<b>0.21%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Field Operations & Investigative Services Command:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	Budget	Actual Exp/Rev <sup>(1)</sup>	Budget	Final Budget	Budget	Amount	Percent
Fines, Forfeitures & Penalties	\$ 1,398,580	\$ 1,398,188	\$ 1,307,083	\$ 1,307,083	\$ 1,201,327	\$ (196,861)				-14.08%
Revenues from Uses of Money and Property	32,558	32,558	33,670	33,670	32,032	(526)				-1.62
Intergovernmental Revenues	3,664,070	3,575,155	3,988,501	3,988,501	4,755,479	1,180,324				33.01
Charges For Services	147,278,062	158,418,061	151,178,480	151,178,480	171,778,310	13,360,249				8.43
Miscellaneous Revenues	248,529	219,862	240,476	240,476	246,174	26,312				11.97
Other Financing Sources	3,322,110	4,078,674	3,692,086	3,692,086	3,711,175	(367,499)				-9.01
<b>Total Revenues</b>	<b>155,943,908</b>	<b>167,722,498</b>	<b>160,440,296</b>	<b>160,440,296</b>	<b>181,724,497</b>	<b>14,001,999</b>				<b>8.35</b>
Salaries & Benefits	225,921,374	241,238,922	240,312,057	240,312,057	252,969,302	11,730,380				4.86
Services & Supplies	14,631,227	15,819,953	15,064,678	15,064,678	14,175,229	(1,644,724)				-10.40
Other Charges	460,425	438,000	437,741	437,741	418,000	(20,000)				-4.57



### Final Budget Summary of Field Operations & Investigative Services Command:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Equipment	447,487	6,174,413	4,309,302	1,367,017	(4,807,396)	-77.86
Other Financing Uses	256,367	469,367	144,400	1,301,367	832,000	177.26
Intrafund Transfers	(8,562,960)	(9,088,610)	(9,688,171)	(9,361,268)	(272,658)	3.00
<b>Total Requirements</b>	233,153,920	255,052,045	250,580,006	260,869,647	5,817,602	2.28
<b>Net County Cost</b>	\$ 77,210,012	\$ 87,329,547	\$ 90,139,710	\$ 79,145,150	\$ (8,184,397)	-9.37%

### Final Budget Summary of Professional And Court Services Command:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Licenses, Permits & Franchises	\$ 532,401	\$ 556,443	\$ 410,791	\$ 498,420	\$ (58,023)	-10.43%
Revenue from Use of Money and Property	52,227	47,474	27,096	46,767	(707)	-1.49
Intergovernmental Revenues	2,490	0	7,687	0	0	0.00
Charges For Services	2,201,776	1,462,227	1,350,878	1,501,001	38,774	2.65
Miscellaneous Revenues	397,517	383,443	418,720	471,257	87,814	22.90
<b>Total Revenues</b>	3,186,411	2,449,587	2,215,173	2,517,445	67,858	2.77
Salaries & Benefits	23,423,139	26,299,221	27,573,175	27,669,871	1,370,650	5.21
Services & Supplies	4,357,624	4,228,419	4,475,737	5,078,064	849,645	20.09
Equipment	6,040	0	12,288	36,000	36,000	0.00
Other Financing Uses	0	565,000	0	40,000	(525,000)	-92.92
Intrafund Transfers	(61,319)	(50,000)	(54,074)	(51,500)	(1,500)	3.00
<b>Total Requirements</b>	27,725,484	31,042,640	32,007,126	32,772,435	1,729,795	5.57
<b>Net County Cost</b>	\$ 24,539,073	\$ 28,593,053	\$ 29,791,953	\$ 30,254,990	\$ 1,661,937	5.81%

### Final Budget Summary of Custody Operations Command:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Intergovernmental Revenues	\$ 36,330,527	\$ 41,094,861	\$ 41,948,984	\$ 31,232,120	\$ (9,862,741)	-24.00%
Charges For Services	19,499,286	18,840,150	26,230,035	27,020,929	8,180,779	43.42
Miscellaneous Revenues	257,391	258,909	314,894	312,209	53,300	20.59
Other Financing Sources	7,519,405	3,381,656	8,473,111	2,918,531	(463,125)	-13.70
<b>Total Revenues</b>	63,606,609	63,575,576	76,967,023	61,483,789	(2,091,787)	-3.29
Salaries & Benefits	188,961,117	195,023,223	194,228,512	201,104,541	6,081,318	3.12
Services & Supplies	14,289,756	11,197,155	14,123,010	14,525,391	3,328,236	29.72
Equipment	24,204	97,217	(6,754)	701,022	603,805	621.09



## Final Budget Summary of Custody Operations Command:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Other Financing Uses	33,236	561,320	561,320	0	(561,320)	-100.00
Intrafund Transfers	(67,164)	(113,346)	(41,313)	(116,747)	(3,401)	3.00
<b>Total Requirements</b>	203,241,149	206,765,569	208,864,774	216,214,207	9,448,638	4.57
<b>Net County Cost</b>	\$ 139,634,540	\$ 143,189,993	\$ 131,897,751	\$ 154,730,418	\$ 11,540,425	8.06%

## Final Budget Summary of Administrative Services Command:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 838,614	\$ 808,594	\$ 542,037	\$ 608,594	\$ (200,000)	-24.73%
Revenue from Use of Money and Property	0	5,600	0	0	(5,600)	-100.00
Intergovernmental Revenues	244,249,666	249,319,284	239,595,805	254,302,887	4,983,603	2.00
Charges For Services	978,236	1,111,372	1,133,691	952,355	(159,017)	-14.31
Miscellaneous Revenues	231,067	189,866	247,018	244,312	54,446	28.68
Other Financing Sources	3,455,180	7,928,906	2,575,090	17,775,622	9,846,716	124.19
<b>Total Revenues</b>	249,752,762	259,363,622	244,093,641	273,883,770	14,520,148	5.60
Salaries & Benefits	42,513,952	49,368,415	46,400,566	55,009,056	5,640,641	11.43
Services & Supplies	43,660,051	61,132,452	56,787,737	62,696,220	1,563,768	2.56
Services & Supplies Reimbursements	0	0	(43,395)	0	0	0.00
Other Charges	150,187	60,000	60,049	0	(60,000)	-100.00
Equipment	1,248,532	3,366,990	937,236	11,678,892	8,311,902	246.86
Other Financing Uses	3,743,404	6,587,266	6,734,411	890,072	(5,697,194)	-86.49
Intrafund Transfers	(273,921)	(80,473)	(302,988)	(81,280)	(807)	1.00
<b>Total Requirements</b>	91,042,205	120,434,650	110,573,616	130,192,960	9,758,310	8.10
<b>Net County Cost</b>	\$ (158,710,557)	\$ (138,928,972)	\$ (133,520,025)	\$ (143,690,810)	\$ (4,761,838)	3.43%

## 063 - Social Services Agency

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 756	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Revenue from Use of Money and Property	8,720	5,700	41,160	32,177	26,477	464.51
Intergovernmental Revenues	487,784,549	817,435,005	773,102,713	810,245,067	(7,189,938)	-0.88
Charges For Services	1,336	2,000	4,886	2,000	0	0.00
Miscellaneous Revenues	491,522	3,657,170	4,184,572	3,368,556	(288,614)	-7.89
Other Financing Sources	10,758,360	42,924,529	21,439,550	34,199,642	(8,724,887)	-20.33
<b>Total Revenues</b>	<b>499,045,243</b>	<b>864,024,404</b>	<b>798,772,881</b>	<b>847,847,442</b>	<b>(16,176,962)</b>	<b>-1.87</b>
Salaries & Benefits	334,243,991	365,990,379	356,474,609	377,058,274	11,067,895	3.02
Services & Supplies	154,032,765	207,329,269	169,599,486	200,115,055	(7,214,214)	-3.48
Other Charges	19,271,353	321,214,846	303,426,247	302,797,792	(18,417,054)	-5.73
Equipment	528,574	464,235	196,255	669,387	205,152	44.19
Structures & Improvements	167,988	5,408,333	1,312,092	2,525,929	(2,882,404)	-53.30
Other Financing Uses	427,466	14,548,716	14,444,767	15,032,562	483,846	3.33
Intrafund Transfers	(478,410)	(1,913,461)	(485,532)	(843,465)	1,069,996	-55.92
<b>Total Requirements</b>	<b>508,193,728</b>	<b>913,042,317</b>	<b>844,967,925</b>	<b>897,355,534</b>	<b>(15,686,783)</b>	<b>-1.72</b>
<b>Net County Cost</b>	<b>\$ 9,148,485</b>	<b>\$ 49,017,913</b>	<b>\$ 46,195,044</b>	<b>\$ 49,508,092</b>	<b>\$ 490,179</b>	<b>1.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Family Self Sufficiency:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 0	\$ 0	\$ 6,253	\$ 3,526	\$ 3,526	0.00%
Intergovernmental Revenues	109,149,362	261,870,284	236,640,931	243,698,294	(18,171,990)	-6.94
Charges For Services	0	0	759	0	0	0.00
Miscellaneous Revenues	105,058	1,224,640	1,119,566	1,023,512	(201,128)	-16.42
Other Financing Sources	0	2,195,274	633	1,292,463	(902,811)	-41.13
<b>Total Revenues</b>	<b>109,254,420</b>	<b>265,290,198</b>	<b>237,768,142</b>	<b>246,017,795</b>	<b>(19,272,403)</b>	<b>-7.26</b>
Salaries & Benefits	56,922,818	60,576,290	57,248,122	62,028,152	1,451,862	2.40
Services & Supplies	36,930,043	69,094,034	59,057,989	60,435,815	(8,658,219)	-12.53
Other Charges	14,975,807	161,634,348	145,520,185	144,630,935	(17,003,413)	-10.52
Intrafund Transfers	0	(187,500)	(125,000)	(250,000)	(62,500)	33.33
<b>Total Requirements</b>	<b>108,828,668</b>	<b>291,117,172</b>	<b>261,701,295</b>	<b>266,844,902</b>	<b>(24,272,270)</b>	<b>-9.56</b>
<b>Net County Cost</b>	<b>\$ (425,751)</b>	<b>\$ 25,826,974</b>	<b>\$ 23,933,153</b>	<b>\$ 20,827,107</b>	<b>\$ (4,999,867)</b>	<b>-16.01%</b>

## Final Budget Summary of Adult Services & Assistance Programs:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 0	\$ 5,700	\$ 26,746	\$ 23,591	\$ 17,891	313.88%
Intergovernmental Revenues	221,742,738	303,815,812	294,994,731	317,060,946	13,245,134	4.36
Charges For Services	0	0	2,222	0	0	0.00
Miscellaneous Revenues	123,739	907,402	1,290,757	954,426	47,024	5.18
Other Financing Sources	0	6,749,817	347,566	4,582,028	(2,167,789)	-32.12
<b>Total Revenues</b>	221,866,476	311,478,731	296,662,023	322,620,991	11,142,260	3.58
Salaries & Benefits	130,765,317	147,134,505	141,758,592	151,997,835	4,863,330	3.31
Services & Supplies	15,276,842	106,849,028	88,213,943	107,918,765	1,069,737	1.00
Other Charges	2,777,850	64,877,585	68,396,097	66,196,597	1,319,012	2.03
Other Financing Uses	60,755	0	0	500,000	500,000	0.00
Intrafund Transfers	(95,756)	0	(18,035)	(16,215)	(16,215)	0.00
<b>Total Requirements</b>	148,785,008	318,861,118	298,350,597	326,596,982	7,735,864	2.43
<b>Net County Cost</b>	\$ (73,081,468)	\$ 7,382,387	\$ 1,688,574	\$ 3,912,931	\$ (3,406,396)	-46.14%

## Final Budget Summary of Children & Family Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 0	\$ 0	\$ 8,161	\$ 5,060	\$ 5,060	0.00%
Intergovernmental Revenues	140,941,824	251,748,909	241,467,051	249,485,827	(2,263,082)	-0.90
Charges For Services	1,336	2,000	1,905	2,000	0	0.00
Miscellaneous Revenues	103,813	1,525,128	1,772,834	1,390,618	(134,510)	-8.82
Other Financing Sources	8,715,351	33,979,438	21,091,351	28,325,151	(5,654,287)	-16.64
<b>Total Revenues</b>	149,762,324	287,255,475	264,341,302	279,208,656	(8,046,819)	-2.80
Salaries & Benefits	106,335,346	113,537,924	113,449,880	115,286,828	1,748,904	1.54
Services & Supplies	27,185,245	80,971,528	67,754,742	82,231,899	1,260,371	1.56
Other Charges	947,274	94,015,859	89,159,279	91,143,168	(2,872,691)	-3.06
Equipment	0	0	0	10,000	10,000	0.00
Structures & Improvements	0	0	0	719,193	719,193	0.00
Other Financing Uses	307,013	14,548,716	14,444,767	14,532,562	(16,154)	-0.11
Intrafund Transfers	(10,000)	(10,000)	(10,000)	(10,000)	0	0.00
<b>Total Requirements</b>	134,764,878	303,064,027	284,798,667	303,913,650	849,623	-0.07
<b>Net County Cost</b>	\$ (14,997,446)	\$ 15,808,552	\$ 20,457,366	\$ 24,704,994	\$ 8,896,442	2.73%

## Final Budget Summary of Agency Administration:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 756	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Revenue from Use of Money and Property	8,720	0	0	0	0	0.00
Intergovernmental Revenues	15,950,626	0	0	0	0	0.00
Miscellaneous Revenues	158,912	0	1,415	0	0	0.00
Other Financing Sources	2,043,009	0	0	0	0	0.00
<b>Total Revenues</b>	<b>18,162,024</b>	<b>0</b>	<b>1,415</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
Salaries & Benefits	40,220,510	44,741,660	44,018,016	47,745,452	3,003,792	6.71
Services & Supplies	74,640,635	(49,585,321)	(45,427,187)	(50,471,419)	(886,098)	1.79
Other Charges	570,422	687,054	350,686	827,094	140,040	20.38
Equipment	528,574	464,235	196,255	659,387	195,152	42.04
Structures & Improvements	167,988	5,408,333	1,312,092	1,806,736	(3,601,597)	-66.59
Other Financing Uses	59,698	0	0	0	0	0.00
Intrafund Transfers	(372,654)	(1,715,961)	(332,497)	(567,250)	1,148,711	-66.94
<b>Total Requirements</b>	<b>115,815,173</b>	<b>0</b>	<b>117,365</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
<b>Net County Cost</b>	<b>\$ 97,653,149</b>	<b>\$ 0</b>	<b>\$ 115,950</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>

## 071 - Building & Safety General Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Licenses, Permits & Franchises	\$ 8,903,427	\$	11,333,866	\$	11,523,373	\$	12,658,450	\$	1,324,584	11.69%
Intergovernmental Revenues	1,853		2,500		2,215		1,000		(1,500)	-60.00
Charges For Services	458,277		446,000		270,506		414,500		(31,500)	-7.06
Miscellaneous Revenues	198,412		98,334		245,197		38,807		(59,527)	-60.54
Other Financing Sources	181,616		602,500		2,483		1,250,000		647,500	107.47
<b>Total Revenues</b>	9,743,585		12,483,200		12,043,774		14,362,757		1,879,557	15.06
Salaries & Benefits	2,417,291		2,972,146		2,915,140		3,794,523		822,377	27.67
Services & Supplies	7,147,336		8,606,504		8,787,618		10,126,734		1,520,230	17.66
Equipment	60,663		12,500		0		0		(12,500)	-100.00
Intangible Assets-Amortizable	0		0		0		1,000,000		1,000,000	0.00
Other Financing Uses	82,791		1,061,650		1,061,650		1,000		(1,060,650)	-99.91
Intrafund Transfers	(69,645)		(85,600)		(469,019)		(475,500)		(389,900)	455.49
<b>Total Requirements</b>	9,638,437		12,567,200		12,295,388		14,446,757		1,879,557	14.96
<b>Net County Cost</b>	\$ (105,148)	\$	84,000	\$	251,614	\$	84,000	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 073 - Alternate Defense

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Charges For Services	\$ 113,466	\$	86,000	\$	180,638	\$	86,000	\$	0	0.00%
Miscellaneous Revenues	9,853		0		0		0		0	0.00
<b>Total Revenues</b>	123,319		86,000		180,638		86,000		0	0.00
Services & Supplies	4,355,236		5,698,254		4,361,524		5,757,674		59,420	1.04
<b>Total Requirements</b>	4,355,236		5,698,254		4,361,524		5,757,674		59,420	1.04
<b>Net County Cost</b>	\$ 4,231,917	\$	5,612,254	\$	4,180,886	\$	5,671,674	\$	59,420	1.06%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 074 - Treasurer-Tax Collector

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Fines, Forfeitures & Penalties	\$ 1,119,020		\$ 1,083,515		\$ 1,023,302		\$ 1,051,500		\$ (32,015)	-2.95%
Revenue from Use of Money and Property	12,543		6,890		8,760		12,500		5,610	81.42
Charges For Services	10,320,051		10,437,160		10,321,687		10,532,550		95,390	0.91
Miscellaneous Revenues	66,471		71,040		94,813		78,300		7,260	10.22
Other Financing Sources	0		0		0		130,000		130,000	0.00
<b>Total Revenues</b>	11,518,084		11,598,605		11,448,563		11,804,850		206,245	1.78
Salaries & Benefits	7,463,991		7,698,197		7,335,649		8,031,821		333,624	4.33
Services & Supplies	6,321,815		7,165,869		6,541,267		7,269,698		103,829	1.45
Other Charges	0		3,714		0		3,799		85	2.29
Equipment	13,845		45,000		0		30,000		(15,000)	-33.33
Other Financing Uses	0		216,000		0		0		(216,000)	-100.00
Intrafund Transfers	(1,435,648)		(1,626,171)		(1,321,905)		(1,445,414)		180,757	-11.12
<b>Total Requirements</b>	12,364,003		13,502,609		12,555,011		13,889,904		387,295	2.87
<b>Net County Cost</b>	\$ 845,919		\$ 1,904,004		\$ 1,106,448		\$ 2,085,054		\$ 181,050	9.51%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Administrative Services:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Fines, Forfeitures & Penalties	\$ 1,099,802		\$ 1,074,110		\$ 1,001,764		\$ 992,000		\$ (82,110)	-7.64%
Revenue from Use of Money and Property	12,543		6,890		8,760		12,500		5,610	81.42
Charges For Services	10,293,656		10,436,260		10,301,952		10,532,050		95,790	0.92
Miscellaneous Revenues	46,221		46,510		63,389		57,000		10,490	22.55
Other Financing Sources	0		0		0		130,000		130,000	0.00
<b>Total Revenues</b>	11,452,222		11,563,770		11,375,866		11,723,550		159,780	1.38
Salaries & Benefits	6,469,553		6,582,067		6,358,167		6,862,927		280,860	4.27
Services & Supplies	4,830,603		7,132,569		4,957,471		7,269,698		137,129	1.92
Other Charges	0		3,714		0		3,799		85	2.29
Equipment	13,845		45,000		0		30,000		(15,000)	-33.33
Other Financing Uses	0		130,000		0		0		(130,000)	-100.00
Intrafund Transfers	(1,435,648)		(1,626,171)		(1,321,905)		(1,445,414)		180,757	-11.12
<b>Total Requirements</b>	9,878,353		12,267,179		9,993,733		12,721,010		453,831	3.70
<b>Net County Cost</b>	\$ (1,573,869)		\$ 703,409		\$ (1,382,133)		\$ 997,460		\$ 294,051	41.80%



### Final Budget Summary of Treasury:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015 Actual Exp/Rev		Budget As of 6/30/16	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	FY 2016-2017 Final Budget		Budget Amount	Percent
Miscellaneous Revenues	\$ 0	\$	7,700	\$ 50	\$ 1,000	\$	(6,700)	-87.01%
<b>Total Revenues</b>	0		7,700	50	1,000		(6,700)	-87.01
Salaries & Benefits	744,014		891,928	711,484	937,734		45,806	5.14
Services & Supplies	857,600		33,300	1,001,277	0		(33,300)	-100.00
Other Financing Uses	0		86,000	0	0		(86,000)	-100.00
<b>Total Requirements</b>	1,601,614		1,011,228	1,712,761	937,734		(73,494)	-7.27
<b>Net County Cost</b>	\$ 1,601,614	\$	1,003,528	\$ 1,712,711	\$ 936,734	\$	(66,794)	-6.66%

### Final Budget Summary of Tax & Revenue:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015 Actual Exp/Rev		Budget As of 6/30/16	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	FY 2016-2017 Final Budget		Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 19,217	\$	9,405	\$ 21,538	\$ 59,500	\$	50,095	532.64%
Charges For Services	26,395		900	19,735	500		(400)	-44.44
Miscellaneous Revenues	20,250		16,830	31,374	20,300		3,470	20.62
<b>Total Revenues</b>	65,862		27,135	72,647	80,300		53,165	195.93
Salaries & Benefits	91,609		84,016	96,437	87,280		3,264	3.88
Services & Supplies	224,878		0	196,837	0		0	0.00
<b>Total Requirements</b>	316,487		84,016	293,273	87,280		3,264	3.88
<b>Net County Cost</b>	\$ 250,625	\$	56,881	\$ 220,626	\$ 6,980	\$	(49,901)	-87.73%

### Final Budget Summary of Investment:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015 Actual Exp/Rev		Budget As of 6/30/16	FY 2015-2016 Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	FY 2016-2017 Final Budget		Budget Amount	Percent
Salaries & Benefits	\$ 158,815	\$	140,186	\$ 169,561	\$ 143,880	\$	3,694	2.64%
Services & Supplies	408,734		0	385,683	0		0	0.00
<b>Total Requirements</b>	567,549		140,186	555,244	143,880		3,694	2.64
<b>Net County Cost</b>	\$ 567,549	\$	140,186	\$ 555,244	\$ 143,880	\$	3,694	2.64%



## 079 - Internal Audit

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Charges For Services	\$ 43,560		\$ 0		\$ 0		\$ 0		\$ 0	0.00%
Miscellaneous Revenues	33		0		0		0		0	0.00
<b>Total Revenues</b>	43,593		0		0		0		0	0.00
Salaries & Benefits	2,367,998		838,137		838,018		0		(838,137)	-100.00
Services & Supplies	249,079		156,553		172,194		0		(156,553)	-100.00
Other Charges	0		337		0		0		(337)	-100.00
Intrafund Transfers	(58,240)		0		0		0		0	0.00
<b>Total Requirements</b>	2,558,837		995,027		1,010,211		0		(995,027)	-100.00
<b>Net County Cost</b>	\$ 2,515,244		\$ 995,027		\$ 1,010,211		\$ 0		\$ (995,027)	-100.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 080 - OC Public Works

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	Budget	Actual Exp/Rev <sup>(1)</sup>	Budget	Final Budget	Budget	Amount	Percent
		As of 6/30/16		As of 6/30/16		As of 6/30/16				
Licenses, Permits & Franchises	\$ 1,450,185	\$ 1,593,940	\$ 1,760,270	\$ 1,763,000	\$ 169,060	10.61%				
Fines, Forfeitures & Penalties	78,691	71,627	104,307	77,627	6,000	8.38				
Revenue from Use of Money and Property	307	1	291	188,262	188,261	18,826,100.00				
Intergovernmental Revenues	1,911,580	1,742,617	1,917,666	1,798,617	56,000	3.21				
Charges For Services	25,959,915	32,769,692	26,430,653	31,937,637	(832,055)	-2.54				
Miscellaneous Revenues	39,505	62,000	159,087	12,500	(49,500)	-79.84				
Other Financing Sources	6,479	1,000	6,529	1,000	0	0.00				
<b>Total Revenues</b>	<b>29,446,662</b>	<b>36,240,877</b>	<b>30,378,804</b>	<b>35,778,643</b>	<b>(462,234)</b>	<b>-1.28</b>				
Salaries & Benefits	28,485,051	29,125,552	27,840,715	30,772,704	1,647,152	5.66				
Services & Supplies	27,892,574	31,863,825	31,475,229	35,008,998	3,145,173	9.87				
Services & Supplies Reimbursements	(3,550)	(58,950)	(2,858)	(2,510)	56,440	-95.74				
Other Charges	19,728	27,300	19,387	22,000	(5,300)	-19.41				
Equipment	228,677	383,000	322,805	747,861	364,861	95.26				
Other Financing Uses	57,038	108,750	60,349	257,299	148,549	136.60				
Intrafund Transfers	(12,229,065)	(11,854,935)	(15,782,694)	(16,378,198)	(4,523,263)	38.16				
<b>Total Requirements</b>	<b>44,450,453</b>	<b>49,594,542</b>	<b>43,932,931</b>	<b>50,428,154</b>	<b>833,612</b>	<b>1.68</b>				
<b>Net County Cost</b>	<b>\$ 15,003,791</b>	<b>\$ 13,353,665</b>	<b>\$ 13,554,128</b>	<b>\$ 14,649,511</b>	<b>\$ 1,295,846</b>	<b>9.70%</b>				

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Director:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	Budget	Actual Exp/Rev <sup>(1)</sup>	Budget	Final Budget	Budget	Amount	Percent
		As of 6/30/16		As of 6/30/16		As of 6/30/16				
Intergovernmental Revenues	\$ 25,007	\$ 0	\$ 0	\$ 0	\$ 0	0.00%				
Charges For Services	967,725	1,087,657	1,167,718	1,120,085	32,428	2.98				
<b>Total Revenues</b>	<b>992,732</b>	<b>1,087,657</b>	<b>1,167,718</b>	<b>1,120,085</b>	<b>32,428</b>	<b>2.98</b>				
Salaries & Benefits	835,536	930,072	827,661	922,836	(7,236)	-0.78				
Services & Supplies	223,415	158,085	343,064	247,031	88,946	56.26				
Intrafund Transfers	(197,122)	(500)	(40,674)	(48,000)	(47,500)	9,500.00				
<b>Total Requirements</b>	<b>861,829</b>	<b>1,087,657</b>	<b>1,130,050</b>	<b>1,121,867</b>	<b>34,210</b>	<b>3.15</b>				
<b>Net County Cost</b>	<b>\$ (130,903)</b>	<b>\$ 0</b>	<b>\$ (37,667)</b>	<b>\$ 1,782</b>	<b>\$ 1,782</b>	<b>0.00%</b>				

## Final Budget Summary of OC Fleet Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	Final Budget	Budget	
		As of 6/30/16	As of 6/30/16		Amount	Percent
Charges For Services	\$ 1,620	\$ 0	\$ 1,259	\$ 0	\$ 0	0.00%
Total Revenues	1,620	0	1,259	0	0	0.00
Services & Supplies	(216)	0	1,393	0	0	0.00
Total Requirements	(216)	0	1,393	0	0	0.00
Net County Cost	\$ (1,836)	\$ 0	\$ 134	\$ 0	\$ 0	0.00%

## Final Budget Summary of OC Development Services:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016	FY 2015-2016	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Licenses, Permits & Franchises	\$ 2,250	\$ 0	\$ 150	\$ 1,000	\$ 1,000	0.00%
Fines, Forfeitures & Penalties	30,856	24,000	20,793	30,000	6,000	25.00
Charges For Services	1,684,684	2,402,130	2,503,530	2,307,100	(95,030)	-3.96
Miscellaneous Revenues	82	1,000	550	1,000	0	0.00
Total Revenues	1,717,873	2,427,130	2,525,023	2,339,100	(88,030)	-3.63
Salaries & Benefits	2,144,568	2,731,926	2,500,158	2,778,424	46,498	1.70
Services & Supplies	4,127,310	4,454,109	5,373,737	5,037,601	583,492	13.10
Other Charges	2,332	2,600	2,376	3,000	400	15.38
Other Financing Uses	0	0	0	50,000	50,000	0.00
Intrafund Transfers	(878,159)	(627,769)	(1,104,451)	(1,360,000)	(732,231)	116.64
Total Requirements	5,396,052	6,560,866	6,771,821	6,509,025	(51,841)	-0.79
Net County Cost	\$ 3,678,179	\$ 4,133,736	\$ 4,246,798	\$ 4,169,925	\$ 36,189	0.88%

## Final Budget Summary of Administrative Services:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		Change from FY 2015-2016	
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Licenses, Permits & Franchises	\$ 29,289	\$ 10,000	\$ 38,261	\$ 43,000	\$ 33,000	330.00%
Revenue from Use of Money and Property	0	1	0	100,000	99,999	9,999,900.00
Charges For Services	13,555,842	17,803,139	13,109,279	18,510,338	707,199	3.97
Miscellaneous Revenues	83,685	60,000	58,148	11,000	(49,000)	-81.67
Other Financing Sources	4,709	1,000	1,040	1,000	0	0.00
Total Revenues	13,673,524	17,874,140	13,206,729	18,665,338	791,198	4.43
Salaries & Benefits	8,876,920	8,342,830	7,948,824	8,880,145	537,315	6.44
Services & Supplies	7,324,041	13,091,468	9,070,964	12,875,537	(215,931)	-1.65
Other Charges	5,675	8,000	5,783	10,000	2,000	25.00

## Final Budget Summary of Administrative Services:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Equipment	166,552	363,000	314,304	739,000	376,000	103.58
Other Financing Uses	0	8,364	3,701	46,319	37,955	453.79
Intrafund Transfers	(2,752,042)	(3,664,369)	(3,631,239)	(3,179,056)	485,313	-13.24
<b>Total Requirements</b>	<b>13,621,147</b>	<b>18,149,293</b>	<b>13,712,337</b>	<b>19,371,945</b>	<b>1,222,652</b>	<b>6.74</b>
<b>Net County Cost</b>	<b>\$ (52,378)</b>	<b>\$ 275,153</b>	<b>\$ 505,608</b>	<b>\$ 706,607</b>	<b>\$ 431,454</b>	<b>156.81%</b>

## Final Budget Summary of OC Facilities - Design & Construction:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 1,387,602	\$ 1,416,977	\$ 1,965,618	\$ 1,345,870	\$ (71,107)	-5.02%
Other Financing Sources	0	0	22	0	0	0.00
<b>Total Revenues</b>	<b>1,387,602</b>	<b>1,416,977</b>	<b>1,965,640</b>	<b>1,345,870</b>	<b>(71,107)</b>	<b>-5.02</b>
Salaries & Benefits	3,960,746	5,641,953	5,281,044	5,811,956	170,003	3.01
Services & Supplies	(663,080)	1,058,691	1,803,664	1,837,664	778,973	73.58
Services & Supplies Reimbursements	(1,115)	(56,950)	(1,920)	(2,510)	54,440	-95.59
Other Charges	3,284	8,000	2,754	0	(8,000)	-100.00
Equipment	51,067	0	0	0	0	0.00
Other Financing Uses	0	68,824	38,428	50,858	(17,966)	-26.10
Intrafund Transfers	(1,459,316)	(4,555,092)	(5,100,257)	(5,642,204)	(1,087,112)	23.87
<b>Total Requirements</b>	<b>1,891,586</b>	<b>2,165,426</b>	<b>2,023,712</b>	<b>2,055,764</b>	<b>(109,662)</b>	<b>-5.06</b>
<b>Net County Cost</b>	<b>\$ 503,985</b>	<b>\$ 748,449</b>	<b>\$ 58,071</b>	<b>\$ 709,894</b>	<b>\$ (38,555)</b>	<b>-5.15%</b>

## Final Budget Summary of OC Facilities - Maintenance & CUF:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 145	\$ 0	\$ 129	\$ 88,100	\$ 88,100	0.00%
Charges For Services	3,554,823	4,256,181	3,216,393	4,171,244	(84,937)	-2.00
Miscellaneous Revenues	(42,343)	0	98,625	0	0	0.00
<b>Total Revenues</b>	<b>3,512,625</b>	<b>4,256,181</b>	<b>3,315,147</b>	<b>4,259,344</b>	<b>3,163</b>	<b>0.07</b>
Salaries & Benefits	9,134,237	7,767,164	7,660,814	8,310,034	542,870	6.99
Services & Supplies	10,959,406	6,389,632	9,349,305	9,507,750	3,118,118	48.80
Services & Supplies Reimbursements	(2,435)	(2,000)	(938)	0	2,000	-100.00
Other Charges	120	0	0	0	0	0.00
Equipment	11,057	0	8,500	8,861	8,861	0.00

## Final Budget Summary of OC Facilities - Maintenance & CUF:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Other Financing Uses	0	31,562	18,220	95,632	64,070	203.00
Intrafund Transfers	(6,693,981)	(2,851,705)	(5,748,975)	(6,036,738)	(3,185,033)	111.69
<b>Total Requirements</b>	13,408,404	11,334,653	11,286,927	11,885,539	550,886	4.86
<b>Net County Cost</b>	\$ 9,895,779	\$ 7,078,472	\$ 7,971,779	\$ 7,626,195	\$ 547,723	7.74%

## Final Budget Summary of OC Infrastructure Programs:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 14,930	\$ 135,000	\$ 26,251	\$ 123,000	\$ (12,000)	-8.89%
<b>Total Revenues</b>	14,930	135,000	26,251	123,000	(12,000)	-8.89
Services & Supplies	23,855	135,000	96,374	123,000	(12,000)	-8.89
Intrafund Transfers	0	0	(252)	0	0	0.00
<b>Total Requirements</b>	23,855	135,000	96,122	123,000	(12,000)	-8.89
<b>Net County Cost</b>	\$ 8,925	\$ 0	\$ 69,871	\$ 0	\$ 0	0.00%

## Final Budget Summary of OC Construction:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Licenses, Permits & Franchises	\$ 1,080	\$ 0	\$ 3,350	\$ 0	\$ 0	0.00%
Intergovernmental Revenues	39	0	0	0	0	0.00
Charges For Services	729,737	356,000	533,335	453,000	97,000	27.25
<b>Total Revenues</b>	730,856	356,000	536,685	453,000	97,000	27.25
Services & Supplies	625,725	497,300	528,187	489,000	(8,300)	-1.67
Other Charges	8,316	8,700	8,474	9,000	300	3.45
Intrafund Transfers	(168,103)	(150,000)	(22,138)	(45,000)	105,000	-70.00
<b>Total Requirements</b>	465,938	356,000	514,522	453,000	97,000	27.25
<b>Net County Cost</b>	\$ (264,918)	\$ 0	\$ (22,163)	\$ 0	\$ 0	0.00%

### Final Budget Summary of OC Operations & Maintenance:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Licenses, Permits & Franchises	\$ 329	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Charges For Services	3,209,142	4,421,937	2,861,762	3,072,800	(1,349,137)	-30.51
Miscellaneous Revenues	(3,217)	0	0	0	0	0.00
<b>Total Revenues</b>	3,206,255	4,421,937	2,861,762	3,072,800	(1,349,137)	-30.51
Services & Supplies	3,830,389	4,426,937	3,098,445	3,403,437	(1,023,500)	-23.12
Intrafund Transfers	(10,340)	(5,000)	(49,642)	(6,000)	(1,000)	20.00
<b>Total Requirements</b>	3,820,049	4,421,937	3,048,804	3,397,437	(1,024,500)	-23.17
<b>Net County Cost</b>	\$ 613,794	\$ 0	\$ 187,041	\$ 324,637	\$ 324,637	0.00%

### Final Budget Summary of OC Survey:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 162	\$ 0	\$ 162	\$ 162	\$ 162	0.00%
Charges For Services	423,489	521,671	472,465	372,200	(149,471)	-28.65
Miscellaneous Revenues	909	500	842	0	(500)	-100.00
<b>Total Revenues</b>	424,559	522,171	473,469	372,362	(149,809)	-28.69
Services & Supplies	360,594	522,671	370,047	383,562	(139,109)	-26.62
Intrafund Transfers	(424)	(500)	(12,749)	(11,200)	(10,700)	2,140.00
<b>Total Requirements</b>	360,170	522,171	357,298	372,362	(149,809)	-28.69
<b>Net County Cost</b>	\$ (64,390)	\$ 0	\$ (116,171)	\$ 0	\$ 0	0.00%

### Final Budget Summary of OC Environmental Resources:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Licenses, Permits & Franchises	\$ 1,417,238	\$ 1,583,940	\$ 1,718,509	\$ 1,719,000	\$ 135,060	8.53%
Fines, Forfeitures & Penalties	47,835	47,627	83,514	47,627	0	0.00
Intergovernmental Revenues	1,886,534	1,742,617	1,917,666	1,798,617	56,000	3.21
Charges For Services	430,321	369,000	573,042	462,000	93,000	25.20
Miscellaneous Revenues	389	500	923	500	0	0.00
Other Financing Sources	1,770	0	5,467	0	0	0.00
<b>Total Revenues</b>	3,784,087	3,743,684	4,299,121	4,027,744	284,060	7.59
Salaries & Benefits	3,533,045	3,711,607	3,622,215	4,069,309	357,702	9.64
Services & Supplies	1,081,135	1,129,932	1,440,050	1,104,416	(25,516)	-2.26
Equipment	0	20,000	0	0	(20,000)	-100.00

## Final Budget Summary of OC Environmental Resources:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Other Financing Uses	57,038	0	0	14,490	14,490	0.00
Intrafund Transfers	(69,579)	0	(72,317)	(50,000)	(50,000)	0.00
<b>Total Requirements</b>	4,601,640	4,861,539	4,989,947	5,138,215	276,676	5.69
<b>Net County Cost</b>	\$ 817,553	\$ 1,117,855	\$ 690,826	\$ 1,110,471	\$ (7,384)	-0.66%

## 081 - Trial Courts

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Fines, Forfeitures & Penalties	\$	6,759,890	\$	6,658,162	\$	6,145,491	\$	6,114,556	\$ (543,606)	-8.16%
Revenue from Use of Money and Property		16,304		12,130		13,272		10,718	(1,412)	-11.64
Intergovernmental Revenues		2,398,354		3,128,723		1,392,053		3,091,352	(37,371)	-1.19
Charges For Services		14,897,727		14,518,628		13,454,081		15,036,246	517,618	3.57
Miscellaneous Revenues		1,713		1,713		0		0	(1,713)	-100.00
<b>Total Revenues</b>		24,073,988		24,319,356		21,004,897		24,252,872	(66,484)	-0.27
Services & Supplies		3,623,486		4,441,195		4,010,132		4,375,923	(65,272)	-1.47
Other Charges		59,495,722		59,148,835		59,116,066		59,150,823	1,988	0.00
Equipment		0		0		9,341		0	0	0.00
Other Financing Uses		1,002,769		1,276,700		1,051,619		1,273,500	(3,200)	-0.25
<b>Total Requirements</b>		64,121,976		64,866,730		64,187,157		64,800,246	(66,484)	-0.10
<b>Net County Cost</b>	\$	40,047,989	\$	40,547,374	\$	43,182,260	\$	40,547,374	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 100 - County General Fund-Level Transactions

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Taxes	\$ 610,813,928	\$ 630,260,000	\$ 648,237,680	\$ 671,356,000	\$ 41,096,000	6.52%
Licenses, Permits & Franchises	2,944,009	2,758,368	2,863,710	2,809,743	51,375	1.86
Fines, Forfeitures & Penalties	66,425,885	18,571,000	30,702,795	19,773,000	1,202,000	6.47
Revenue from Use of Money and Property	2,014,828	1,600,000	3,286,770	2,775,000	1,175,000	73.44
Intergovernmental Revenues	2,702,456	2,808,000	2,833,851	2,810,000	2,000	0.07
Charges For Services	23,760,149	21,783,000	21,088,594	21,833,000	50,000	0.23
Miscellaneous Revenues	1,823,281	2,486,000	2,996,241	1,560,000	(926,000)	-37.25
Other Financing Sources	909,482	11,974,786	975,270	19,330,434	7,355,648	61.43
Total FBU	67,054,388	128,135,436	128,135,436	0	(128,135,436)	-100.00
Obligated Fund Balances	39,076,866	28,318,979	11,937,149	2,000,000	(26,318,979)	-92.94
Reserve For Encumbrances	2,888,071	0	(4,401,171)	0	0	0.00
<b>Total Revenues</b>	820,413,343	848,695,569	848,656,324	744,247,177	(104,448,392)	-12.15
Obligated Fund Balances	123,091,854	123,543,124	131,722,459	0	(123,543,124)	-100.00
<b>Total Requirements</b>	123,091,854	123,543,124	131,722,459	0	(123,543,124)	-100.00
<b>Net County Cost</b>	\$ (697,321,489)	\$ (725,152,445)	\$ (716,933,865)	\$ (744,247,177)	\$ (19,094,732)	2.63%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 102 - Santa Ana Regional Center Lease Conveyance

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$ 38,994	\$	43,858	\$	60,642	\$	69,721	\$	25,863	58.97%
Miscellaneous Revenues	198		0		226		0		0	0.00
Other Financing Sources	4,375		0		0		0		0	0.00
Obligated Fund Balances	26,376		285,753		267,815		548,860		263,107	0.00
<b>Total Revenues</b>	69,942		329,611		328,684		618,581		288,970	1,310.42
Services & Supplies	6,590		7,092		6,165		6,338		(754)	-10.63
Other Financing Uses	63,352		322,519		322,519		612,243		289,724	89.83
<b>Total Requirements</b>	69,942		329,611		328,684		618,581		288,970	87.67
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 103 - O.C. Methamphetamine Lab Investigation Team

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 1,078	\$ 1,500	\$ 1,619	\$ 1,500	\$ 0	0.00%
Intergovernmental Revenues	254,927	190,000	370,223	190,000	0	0.00
Miscellaneous Revenues	6	0	7	0	0	0.00
Obligated Fund Balances	94	244,927	0	245,488	561	0.23
<b>Total Revenues</b>	256,104	436,427	371,849	436,988	561	0.13
Services & Supplies	1,178	100,427	970	1,500	(98,927)	-98.51
Other Charges	73,928	40,000	31,403	40,000	0	0.00
Other Financing Uses	180,999	296,000	245,617	150,000	(146,000)	-49.32
Special Items	0	0	0	245,488	245,488	0.00
Obligated Fund Balances	0	0	93,859	0	0	0.00
<b>Total Requirements</b>	256,104	436,427	371,850	436,988	561	0.13
<b>Balance</b>	\$ 0	\$ 0	\$ (1)	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 104 - Criminal Justice Facilities - Accumulative Capital Outlay

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Fines, Forfeitures & Penalties	\$ 2,256,972		\$ 2,000,000		\$ 1,924,663		\$ 2,197,731		\$ 197,731	9.89%
Revenue from Use of Money and Property	21,722		10,000		37,633		35,000		25,000	250.00
Miscellaneous Revenues	25,006		25,500		30,777		4,924		(20,576)	-80.69
Other Financing Sources	3,000,000		10,505,000		10,505,000		2,000,000		(8,505,000)	-80.96
Obligated Fund Balances	1,792,204		0		0		7,843,404		7,843,404	0.00
Reserve For Encumbrances	(2,346,924)		0		404,516		0		0	0.00
<b>Total Revenues</b>	<b>4,748,980</b>		<b>12,540,500</b>		<b>12,902,589</b>		<b>12,081,059</b>		<b>(459,441)</b>	<b>-3.66</b>
Services & Supplies	1,355,317		2,197,602		1,351,886		1,955,561		(242,041)	-11.01
Other Charges	2,619,815		2,617,158		2,617,157		2,612,919		(4,239)	-0.16
Structures & Improvements	773,847		4,763,543		3,396,431		7,512,579		2,749,036	57.71
Obligated Fund Balances	0		2,962,197		5,537,115		0		(2,962,197)	-100.00
<b>Total Requirements</b>	<b>4,748,979</b>		<b>12,540,500</b>		<b>12,902,589</b>		<b>12,081,059</b>		<b>(459,441)</b>	<b>-3.66</b>
<b>Balance</b>	<b>\$ 1</b>		<b>\$ 0</b>		<b>\$ 0</b>		<b>\$ 0</b>		<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 105 - Courthouse Temporary Construction

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Fines, Forfeitures & Penalties	\$ 2,256,906	\$	2,197,890	\$	1,924,662	\$	2,197,731	\$	(159)	-0.01%
Revenue from Use of Money and Property	10,462		5,500		11,639		4,500		(1,000)	-18.18
Miscellaneous Revenues	39,155		40,000		48,243		0		(40,000)	-100.00
Other Financing Sources	1,700,000		5,266,486		1,700,000		5,088,757		(177,729)	-3.37
Total FBU	(3,633,842)		(3,566,486)		(3,656,132)		(3,656,132)		(89,646)	2.51
<b>Total Revenues</b>	372,682		3,943,390		118,058		3,634,856		(308,534)	-7.82
Services & Supplies	3,514		4,638		4,637		5,000		362	7.81
Other Charges	3,935,653		3,938,752		3,682,497		3,629,856		(308,896)	-7.84
<b>Total Requirements</b>	3,939,167		3,943,390		3,687,134		3,634,856		(308,534)	-7.82
<b>Balance</b>	\$ (3,566,486)	\$	0	\$	(3,569,077)	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 106 - County Tidelands - Newport Bay

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		Change from FY 2015-2016				
		FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
		Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$	4,109,827	\$	3,692,568	\$	4,438,456	\$	4,047,300	\$	354,732	9.61%
Charges For Services		388,301		415,000		355,123		358,000		(57,000)	-13.73
Miscellaneous Revenues		98,441		38,190		61,669		57,811		19,621	51.38
Obligated Fund Balances		0		2,126,521		0		2,710,325		583,804	27.45
Reserve For Encumbrances		89,660		0		(281,289)		0		0	0.00
<b>Total Revenues</b>		4,686,229		6,272,279		4,573,959		7,173,436		901,157	14.37
Salaries & Benefits		519,388		725,758		692,977		767,946		42,188	5.81
Services & Supplies		2,968,084		4,072,468		3,096,535		4,276,418		203,950	5.01
Other Charges		3,537		174,181		69,314		6,000		(168,181)	-96.56
Structures & Improvements		0		999,872		0		1,014,872		15,000	1.50
Other Financing Uses		0		300,000		300,000		0		(300,000)	-100.00
Obligated Fund Balances		1,195,219		0		415,133		1,108,200		1,108,200	0.00
<b>Total Requirements</b>		4,686,228		6,272,279		4,573,959		7,173,436		901,157	14.37
<b>Balance</b>	\$	1	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 107 - Remittance Processing Equipment Replacement

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 3,606	\$	3,400	\$	5,934	\$	1,750	\$	(1,650)	-48.53%
Miscellaneous Revenues	23,692		23,690		29,211		4,577		(19,113)	-80.68
Other Financing Sources	0		86,000		0		0		(86,000)	-100.00
Obligated Fund Balances	0		281,340		0		70,083		(211,257)	-75.09
Reserve For Encumbrances	4,609		0		0		0		0	0.00
<b>Total Revenues</b>	31,907		394,430		35,145		76,410		(318,020)	-80.63
Services & Supplies	5,997		114,930		3,129		1,410		(113,520)	-98.77
Equipment	0		279,500		0		75,000		(204,500)	-73.17
Obligated Fund Balances	25,911		0		32,016		0		0	0.00
<b>Total Requirements</b>	31,908		394,430		35,145		76,410		(318,020)	-80.63
<b>Balance</b>	\$ (1)	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 108 - OC Dana Point Harbor

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		Change from FY 2015-2016	
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Licenses, Permits & Franchises	\$ 10,199	\$ 10,000	\$ 10,489	\$ 10,000	\$ 0	0.00%
Fines, Forfeitures & Penalties	121,095	113,000	254,333	127,000	14,000	12.39
Revenue from Use of Money and Property	25,170,946	24,173,178	25,725,604	25,177,760	1,004,582	4.16
Intergovernmental Revenues	0	0	10,300	0	0	0.00
Charges For Services	1,013,268	745,000	1,021,262	946,500	201,500	27.05
Miscellaneous Revenues	145,578	82,110	82,202	40,927	(41,183)	-50.16
Other Financing Sources	0	2,943,745	2,943,744	0	(2,943,745)	-100.00
Obligated Fund Balances	0	11,764,594	0	14,659,977	2,895,383	24.61
Reserve For Encumbrances	(2,491,950)	0	(953,202)	0	0	0.00
<b>Total Revenues</b>	23,969,136	39,831,627	29,094,732	40,962,164	1,130,537	2.84
Salaries & Benefits	1,437,771	1,722,563	1,545,290	1,750,565	28,002	1.63
Services & Supplies	19,632,138	23,139,652	19,304,465	24,937,932	1,798,280	7.77
Other Charges	71	350,200	73	350,200	0	0.00
Equipment	0	193,000	0	80,000	(113,000)	-58.55
Structures & Improvements	133,163	10,664,000	3,700,835	13,325,000	2,661,000	24.95
Other Financing Uses	313,667	318,467	18,370	18,467	(300,000)	-94.20
Special Items	0	500,000	0	500,000	0	0.00
Obligated Fund Balances	2,452,327	2,943,745	4,525,699	0	(2,943,745)	-100.00
<b>Total Requirements</b>	23,969,137	39,831,627	29,094,732	40,962,164	1,130,537	2.84
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

### Final Budget Summary of Revitalization:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		Change from FY 2015-2016	
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Reserve For Encumbrances	\$ (2,491,950)	\$ 0	\$ (953,202)	\$ 0	\$ 0	0.00%
<b>Total Revenues</b>	(2,491,950)	0	(953,202)	0	0	0.00
Salaries & Benefits	372,082	318,996	408,197	355,928	36,932	11.58
Services & Supplies	1,717,994	2,643,200	451,854	2,585,200	(58,000)	-2.19
Structures & Improvements	132,709	10,664,000	3,700,835	13,325,000	2,661,000	24.95
Obligated Fund Balances	2,452,327	0	0	0	0	0.00
<b>Total Requirements</b>	4,675,112	13,626,196	4,560,887	16,266,128	2,639,932	19.37
<b>Balance</b>	\$ (7,167,062)	\$ (13,626,196)	\$ (5,514,089)	\$ (16,266,128)	\$ (2,639,932)	19.37%



## Final Budget Summary of Administration/Human Resources/Special Programs:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Licenses, Permits & Franchises	\$ 10,199	\$ 10,000	\$ 10,489	\$ 10,000	\$ 0	0.00%
Fines, Forfeitures & Penalties	0	0	132,787	0	0	0.00
Revenue from Use of Money and Property	250,886	225,000	431,599	315,000	90,000	40.00
Charges For Services	514,583	430,000	572,740	585,000	155,000	36.05
Miscellaneous Revenues	29,441	14,000	35,845	5,402	(8,598)	-61.41
<b>Total Revenues</b>	<b>805,109</b>	<b>679,000</b>	<b>1,183,460</b>	<b>915,402</b>	<b>236,402</b>	<b>34.82</b>
Salaries & Benefits	588,973	760,055	652,084	698,830	(61,225)	-8.06
Services & Supplies	4,980,644	6,166,927	5,786,021	7,251,406	1,084,479	17.59
Other Charges	0	350,000	0	350,000	0	0.00
Equipment	0	10,000	0	10,000	0	0.00
Other Financing Uses	22,147	18,467	18,370	18,467	0	0.00
<b>Total Requirements</b>	<b>5,591,764</b>	<b>7,305,449</b>	<b>6,456,475</b>	<b>8,328,703</b>	<b>1,023,254</b>	<b>14.01</b>
<b>Balance</b>	<b>\$ (4,786,655)</b>	<b>\$ (6,626,449)</b>	<b>\$ (5,273,016)</b>	<b>\$ (7,413,301)</b>	<b>\$ (786,852)</b>	<b>11.87%</b>

## Final Budget Summary of Finance:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Charges For Services	\$ 0	\$ 0	\$ 93,215	\$ 0	\$ 0	0.00%
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>93,215</b>	<b>0</b>	<b>0</b>	<b>0.00</b>
Salaries & Benefits	0	113,892	79,919	86,023	(27,869)	-24.47
Services & Supplies	474,631	534,000	27,671	83,900	(450,100)	-84.29
Other Charges	71	200	73	200	0	0.00
<b>Total Requirements</b>	<b>474,702</b>	<b>648,092</b>	<b>107,663</b>	<b>170,123</b>	<b>(477,969)</b>	<b>-73.75</b>
<b>Balance</b>	<b>\$ (474,702)</b>	<b>\$ (648,092)</b>	<b>\$ (14,448)</b>	<b>\$ (170,123)</b>	<b>\$ 477,969</b>	<b>-73.75%</b>

### Final Budget Summary of Project Management/Marina Improvements:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 0	\$	0	\$	3,881	\$	0	\$	0	0.00%
Other Financing Sources	0		2,943,745		2,943,744		0		(2,943,745)	-100.00
Obligated Fund Balances	0		11,764,594		0		14,659,977		2,895,383	24.61
<b>Total Revenues</b>	0		14,708,339		2,947,625		14,659,977		(48,362)	-0.33
Salaries & Benefits	321,254		275,134		279,170		321,562		46,428	16.87
Services & Supplies	217,033		647,000		657,596		812,200		165,200	25.53
Special Items	0		500,000		0		500,000		0	0.00
Obligated Fund Balances	0		2,943,745		4,525,699		0		(2,943,745)	-100.00
<b>Total Requirements</b>	538,287		4,365,879		5,462,466		1,633,762		(2,732,117)	-62.58
<b>Balance</b>	\$ (538,287)	\$	10,342,460	\$	(2,514,841)	\$	13,026,215	\$	2,683,755	25.95%

### Final Budget Summary of Operations - Lease Management:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Fines, Forfeitures & Penalties	\$ 121,095	\$	113,000	\$	121,546	\$	127,000	\$	14,000	12.39%
Revenue from Use of Money and Property	24,920,061		23,948,178		25,290,124		24,862,760		914,582	3.82
Intergovernmental Revenues	0		0		10,300		0		0	0.00
Charges For Services	498,684		315,000		355,307		361,500		46,500	14.76
Miscellaneous Revenues	116,137		68,110		46,357		35,525		(32,585)	-47.84
<b>Total Revenues</b>	25,655,977		24,444,288		25,823,634		25,386,785		942,497	3.86
Salaries & Benefits	155,461		254,486		125,919		288,222		33,736	13.26
Services & Supplies	12,241,837		13,148,525		12,381,322		14,205,226		1,056,701	8.04
Equipment	0		183,000		0		70,000		(113,000)	-61.75
Structures & Improvements	454		0		0		0		0	0.00
Other Financing Uses	291,520		300,000		0		0		(300,000)	-100.00
<b>Total Requirements</b>	12,689,272		13,886,011		12,507,241		14,563,448		677,437	4.88
<b>Balance</b>	\$ 12,966,706	\$	10,558,277	\$	13,316,393	\$	10,823,337	\$	265,060	2.51%

## 109 - County Automated Fingerprint Identification

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	Budget	Actual Exp/Rev <sup>(1)</sup>	Budget	Final Budget	Budget	Amount	Percent
Fines, Forfeitures & Penalties	\$ 330,743	\$ 290,000	\$ 225,843	\$ 290,000	\$ 225,843	\$ 290,000	\$ 342,000	\$ 52,000	17.93%	
Revenue from Use of Money and Property	281	0	403	0	403	0	0	0	0.00	
Miscellaneous Revenues	3,978	0	4,903	0	4,903	0	0	0	0.00	
Other Financing Sources	795,000	1,006,616	995,000	1,006,616	995,000	1,006,616	1,064,288	57,672	5.73	
Obligated Fund Balances	22,465	66,964	50,313	66,964	50,313	66,964	90,148	23,184	34.62	
Reserve For Encumbrances	8,851	0	24,037	0	24,037	0	0	0	0.00	
<b>Total Revenues</b>	<b>1,161,319</b>	<b>1,363,580</b>	<b>1,300,499</b>	<b>1,363,580</b>	<b>1,300,499</b>	<b>1,363,580</b>	<b>1,496,436</b>	<b>132,856</b>	<b>9.74</b>	
Salaries & Benefits	1,048,889	1,237,758	1,235,323	1,237,758	1,235,323	1,237,758	1,334,402	96,644	7.81	
Services & Supplies	52,430	85,822	65,177	85,822	65,177	85,822	78,850	(6,972)	-8.12	
Other Charges	60,000	40,000	0	40,000	0	40,000	60,000	20,000	50.00	
Special Items	0	0	0	0	0	0	23,184	23,184	0.00	
<b>Total Requirements</b>	<b>1,161,318</b>	<b>1,363,580</b>	<b>1,300,499</b>	<b>1,363,580</b>	<b>1,300,499</b>	<b>1,363,580</b>	<b>1,496,436</b>	<b>132,856</b>	<b>9.74</b>	
<b>Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>	

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 113 - Building and Safety - Operating Reserve

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	As of 6/30/16	FY 2016-2017	Budget	Amount	Percent
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget				
Licenses, Permits & Franchises	\$ 38,179	\$ 500,000	\$ 361,386	\$ 363,000	\$ (137,000)	-27.40%		
Revenue from Use of Money and Property	28,901	27,400	51,721	60,000	32,600	118.98		
Charges For Services	539,601	0	74,128	87,000	87,000	0.00		
Miscellaneous Revenues	(90)	0	148	0	0	0.00		
Other Financing Sources	0	20,401	1,006,456	1,000	(19,401)	-95.10		
Obligated Fund Balances	0	803,919	0	1,045,000	241,081	29.99		
<b>Total Revenues</b>	606,591	1,351,720	1,493,840	1,556,000	204,280	15.11		
Services & Supplies	5,659	5,200	5,130	6,000	800	15.38		
Other Financing Uses	181,616	600,000	0	1,250,000	650,000	108.33		
Special Items	0	746,520	0	300,000	(446,520)	-59.81		
Obligated Fund Balances	419,316	0	1,488,710	0	0	0.00		
<b>Total Requirements</b>	606,591	1,351,720	1,493,840	1,556,000	204,280	15.11		
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%		

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

# 115 - OC Road

## Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Licenses, Permits & Franchises	\$ 333,489	\$	471,697	\$	806,336	\$	606,500	\$	134,803	28.58%
Fines, Forfeitures & Penalties	6,553		6,000		6,812		6,500		500	8.33
Revenue from Use of Money and Property	269,143		256,022		526,209		450,000		193,978	75.77
Intergovernmental Revenues	79,075,023		69,551,579		52,098,926		68,306,033		(1,245,546)	-1.79
Charges For Services	25,053,355		14,986,141		26,983,428		19,378,617		4,392,476	29.31
Miscellaneous Revenues	1,093,292		572,331		1,352,767		216,884		(355,447)	-62.11
Other Financing Sources	52,311		19,466,373		248,654		150,000		(19,316,373)	-99.23
Obligated Fund Balances	0		32,439,984		11,369,464		26,611,375		(5,828,609)	-17.97
Reserve For Encumbrances	1,028,839		0		(7,141,592)		0		0	0.00
<b>Total Revenues</b>	106,912,004		137,750,127		86,251,005		115,725,909		(22,024,218)	-15.99
Salaries & Benefits	22,007,332		24,337,774		22,432,629		24,069,922		(267,852)	-1.10
Services & Supplies	42,499,303		56,372,248		32,242,672		35,259,076		(21,113,172)	-37.45
Other Charges	369,224		1,260,000		532,717		10,458,000		9,198,000	730.00
Equipment	449,492		3,060,000		1,053,895		372,000		(2,688,000)	-87.84
Land	240,403		800,000		0		550,000		(250,000)	-31.25
Structures & Improvements	26,487,332		51,373,105		29,524,040		44,091,911		(7,281,194)	-14.17
Intangible Assets-Amortizable	0		0		0		95,000		95,000	0.00
Other Financing Uses	232,995		547,000		465,053		230,000		(317,000)	-57.95
Special Items	0		0		0		600,000		600,000	0.00
Intrafund Transfers	(227)		0		0		0		0	0.00
Obligated Fund Balances	14,626,151		0		0		0		0	0.00
<b>Total Requirements</b>	106,912,005		137,750,127		86,251,005		115,725,909		(22,024,218)	-15.99
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 116 - Narcotic Forfeiture and Seizure

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		Change from FY 2015-2016		
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget		
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent	
Fines, Forfeitures & Penalties	\$ 397,862	\$ 200,000	\$ 331,293	\$ 200,000	\$ 0	0.00%	
Revenue from Use of Money and Property	5,189	3,860	7,461	2,520	(1,340)	-34.72	
Miscellaneous Revenues	37,637	32,447	46,394	0	(32,447)	-100.00	
Obligated Fund Balances	0	335,700	182,556	250,000	(85,700)	-25.53	
Reserve For Encumbrances	(5,308)	0	5,143	0	0	0.00	
Total Revenues	435,380	572,007	572,847	452,520	(119,487)	-20.89	
Salaries & Benefits	(3,385)	0	0	0	0	0.00	
Services & Supplies	52,151	45,367	49,197	53,745	8,378	18.47	
Other Financing Uses	291,815	526,640	523,651	398,775	(127,865)	-24.28	
Obligated Fund Balances	94,799	0	0	0	0	0.00	
Total Requirements	435,380	572,007	572,848	452,520	(119,487)	-20.89	
Balance	\$ (1)	\$ 0	\$ (1)	\$ 0	\$ 0	0.00%	

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 117 - OC Housing Authority - Operating Reserve

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$	110,416	\$	104,747	\$	128,307	\$	84,520	\$	(20,227) -19.31%
Miscellaneous Revenues		138,777		390,000		179,154		389,355		(645) -0.17
Obligated Fund Balances		1,016,928		2,596,827		980,064		5,111,521		2,514,694 96.84
Reserve For Encumbrances		24,992		0		(7,000)		0		0 0.00
<b>Total Revenues</b>		1,291,113		3,091,574		1,280,525		5,585,396		2,493,822 80.67
Services & Supplies		569,217		2,766,574		1,218,841		5,254,426		2,487,852 89.93
Services & Supplies Reimbursements		(40,000)		0		0		(40,000)		(40,000) 0.00
Other Charges		43,463		325,000		61,685		370,970		45,970 14.14
Obligated Fund Balances		718,433		0		0		0		0 0.00
<b>Total Requirements</b>		1,291,113		3,091,574		1,280,526		5,585,396		2,493,822 80.67
<b>Balance</b>	\$	0	\$	0	\$	0	\$	0	\$	0 0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 118 - Regional Narcotics Suppression Program - Department of Justice

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 29,797	\$ 25,000	\$ 52,640	\$ 50,000	\$ 25,000	100.00%
Intergovernmental Revenues	4,129,234	961,971	1,006,840	0	(961,971)	-100.00
Miscellaneous Revenues	230	0	15,927	0	0	0.00
Obligated Fund Balances	0	4,240,991	2,419,039	6,095,720	1,854,729	43.73
Reserve For Encumbrances	201,776	0	347,424	0	0	0.00
<b>Total Revenues</b>	4,361,036	5,227,962	3,841,869	6,145,720	917,758	17.55
Services & Supplies	447,362	2,199,729	1,361,669	3,234,120	1,034,391	47.02
Other Charges	1,400,393	1,214,192	1,036,357	1,121,600	(92,592)	-7.63
Equipment	120,269	340,000	0	410,000	70,000	20.59
Other Financing Uses	683,358	1,474,041	1,443,844	1,380,000	(94,041)	-6.38
Obligated Fund Balances	1,709,653	0	0	0	0	0.00
<b>Total Requirements</b>	4,361,036	5,227,962	3,841,870	6,145,720	917,758	17.55
<b>Balance</b>	\$ 1	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 119 - OC Public Libraries - Capital

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Licenses, Permits & Franchises	\$ 0	\$ 185,537	\$ 0	\$ 0	\$ (185,537)	-100.00%
Revenue from Use of Money and Property	11,775	7,000	15,792	14,646	7,646	109.23
Intergovernmental Revenues	220,463	0	0	0	0	0.00
Miscellaneous Revenues	256,382	35,000	69,459	10,883	(24,117)	-68.91
Other Financing Sources	792,354	1,550,000	1,550,000	0	(1,550,000)	-100.00
Obligated Fund Balances	0	2,076,414	0	1,504,080	(572,334)	-27.56
Reserve For Encumbrances	1,271,833	0	(234,980)	0	0	0.00
<b>Total Revenues</b>	2,552,807	3,853,951	1,400,270	1,529,609	(2,324,342)	-60.31
Services & Supplies	150,240	109,411	47,048	13,233	(96,178)	-87.91
Structures & Improvements	2,193,846	3,744,540	342,346	1,516,376	(2,228,164)	-59.50
Obligated Fund Balances	208,722	0	1,010,877	0	0	0.00
<b>Total Requirements</b>	2,552,807	3,853,951	1,400,271	1,529,609	(2,324,342)	-60.31
<b>Balance</b>	\$ 0	\$ 0	\$ (1)	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 120 - OC Public Libraries

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Taxes	\$ 44,572,412		\$ 43,103,797		\$ 47,726,991		\$ 44,725,473		\$ 1,621,676	3.76%
Fines, Forfeitures & Penalties	6,197		18,621		7,587		18,621		0	0.00
Revenue from Use of Money and Property	311,987		158,620		289,057		231,300		72,680	45.82
Intergovernmental Revenues	468,074		562,068		438,781		560,370		(1,698)	-0.30
Charges For Services	1,143,695		1,064,000		1,196,992		1,042,000		(22,000)	-2.07
Miscellaneous Revenues	761,456		598,400		584,720		540,152		(58,248)	-9.73
Other Financing Sources	2,964		0		127		0		0	0.00
Obligated Fund Balances	0		12,794,121		0		6,795,961		(5,998,160)	-46.88
Reserve For Encumbrances	(2,412,045)		0		1,376,566		0		0	0.00
<b>Total Revenues</b>	<b>44,854,740</b>		<b>58,299,627</b>		<b>51,620,821</b>		<b>53,913,877</b>		<b>(4,385,750)</b>	<b>-7.52</b>
Salaries & Benefits	24,559,745		28,063,491		25,893,895		28,246,088		182,597	0.65
Services & Supplies	17,089,963		28,393,093		18,075,110		25,512,886		(2,880,207)	-10.14
Other Charges	9,106		16,570		14,814		14,903		(1,667)	-10.06
Equipment	58,079		230,320		0		103,000		(127,320)	-55.28
Other Financing Uses	792,354		1,596,153		1,596,153		37,000		(1,559,153)	-97.68
Obligated Fund Balances	2,345,492		0		6,037,324		0		0	0.00
<b>Total Requirements</b>	<b>44,854,740</b>		<b>58,299,627</b>		<b>51,617,296</b>		<b>53,913,877</b>		<b>(4,385,750)</b>	<b>-7.52</b>
<b>Balance</b>	<b>\$ 1</b>		<b>\$ 0</b>		<b>\$ 3,525</b>		<b>\$ 0</b>		<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 121 - OC Animal Care Donations

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 0	\$	0	\$	6	\$	0	\$	0	0.00%
Miscellaneous Revenues	0		30,000		12,937		100,000		70,000	233.33
<b>Total Revenues</b>	0		30,000		12,943		100,000		70,000	233.33
Services & Supplies	0		30,000		0		100,000		70,000	233.33
Obligated Fund Balances	0		0		12,943		0		0	0.00
<b>Total Requirements</b>	0		30,000		12,943		100,000		70,000	233.33
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 122 - Motor Vehicle Theft Task Force

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 10,073	\$ 7,700	\$ 16,965	\$ 16,800	\$ 9,100	118.18%
Intergovernmental Revenues	3,471,957	2,700,000	2,915,997	2,750,000	50,000	1.85
Miscellaneous Revenues	7,415	0	9,110	0	0	0.00
Obligated Fund Balances	0	315,000	16,987	285,000	(30,000)	-9.52
Reserve For Encumbrances	20,790	0	(151,708)	0	0	0.00
<b>Total Revenues</b>	3,510,236	3,022,700	2,807,352	3,051,800	29,100	0.96
Salaries & Benefits	(7,109)	0	0	0	0	0.00
Services & Supplies	2,139,500	2,337,106	2,180,836	2,354,860	17,754	0.76
Equipment	11,070	17,370	17,369	0	(17,370)	-100.00
Other Financing Uses	703,640	668,224	609,147	696,940	28,716	4.30
Obligated Fund Balances	663,135	0	0	0	0	0.00
<b>Total Requirements</b>	3,510,236	3,022,700	2,807,352	3,051,800	29,100	0.96
<b>Balance</b>	\$ 0	\$ 0	\$ (1)	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 123 - Dispute Resolution Program

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 1,292	\$	1,487	\$	1,555	\$	1,200	\$	(287)	-19.30%
Charges For Services	595,098		900,000		586,569		695,000		(205,000)	-22.78
Miscellaneous Revenues	5,873		6,000		7,244		6,000		0	0.00
Obligated Fund Balances	25,152		212,296		63,361		185,401		(26,895)	-12.67
Reserve For Encumbrances	28,415		0		361		0		0	0.00
<b>Total Revenues</b>	655,830		1,119,783		659,090		887,601		(232,182)	-20.73
Services & Supplies	655,829		1,119,783		659,089		887,601		(232,182)	-20.73
<b>Total Requirements</b>	655,829		1,119,783		659,089		887,601		(232,182)	-20.73
<b>Balance</b>	\$ 1	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 124 - Domestic Violence Program

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Licenses, Permits & Franchises	\$	753,245	\$	1,100,000	\$	757,014	\$	900,000	\$ (200,000)	-18.18%
Revenue from Use of Money and Property		1,690		1,800		2,550		1,500	(300)	-16.67
Miscellaneous Revenues		5		0		8		0	0	0.00
Obligated Fund Balances		27,926		216,811		25,219		72,281	(144,530)	-66.66
<b>Total Revenues</b>		782,866		1,318,611		784,791		973,781	(344,830)	-26.15
Services & Supplies		782,866		1,318,611		784,792		973,781	(344,830)	-26.15
<b>Total Requirements</b>		782,866		1,318,611		784,792		973,781	(344,830)	-26.15
<b>Balance</b>	\$	0	\$	0	\$	0	\$	0	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 125 - Regional Narcotics Suppression Program - Department of Treasury

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 181	\$ 0	\$ 2,442	\$ 2,500	\$ 2,500	0.00%
Intergovernmental Revenues	218,668	270,153	359,044	0	(270,153)	-100.00
Other Financing Sources	5,477	8,239	8,238	0	(8,239)	-100.00
Obligated Fund Balances	0	42,439	0	455,804	413,365	974.02
Reserve For Encumbrances	(28,511)	0	27,432	0	0	0.00
<b>Total Revenues</b>	195,815	320,831	397,156	458,304	137,473	42.85
Services & Supplies	125,306	50,678	2,159	58,304	7,626	15.05
Other Charges	10,527	270,153	142,613	100,000	(170,153)	-62.98
Special Items	0	0	0	300,000	300,000	0.00
Obligated Fund Balances	59,981	0	252,385	0	0	0.00
<b>Total Requirements</b>	195,814	320,831	397,157	458,304	137,473	42.85
<b>Balance</b>	\$ 0	\$ 0	\$ (1)	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 126 - Regional Narcotics Suppression Program - Other

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 1,253	\$ 0	\$ 5,783	\$ 3,500	\$ 3,500	0.00%
Intergovernmental Revenues	1,661,792	1,122,718	779,981	1,138,210	15,492	1.38
Miscellaneous Revenues	116,763	75,000	157,180	22,577	(52,423)	-69.90
Other Financing Sources	113,543	670,802	670,801	0	(670,802)	-100.00
Obligated Fund Balances	0	540,582	0	1,584,838	1,044,256	193.17
Reserve For Encumbrances	(86,381)	0	(15,291)	0	0	0.00
<b>Total Revenues</b>	<b>1,806,971</b>	<b>2,409,102</b>	<b>1,598,453</b>	<b>2,749,125</b>	<b>340,023</b>	<b>14.11</b>
Services & Supplies	1,035,254	2,262,102	1,012,686	1,429,649	(832,453)	-36.80
Equipment	0	47,000	5,347	12,000	(35,000)	-74.47
Other Financing Uses	231,134	100,000	0	263,220	163,220	163.22
Special Items	0	0	0	1,044,256	1,044,256	0.00
Obligated Fund Balances	540,582	0	580,420	0	0	0.00
<b>Total Requirements</b>	<b>1,806,971</b>	<b>2,409,102</b>	<b>1,598,453</b>	<b>2,749,125</b>	<b>340,023</b>	<b>14.11</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 128 - Survey Monument Preservation

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 1,721	\$	1,800	\$	3,042	\$	2,300	\$	500	27.78%
Charges For Services	81,659		75,000		89,168		75,000		0	0.00
Miscellaneous Revenues	2,012		1,221		2,479		302		(919)	-75.27
Obligated Fund Balances	18,197		253,140		0		262,319		9,179	3.63
Reserve For Encumbrances	(84,422)		0		66,902		0		0	0.00
<b>Total Revenues</b>	19,167		331,161		161,592		339,921		8,760	2.65
Services & Supplies	19,167		148,136		98,716		109,921		(38,215)	-25.80
Special Items	0		183,025		0		230,000		46,975	25.67
Obligated Fund Balances	0		0		62,875		0		0	0.00
<b>Total Requirements</b>	19,167		331,161		161,591		339,921		8,760	2.65
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 12A - MHSA Housing Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$ 5,726	\$	5,670	\$	6,527	\$	5,670	\$	0	0.00%
Miscellaneous Revenues	31		150		26		150		0	0.00
Obligated Fund Balances	18,992		1,506,993		11,142		994,226		(512,767)	-34.03
Reserve For Encumbrances	(146)		0		150		0		0	0.00
<b>Total Revenues</b>	24,603		1,512,813		17,845		1,000,046		(512,767)	-33.89
Services & Supplies	727		1,105,813		669		973,046		(132,767)	-12.01
Other Charges	23,876		407,000		17,175		27,000		(380,000)	-93.37
<b>Total Requirements</b>	24,603		1,512,813		17,844		1,000,046		(512,767)	-33.89
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 12C - Child Support Program Development

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 87,330	\$ 85,000	\$ 141,553	\$ 130,000	\$ 45,000	52.94%
Intergovernmental Revenues	1,184,725	3,000	888,986	2,000	(1,000)	-33.33
Miscellaneous Revenues	429	0	520	500	500	0.00
Obligated Fund Balances	98,074	1,837,875	37,280	3,391,981	1,554,106	84.56
<b>Total Revenues</b>	<b>1,370,558</b>	<b>1,925,875</b>	<b>1,068,339</b>	<b>3,524,481</b>	<b>1,598,606</b>	<b>83.01</b>
Services & Supplies	14,972	16,787	14,537	15,393	(1,394)	-8.30
Other Financing Uses	324,199	1,909,088	1,053,802	3,509,088	1,600,000	83.81
Obligated Fund Balances	1,031,387	0	0	0	0	0.00
<b>Total Requirements</b>	<b>1,370,558</b>	<b>1,925,875</b>	<b>1,068,339</b>	<b>3,524,481</b>	<b>1,598,606</b>	<b>83.01</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 12D - Clerk-Recorder Special Revenue Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 23,473	\$ 5,950	\$ 117,147	\$ 103,000	\$ 97,050	1,631.09%
Intergovernmental Revenues	877,500	1,500,000	1,627,500	877,500	(622,500)	-41.50
Charges For Services	4,054,836	3,488,600	4,064,070	3,268,000	(220,600)	-6.32
Miscellaneous Revenues	251,659	251,600	310,795	85,000	(166,600)	-66.22
Other Financing Sources	1,071	4,700	1,087	1,500	(3,200)	-68.09
Obligated Fund Balances	1,241,568	15,580,626	8,237	3,740,000	(11,840,626)	-76.00
Reserve For Encumbrances	31,635	0	(114,307)	0	0	0.00
<b>Total Revenues</b>	<b>6,481,743</b>	<b>20,831,476</b>	<b>6,014,530</b>	<b>8,075,000</b>	<b>(12,756,476)</b>	<b>-61.24</b>
Services & Supplies	1,680,684	2,721,300	2,129,554	1,773,900	(947,400)	-34.81
Other Charges	1,059	1,100	1,080	1,100	0	0.00
Equipment	53,766	408,000	0	200,000	(208,000)	-50.98
Other Financing Uses	4,746,233	5,110,000	3,883,896	4,100,000	(1,010,000)	-19.77
Special Items	0	12,591,076	0	2,000,000	(10,591,076)	-84.12
<b>Total Requirements</b>	<b>6,481,742</b>	<b>20,831,476</b>	<b>6,014,529</b>	<b>8,075,000</b>	<b>(12,756,476)</b>	<b>-61.24</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 12E - Clerk-Recorder Operating Reserve Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		Change from FY 2015-2016	
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Revenue from Use of Money and Property	\$ 3,367	\$ 3,290	\$ 13,519	\$ 15,000	\$ 11,710	355.93%
Other Financing Sources	1,308,089	1,000,000	279,145	1,000,000	0	0.00
Obligated Fund Balances	0	915,504	0	990,000	74,496	8.14
Total Revenues	1,311,456	1,918,794	292,664	2,005,000	86,206	4.49
Services & Supplies	568	5,000	1,373	5,000	0	0.00
Other Financing Uses	0	1,500,000	0	1,500,000	0	0.00
Special Items	0	413,794	0	500,000	86,206	20.83
Obligated Fund Balances	1,310,888	0	291,290	0	0	0.00
Total Requirements	1,311,456	1,918,794	292,663	2,005,000	86,206	4.49
Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 12G - Real Estate Prosecution Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 2,748	\$ 3,750	\$ 4,123	\$ 2,950	\$ (800)	-21.33%
Charges For Services	1,585,572	1,650,000	1,559,557	1,650,000	0	0.00
Miscellaneous Revenues	18	0	19	0	0	0.00
Obligated Fund Balances	0	65,171	63,566	0	(65,171)	-100.00
<b>Total Revenues</b>	<b>1,588,337</b>	<b>1,718,921</b>	<b>1,627,265</b>	<b>1,652,950</b>	<b>(65,971)</b>	<b>-3.84</b>
Services & Supplies	1,072	2,750	1,039	2,750	0	0.00
Other Financing Uses	1,519,981	1,716,171	1,626,225	990,000	(726,171)	-42.31
Special Items	0	0	0	660,200	660,200	0.00
Obligated Fund Balances	67,284	0	0	0	0	0.00
<b>Total Requirements</b>	<b>1,588,337</b>	<b>1,718,921</b>	<b>1,627,264</b>	<b>1,652,950</b>	<b>(65,971)</b>	<b>-3.84</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 12H - Proposition 64 - Consumer Protection

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		Change from FY 2015-2016				
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Budget				
	As of 6/30/16		As of 6/30/16		Final Budget		Amount      Percent				
Fines, Forfeitures & Penalties	\$	3,432,780	\$	1,200,000	\$	1,507,309	\$	1,200,000	\$	0	0.00%
Revenue from Use of Money and Property		39,388		38,617		56,028		58,800		20,183	52.26
Miscellaneous Revenues		234		0		237		0		0	0.00
Obligated Fund Balances		0		2,320,600		1,113,524		2,395,000		74,400	3.21
<b>Total Revenues</b>		3,472,402		3,559,217		2,677,098		3,653,800		94,583	2.66
Services & Supplies		250,459		427,531		342,512		376,750		(50,781)	-11.88
Other Financing Uses		2,968,465		3,131,686		2,334,585		3,277,050		145,364	4.64
Obligated Fund Balances		253,478		0		0		0		0	0.00
<b>Total Requirements</b>		3,472,402		3,559,217		2,677,097		3,653,800		94,583	2.66
<b>Balance</b>	\$	0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 12J - Proposition 69 - DNA Identification Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$ 12,655	\$	10,000	\$	22,183	\$	20,000	\$	10,000	100.00%
Charges For Services	860,821		875,000		731,186		750,000		(125,000)	-14.29
Miscellaneous Revenues	81		0		78		0		0	0.00
Obligated Fund Balances	0		1,132,145		54,080		630,500		(501,645)	-44.31
<b>Total Revenues</b>	873,557		2,017,145		807,526		1,400,500		(616,645)	-30.57
Services & Supplies	2,136		3,000		2,234		2,500		(500)	-16.67
Other Charges	190,602		67,058		61,669		65,000		(2,058)	-3.07
Other Financing Uses	274,884		1,947,087		743,623		1,333,000		(614,087)	-31.54
Obligated Fund Balances	405,935		0		0		0		0	0.00
<b>Total Requirements</b>	873,557		2,017,145		807,526		1,400,500		(616,645)	-30.57
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 12P - Assessor Property Characteristics Revenue

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Charges For Services	\$ 20,870	\$	30,000	\$	195,431	\$	220,000	\$	190,000	633.33%
Miscellaneous Revenues	26,671		0		32,886		0		0	0.00
Obligated Fund Balances	351,060		0		0		0		0	0.00
<b>Total Revenues</b>	398,601		30,000		228,318		220,000		190,000	633.33
Services & Supplies	398,600		10,000		0		10,000		0	0.00
Equipment	0		20,000		0		20,000		0	0.00
Other Financing Uses	0		0		0		190,000		190,000	0.00
Obligated Fund Balances	0		0		228,318		0		0	0.00
<b>Total Requirements</b>	398,600		30,000		228,318		220,000		190,000	633.33
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 12S - SSA Donations & Fees

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Intergovernmental Revenues	\$ 72,625	\$	72,625	\$	72,411	\$	72,411	\$	(214)	-0.29%
Charges For Services	754,301		750,841		705,814		665,483		(85,358)	-11.37
Miscellaneous Revenues	55,881		37,166		270,838		10,805		(26,361)	-70.93
Other Financing Sources	147,400		0		0		0		0	0.00
Obligated Fund Balances	0		387,292		0		717,696		330,404	85.31
<b>Total Revenues</b>	1,030,207		1,247,924		1,049,063		1,466,395		218,471	17.51
Other Financing Uses	856,210		1,247,924		830,891		1,466,395		218,471	17.51
Obligated Fund Balances	173,997		0		218,172		0		0	0.00
<b>Total Requirements</b>	1,030,207		1,247,924		1,049,063		1,466,395		218,471	17.51
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 12W - SSA Wraparound

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 172,318	\$ 226,891	\$ 333,402	\$ 382,857	\$ 155,966	68.74%
Intergovernmental Revenues	10,414,522	10,664,068	11,057,472	11,038,171	374,103	3.51
Miscellaneous Revenues	541	0	704	0	0	0.00
Other Financing Sources	13,751,058	14,548,716	14,444,767	14,445,562	(103,154)	-0.71
Obligated Fund Balances	0	3,627,245	0	0	(3,627,245)	-100.00
<b>Total Revenues</b>	24,338,439	29,066,920	25,836,345	25,866,590	(3,200,330)	-11.01
Services & Supplies	28,947	36,688	33,050	31,904	(4,784)	-13.04
Other Financing Uses	18,510,839	29,030,232	19,903,735	24,250,764	(4,779,468)	-16.46
Special Items	0	0	0	1,583,922	1,583,922	0.00
Obligated Fund Balances	5,798,653	0	5,899,560	0	0	0.00
<b>Total Requirements</b>	24,338,439	29,066,920	25,836,345	25,866,590	(3,200,330)	-11.01
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 132 - Sheriff's Narcotics Program - Department of Justice

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 37,901	\$ 30,000	\$ 36,108	\$ 30,000	\$ 0	0.00%
Intergovernmental Revenues	242,124	0	118,198	0	0	0.00
Miscellaneous Revenues	201	0	0	0	0	0.00
Other Financing Sources	0	0	0	530,000	530,000	0.00
Obligated Fund Balances	2,583,421	5,390,975	4,325,400	3,352,968	(2,038,007)	-37.80
Reserve For Encumbrances	751,825	0	141,810	0	0	0.00
<b>Total Revenues</b>	<b>3,615,471</b>	<b>5,420,975</b>	<b>4,621,515</b>	<b>3,912,968</b>	<b>(1,508,007)</b>	<b>-27.82</b>
Services & Supplies	895,228	1,522,875	1,380,491	1,712,468	189,593	12.45
Other Charges	0	200,000	150,000	200,000	0	0.00
Equipment	80,425	962,485	355,410	700,500	(261,985)	-27.22
Other Financing Uses	2,639,818	2,735,615	2,735,615	1,300,000	(1,435,615)	-52.48
<b>Total Requirements</b>	<b>3,615,471</b>	<b>5,420,975</b>	<b>4,621,516</b>	<b>3,912,968</b>	<b>(1,508,007)</b>	<b>-27.82</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 133 - Sheriff Narcotics Program - Other

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 457	\$ 0	\$ 5,375	\$ 4,200	\$ 4,200	0.00%
Intergovernmental Revenues	200,180	248,101	533,108	0	(248,101)	-100.00
Miscellaneous Revenues	77,707	50,000	96,061	15,000	(35,000)	-70.00
Other Financing Sources	106,580	0	0	0	0	0.00
Obligated Fund Balances	0	121,252	0	497,506	376,254	310.31
Reserve For Encumbrances	(6,318)	0	3,438	0	0	0.00
<b>Total Revenues</b>	<b>378,605</b>	<b>419,353</b>	<b>637,982</b>	<b>516,706</b>	<b>97,353</b>	<b>23.22</b>
Services & Supplies	223,028	404,393	41,329	174,778	(229,615)	-56.78
Other Charges	0	14,960	14,960	0	(14,960)	-100.00
Special Items	0	0	0	341,928	341,928	0.00
Obligated Fund Balances	155,578	0	581,694	0	0	0.00
<b>Total Requirements</b>	<b>378,606</b>	<b>419,353</b>	<b>637,983</b>	<b>516,706</b>	<b>97,353</b>	<b>23.22</b>
<b>Balance</b>	<b>\$ (1)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 134 - Orange County Jail Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	As of 6/30/16	FY 2016-2017	Budget	Amount	Percent
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget				
Fines, Forfeitures & Penalties	\$ 668,837	\$ 660,000	\$ 456,705	\$ 525,000	\$ (135,000)	-20.45%		
Revenue from Use of Money and Property	8,727	6,000	11,946	8,500	2,500	41.67		
Miscellaneous Revenues	12,147	6,000	14,983	3,000	(3,000)	-50.00		
Obligated Fund Balances	261,936	1,542,401	267,974	1,311,268	(231,133)	-14.99		
<b>Total Revenues</b>	951,647	2,214,401	751,608	1,847,768	(366,633)	-16.56		
Services & Supplies	1,647	1,464,401	1,609	1,998	(1,462,403)	-99.86		
Other Financing Uses	950,000	750,000	750,000	500,000	(250,000)	-33.33		
Special Items	0	0	0	1,345,770	1,345,770	0.00		
<b>Total Requirements</b>	951,647	2,214,401	751,609	1,847,768	(366,633)	-16.56		
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%		

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 135 - Real Estate Development Program

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Fines, Forfeitures & Penalties	\$ 1	\$ 0	\$ 1	\$ 0	\$ 0	0.00%
Revenue from Use of Money and Property	236,863	160,000	172,603	160,000	0	0.00
Charges For Services	567,625	0	459,873	0	0	0.00
Miscellaneous Revenues	31,804	30,000	64,220	30,000	0	0.00
Other Financing Sources	222,650	135,000	141,409	135,000	0	0.00
Obligated Fund Balances	0	804,240	0	1,442,186	637,946	79.32
Reserve For Encumbrances	700,000	0	0	0	0	0.00
<b>Total Revenues</b>	1,758,943	1,129,240	838,106	1,767,186	637,946	56.49
Services & Supplies	132,420	919,240	41,197	467,186	(452,054)	-49.18
Other Financing Uses	200,000	210,000	0	1,300,000	1,090,000	519.05
Obligated Fund Balances	1,426,523	0	796,908	0	0	0.00
<b>Total Requirements</b>	1,758,943	1,129,240	838,105	1,767,186	637,946	56.49
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 137 - Parking Facilities

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Taxes	\$ (29)	\$	0	\$	0	\$	0	\$	0	0.00%
Revenue from Use of Money and Property	3,304,551		6,566,860		5,830,130		6,353,200		(213,660)	-3.25
Charges For Services	240,419		235,108		302,959		273,500		38,392	16.33
Miscellaneous Revenues	33,185		16,416		40,906		6,410		(10,006)	-60.95
Other Financing Sources	1,439,413		0		0		0		0	0.00
Obligated Fund Balances	163,603		0		87,993		321,668		321,668	0.00
Reserve For Encumbrances	(248,763)		0		(406,598)		0		0	0.00
<b>Total Revenues</b>	4,932,380		6,818,384		5,855,390		6,954,778		136,394	2.00
Salaries & Benefits	293,176		433,528		429,024		497,524		63,996	14.76
Services & Supplies	2,426,192		2,445,873		2,223,098		3,002,723		556,850	22.77
Other Charges	1,391,685		1,446,554		1,396,443		1,390,531		(56,023)	-3.87
Structures & Improvements	1,327		781,000		349,981		414,000		(367,000)	46.99
Other Financing Uses	820,000		1,456,845		1,456,845		1,650,000		193,155	13.26
Special Items	0		254,584		0		0		(254,584)	-100.00
<b>Total Requirements</b>	4,932,380		6,818,384		5,855,391		6,954,778		136,394	2.00
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 138 - Medi-Cal Administrative Activities/Targeted Case Management

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 44,872	\$	41,000	\$	83,017	\$	55,000	\$	14,000	34.15%
Intergovernmental Revenues	1,120,425		1,328,080		1,132,440		1,633,510		305,430	23.00
Miscellaneous Revenues	175		0		286		0		0	0.00
Obligated Fund Balances	18,138		258,061		13,542		44,151		(213,910)	-82.89
<b>Total Revenues</b>	<b>1,183,611</b>		<b>1,627,141</b>		<b>1,229,284</b>		<b>1,732,661</b>		<b>105,520</b>	<b>6.48</b>
Services & Supplies	997,514		1,315,715		945,679		1,404,031		88,316	6.71
Other Financing Uses	186,098		311,426		283,606		328,630		17,204	5.52
<b>Total Requirements</b>	<b>1,183,611</b>		<b>1,627,141</b>		<b>1,229,285</b>		<b>1,732,661</b>		<b>105,520</b>	<b>6.48</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 139 - Sheriff's Narcotics Program - CALMMET - Treasury

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 1,465	\$ 0	\$ 8,649	\$ 7,000	\$ 7,000	0.00%
Intergovernmental Revenues	326,677	600,977	603,497	0	(600,977)	-100.00
Other Financing Sources	724,593	0	0	0	0	0.00
Obligated Fund Balances	0	396,803	0	580,138	183,335	46.20
Reserve For Encumbrances	(235,235)	0	(337,547)	0	0	0.00
<b>Total Revenues</b>	817,500	997,780	274,599	587,138	(410,642)	-41.16
Services & Supplies	121,275	251,680	90,528	401,326	149,646	59.46
Equipment	0	671,100	48,056	100,000	(571,100)	-85.10
Other Financing Uses	44,350	75,000	0	85,812	10,812	14.42
Obligated Fund Balances	651,875	0	136,015	0	0	0.00
<b>Total Requirements</b>	817,500	997,780	274,599	587,138	(410,642)	-41.16
<b>Balance</b>	\$ 0	\$ 0	\$ 1	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 13B - Traffic Violator Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
				As of 6/30/16		As of 6/30/16			Amount	Percent
Fines, Forfeitures & Penalties	\$	277,534	\$	300,000	\$	217,542	\$	250,000	\$ (50,000)	-16.67%
Revenue from Use of Money and Property		4,598		3,600		7,017		6,120	2,520	70.00
Miscellaneous Revenues		29		0		27		0	0	0.00
Obligated Fund Balances		0		907,297		0		904,777	(2,520)	-0.28
<b>Total Revenues</b>		282,161		1,210,897		224,586		1,160,897	(50,000)	-4.13
Services & Supplies		(15,604)		925,897		688		1,000	(924,897)	-99.89
Other Charges		0		25,000		0		25,000	0	0.00
Other Financing Uses		218,654		260,000		209,587		260,000	0	0.00
Special Items		0		0		0		874,897	874,897	0.00
Obligated Fund Balances		79,111		0		14,311		0	0	0.00
<b>Total Requirements</b>		282,161		1,210,897		224,586		1,160,897	(50,000)	-4.13
<b>Balance</b>	\$	0	\$	0	\$	0	\$	0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 13N - OC Tobacco Settlement Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016	FY 2015-2016		Change from FY 2015-2016	
	Actual Exp/Rev	As of 6/30/16	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
			As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Miscellaneous Revenues	\$ 26,240,765	\$ 25,708,066	\$ 25,945,738	\$ 26,299,352	\$ 591,286	2.30%	
Obligated Fund Balances	2,347,018	12,044,452	0	9,820,182	(2,224,270)	-18.47	
Total Revenues	28,587,783	37,752,518	25,945,738	36,119,534	(1,632,984)	-4.33	
Other Financing Uses	28,587,783	37,752,518	25,529,533	36,119,534	(1,632,984)	-4.33	
Obligated Fund Balances	0	0	416,205	0	0	0.00	
Total Requirements	28,587,783	37,752,518	25,945,738	36,119,534	(1,632,984)	-4.33	
Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%	

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 13P - State Criminal Alien Assistance Program (SCAAP)

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 8,064	\$	6,000	\$	13,898	\$	6,000	\$	0	0.00%
Intergovernmental Revenues	1,633,416		1,630,000		1,416,875		1,416,875		(213,125)	-13.08
Miscellaneous Revenues	55		0		57		0		0	0.00
Obligated Fund Balances	461,201		342,196		0		342,196		0	0.00
<b>Total Revenues</b>	2,102,737		1,978,196		1,430,829		1,765,071		(213,125)	-10.77
Services & Supplies	2,737		348,196		2,158		5,000		(343,196)	-98.56
Other Financing Uses	2,100,000		1,630,000		1,416,875		1,416,875		(213,125)	-13.08
Special Items	0		0		0		343,196		343,196	0.00
Obligated Fund Balances	0		0		11,797		0		0	0.00
<b>Total Requirements</b>	2,102,737		1,978,196		1,430,830		1,765,071		(213,125)	-10.77
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 13R - SC Replacement & Maintenance Fund (SCRAM)

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		Change from FY 2015-2016	
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Revenue from Use of Money and Property	\$ 52,489	\$ 36,000	\$ 79,973	\$ 46,000	\$ 10,000	27.78%
Charges For Services	1,092,799	1,122,885	1,231,282	1,095,885	(27,000)	-2.40
Miscellaneous Revenues	251	0	297	0	0	0.00
Other Financing Sources	453,168	2,422,678	1,820,001	1,211,358	(1,211,320)	-50.00
Obligated Fund Balances	1,201,480	11,430,625	217,406	9,989,462	(1,441,163)	-12.61
Reserve For Encumbrances	43,811	0	(66,985)	0	0	0.00
<b>Total Revenues</b>	<b>2,843,998</b>	<b>15,012,188</b>	<b>3,281,974</b>	<b>12,342,705</b>	<b>(2,669,483)</b>	<b>-17.78</b>
Services & Supplies	378,915	1,717,990	262,099	10,000	(1,707,990)	-99.42
Equipment	2,083,920	11,894,198	3,019,875	9,498,830	(2,395,368)	-20.14
Other Financing Uses	381,162	0	0	984,000	984,000	0.00
Special Items	0	1,400,000	0	1,849,875	449,875	32.13
<b>Total Requirements</b>	<b>2,843,997</b>	<b>15,012,188</b>	<b>3,281,974</b>	<b>12,342,705</b>	<b>(2,669,483)</b>	<b>-17.78</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 13S - Emergency Medical Services

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Fines, Forfeitures & Penalties	\$ 8,471,820	\$	9,727,266	\$	7,943,116	\$	8,629,982	\$	(1,097,284)	-11.28%
Revenue from Use of Money and Property	27,288		68,092		34,337		34,048		(34,044)	-50.00
Miscellaneous Revenues	126		0		116		0		0	0.00
Obligated Fund Balances	337,777		0		0		0		0	0.00
<b>Total Revenues</b>	8,837,012		9,795,358		7,977,569		8,664,030		(1,131,328)	-11.55
Services & Supplies	4,759		29,078		3,475		11,156		(17,922)	-61.63
Other Financing Uses	8,832,253		9,766,280		7,972,972		8,652,874		(1,113,406)	-11.40
Obligated Fund Balances	0		0		1,122		0		0	0.00
<b>Total Requirements</b>	8,837,012		9,795,358		7,977,569		8,664,030		(1,131,328)	-11.55
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 13T - HCA Purpose Restricted Revenues

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016	FY 2015-2016	Change from FY 2015-2016		
		FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
		Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Fines, Forfeitures & Penalties	\$	1,251,701	\$ 0	\$ 350,398	\$ 135,000	\$ 135,000	0.00%
Charges For Services		1,373,039	1,372,404	1,229,624	1,343,775	(28,629)	-2.09
Miscellaneous Revenues		0	235,000	0	255,000	20,000	8.51
Other Financing Sources		90,673	635,000	110,149	400,000	(235,000)	-37.01
Obligated Fund Balances		0	436,846	0	332,240	(104,606)	-23.95
Total Revenues		2,715,412	2,679,250	1,690,171	2,466,015	(213,235)	-7.96
Other Financing Uses		1,042,109	2,179,250	1,088,315	2,166,015	(13,235)	-0.61
Special Items		0	500,000	0	300,000	(200,000)	-40.00
Obligated Fund Balances		1,673,303	0	601,856	0	0	0.00
Total Requirements		2,715,412	2,679,250	1,690,171	2,466,015	(213,235)	-7.96
Balance	\$	0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 13U - HCA Interest Bearing Purpose Restricted Revenue

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 25,855	\$	26,250	\$	42,644	\$	30,096	\$	3,846	14.65%
Intergovernmental Revenues	0		80,000		1,068		0		(80,000)	-100.00
Miscellaneous Revenues	141		0		153		0		0	0.00
<b>Total Revenues</b>	25,996		106,250		43,865		30,096		(76,154)	-71.67
Services & Supplies	4,368		10,000		4,134		10,000		0	0.00
Other Financing Uses	21,359		96,250		38,970		20,096		(76,154)	-79.12
Obligated Fund Balances	270		0		761		0		0	0.00
<b>Total Requirements</b>	25,996		106,250		43,865		30,096		(76,154)	-71.67
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 13Y - Mental Health Services Act

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$ 987,358	\$	815,000	\$	1,599,137	\$	800,000	\$	(15,000)	-1.84%
Intergovernmental Revenues	140,659,945		119,324,857		114,852,225		146,402,806		27,077,949	22.69
Miscellaneous Revenues	4,470		0		5,099		0		0	0.00
Obligated Fund Balances	0		21,138,450		0		19,863,238		(1,275,212)	-6.03
<b>Total Revenues</b>	141,651,773		141,278,307		116,456,460		167,066,044		25,787,737	18.25
Services & Supplies	164,452		185,000		163,188		170,000		(15,000)	-8.11
Other Financing Uses	103,950,652		141,093,307		115,080,774		166,896,044		25,802,737	18.29
Obligated Fund Balances	37,536,669		0		1,212,498		0		0	0.00
<b>Total Requirements</b>	141,651,773		141,278,307		116,456,460		167,066,044		25,787,737	18.25
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 13Z - Bioterrorism Center for Disease Control Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 2,502	\$ 5,000	\$ 4,623	\$ 5,000	\$ 0	0.00%
Intergovernmental Revenues	2,015,753	6,915,662	5,072,189	4,343,430	(2,572,232)	-37.19
Miscellaneous Revenues	64	0	32	0	0	0.00
Obligated Fund Balances	58,930	132,000	129,074	0	(132,000)	-100.00
<b>Total Revenues</b>	2,077,250	7,052,662	5,205,918	4,348,430	(2,704,232)	-38.34
Services & Supplies	1,142	137,000	132,066	5,000	(132,000)	-96.35
Other Financing Uses	2,076,108	6,915,662	5,073,852	4,343,430	(2,572,232)	-37.19
<b>Total Requirements</b>	2,077,250	7,052,662	5,205,918	4,348,430	(2,704,232)	-38.34
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 140 - Air Quality Improvement

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 2,840	\$ 2,424	\$ 4,940	\$ 2,856	\$ 432	17.82%
Intergovernmental Revenues	149,953	148,748	193,524	151,421	2,673	1.80
Miscellaneous Revenues	6,228	3,078	7,681	1,150	(1,928)	-62.64
Obligated Fund Balances	0	448,805	229,603	202,503	(246,302)	-54.88
Reserve For Encumbrances	(71,808)	0	(313,795)	0	0	0.00
<b>Total Revenues</b>	87,214	603,055	121,953	357,930	(245,125)	-40.65
Services & Supplies	38,815	50,146	50,146	50,450	304	0.61
Equipment	0	464,429	71,808	150,000	(314,429)	-67.70
Special Items	0	88,480	0	157,480	69,000	77.98
Obligated Fund Balances	48,399	0	0	0	0	0.00
<b>Total Requirements</b>	87,214	603,055	121,954	357,930	(245,125)	-40.65
<b>Balance</b>	\$ 0	\$ 0	\$ (1)	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 141 - Sheriff's Substation Fee Program

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$ 13,811	\$	14,000	\$	24,566	\$	14,000	\$	0	0.00%
Charges For Services	0		0		632,261		0		0	0.00
Miscellaneous Revenues	14,739		2,416,907		18,163		2,416,907		0	0.00
Obligated Fund Balances	0		911,672		0		911,672		0	0.00
<b>Total Revenues</b>	28,550		3,342,579		674,990		3,342,579		0	0.00
Services & Supplies	2,453		3,342,579		2,575		2,925		(3,339,654)	-99.91
Special Items	0		0		0		3,339,654		3,339,654	0.00
Obligated Fund Balances	26,097		0		672,415		0		0	0.00
<b>Total Requirements</b>	28,550		3,342,579		674,990		3,342,579		0	0.00
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 143 - Jail Commissary

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016	FY 2015-2016	Change from FY 2015-2016		
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget		
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent	
Revenue from Use of Money and Property	\$ 15,658	\$ 9,001	\$ 28,492	\$ 15,000	\$ 5,999	66.65%	
Charges For Services	874,564	580,000	868,682	780,000	200,000	34.48	
Miscellaneous Revenues	7,056,885	7,080,000	7,478,599	7,080,000	0	0.00	
Obligated Fund Balances	67,369	1,863,773	40,673	2,709,099	845,326	45.36	
Reserve For Encumbrances	75,723	0	(196,258)	0	0	0.00	
Total Revenues	8,090,198	9,532,774	8,220,188	10,584,099	1,051,325	11.03	
Salaries & Benefits	3,208,913	3,408,676	3,182,210	3,495,245	86,569	2.54	
Services & Supplies	3,739,320	5,383,747	3,928,226	3,451,203	(1,932,544)	-35.90	
Other Charges	0	3,851	0	0	(3,851)	-100.00	
Structures & Improvements	0	236,500	5,627	0	(236,500)	-100.00	
Other Financing Uses	504,590	500,000	500,000	1,500,000	1,000,000	200.00	
Special Items	0	0	0	2,137,651	2,137,651	0.00	
Obligated Fund Balances	637,375	0	604,125	0	0	0.00	
Total Requirements	8,090,198	9,532,774	8,220,189	10,584,099	1,051,325	11.03	
Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%	

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 144 - Inmate Welfare Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 3,528,934	\$	4,370,000	\$	4,290,965	\$	31,000	\$	(4,339,000)	-99.29%
Intergovernmental Revenues	225,254		297,736		69,255		0		(297,736)	-100.00
Charges For Services	613,946		655,341		562,536		453,516		(201,825)	-30.80
Miscellaneous Revenues	73,822		35,000		87,026		13,415		(21,585)	-61.67
Other Financing Sources	500,000		500,000		500,000		1,500,000		1,000,000	200.00
Obligated Fund Balances	0		5,772,455		0		7,028,714		1,256,259	21.76
Reserve For Encumbrances	11,666		0		28,777		0		0	0.00
<b>Total Revenues</b>	<b>4,953,622</b>		<b>11,630,532</b>		<b>5,538,558</b>		<b>9,026,645</b>		<b>(2,603,887)</b>	<b>-22.39</b>
Salaries & Benefits	2,539,142		3,001,336		2,434,399		2,664,839		(336,497)	-11.21
Services & Supplies	1,567,198		8,354,132		1,524,291		1,693,012		(6,661,120)	-79.73
Other Financing Uses	240,031		275,064		33,334		0		(275,064)	-100.00
Special Items	0		0		0		4,668,794		4,668,794	0.00
Obligated Fund Balances	607,252		0		1,546,535		0		0	0.00
<b>Total Requirements</b>	<b>4,953,622</b>		<b>11,630,532</b>		<b>5,538,558</b>		<b>9,026,645</b>		<b>(2,603,887)</b>	<b>-22.39</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 146 - Workforce Investment Act

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 1,199	\$ 1,400	\$ 2,268	\$ 1,400	\$ 0	0.00%
Intergovernmental Revenues	14,264,113	23,283,800	14,356,421	22,475,988	(807,812)	-3.47
Miscellaneous Revenues	12,717	11,525	71,432	11,525	0	0.00
Total FBU	(855,323)	(378,708)	(378,708)	0	378,708	-100.00
Reserve For Encumbrances	483,661	0	59,073	0	0	0.00
<b>Total Revenues</b>	13,906,367	22,918,017	14,110,486	22,488,913	(429,104)	-1.87
Services & Supplies	13,036,314	19,918,017	13,454,050	19,488,913	(429,104)	-2.15
Other Charges	1,248,761	3,000,000	1,275,382	3,000,000	0	0.00
<b>Total Requirements</b>	14,285,075	22,918,017	14,729,432	22,488,913	(429,104)	-1.87
<b>Balance</b>	\$ (378,707)	\$ 0	\$ (618,846)	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 148 - Foothill Circulation Phasing Plan

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 2,630		\$ 1,500		\$ 6,814		\$ 1,500		\$ 0	0.00%
Charges For Services	450,132		996,651		691,295		432,060		(564,591)	-56.65
Miscellaneous Revenues	163,283		80,803		201,246		31,552		(49,251)	-60.95
Obligated Fund Balances	0		0		0		430,632		430,632	0.00
Reserve For Encumbrances	171,208		0		61,075		0		0	0.00
<b>Total Revenues</b>	787,253		1,078,954		960,431		895,744		(183,210)	-16.98
Services & Supplies	499,374		578,954		462,068		378,488		(200,466)	-34.63
Other Charges	0		500,000		250,000		250,000		(250,000)	-50.00
Special Items	0		0		0		267,256		267,256	0.00
Obligated Fund Balances	287,880		0		248,363		0		0	0.00
<b>Total Requirements</b>	787,254		1,078,954		960,431		895,744		(183,210)	-16.98
<b>Balance</b>	\$ 0		\$ 0		\$ 0		\$ 0		\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 14C - Class B-27 Registered Warrants

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$ 11	\$	20	\$	17	\$	20	\$	0	0.00%
Miscellaneous Revenues	0		0		0		0		0	0.00
<b>Total Revenues</b>	11		20		17		20		0	0.00
Services & Supplies	2		20		2		20		0	0.00
Obligated Fund Balances	9		0		16		0		0	0.00
<b>Total Requirements</b>	11		20		18		20		0	0.00
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 14D - CAL-ID Operational Costs

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 440	\$	0	\$	763	\$	700	\$	700	0.00%
Charges For Services	972,828		954,616		954,617		1,064,288		109,672	11.49
Miscellaneous Revenues	15		0		0		0		0	0.00
Obligated Fund Balances	0		60,733		40,009		180,794		120,061	197.69
<b>Total Revenues</b>	973,283		1,015,349		995,389		1,245,782		230,433	22.69
Services & Supplies	206		8,733		389		700		(8,033)	-91.98
Other Financing Uses	795,000		1,006,616		995,000		1,064,288		57,672	5.73
Special Items	0		0		0		180,794		180,794	0.00
Obligated Fund Balances	178,077		0		0		0		0	0.00
<b>Total Requirements</b>	973,283		1,015,349		995,389		1,245,782		230,433	22.69
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 14E - CAL-ID System Costs

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$ 103,892	\$	94,000	\$	164,192	\$	104,000	\$	10,000	10.64%
Intergovernmental Revenues	3,406,572		2,600,000		2,216,059		2,600,000		0	0.00
Miscellaneous Revenues	586		0		646		0		0	0.00
Obligated Fund Balances	721,253		17,191,103		0		25,905,952		8,714,849	50.69
Reserve For Encumbrances	(279,919)		0		406,916		0		0	0.00
<b>Total Revenues</b>	3,952,385		19,885,103		2,787,813		28,609,952		8,724,849	43.88
Services & Supplies	649,794		19,473,883		303,425		1,131,232		(18,342,651)	-94.19
Other Charges	400		153,220		0		153,220		0	0.00
Equipment	3,302,190		258,000		54,583		5,593,000		5,335,000	2,067.83
Special Items	0		0		0		21,732,500		21,732,500	0.00
Obligated Fund Balances	0		0		2,429,806		0		0	0.00
<b>Total Requirements</b>	3,952,384		19,885,103		2,787,814		28,609,952		8,724,849	43.88
<b>Balance</b>	\$ 1	\$	0	\$	(1)	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 14G - Sheriff's Supplemental Law Enforcement Services

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 10,263	\$ 6,000	\$ 19,460	\$ 15,000	\$ 9,000	150.00%
Intergovernmental Revenues	1,160,795	1,004,000	1,249,750	1,087,796	83,796	8.35
Miscellaneous Revenues	21	0	45	0	0	0.00
Obligated Fund Balances	0	2,104,521	0	2,011,725	(92,796)	-4.41
<b>Total Revenues</b>	1,171,079	3,114,521	1,269,255	3,114,521	0	0.00
Services & Supplies	1,709	1,952,521	1,915	2,000	(1,950,521)	-99.90
Other Financing Uses	900,000	1,162,000	1,162,000	1,000,000	(162,000)	-13.94
Special Items	0	0	0	2,112,521	2,112,521	0.00
Obligated Fund Balances	269,371	0	105,340	0	0	0.00
<b>Total Requirements</b>	1,171,080	3,114,521	1,269,255	3,114,521	0	0.00
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 14H - DA's Supplemental Law Enforcement Services

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 2,831	\$ 4,170	\$ 5,151	\$ 3,850	\$ (320)	-7.67%
Intergovernmental Revenues	951,824	985,778	1,027,862	1,020,000	34,222	3.47
Miscellaneous Revenues	18	0	16	0	0	0.00
Obligated Fund Balances	95,381	0	0	3,475	3,475	0.00
<b>Total Revenues</b>	<b>1,050,054</b>	<b>989,948</b>	<b>1,033,029</b>	<b>1,027,325</b>	<b>37,377</b>	<b>3.78</b>
Services & Supplies	472	493	493	700	207	41.99
Other Financing Uses	1,049,581	989,455	989,454	970,764	(18,691)	-1.89
Special Items	0	0	0	55,861	55,861	0.00
Obligated Fund Balances	0	0	43,082	0	0	0.00
<b>Total Requirements</b>	<b>1,050,053</b>	<b>989,948</b>	<b>1,033,029</b>	<b>1,027,325</b>	<b>37,377</b>	<b>3.78</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 14J - Excess Public Safety Sales Tax

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$ 59,591	\$	35,000	\$	65,601	\$	29,802	\$	(5,198)	-14.85%
Miscellaneous Revenues	204		0		347		800,000		800,000	0.00
Other Financing Sources	2,088,650		0		2,680,366		0		0	0.00
Obligated Fund Balances	4,360,964		8,574,344		4,188,597		5,429,259		(3,145,085)	-36.68
<b>Total Revenues</b>	6,509,410		8,609,344		6,934,911		6,259,061		(2,350,283)	-27.30
Services & Supplies	10,204		15,000		8,543		7,000		(8,000)	-53.33
Other Financing Uses	6,499,205		8,594,344		6,926,369		6,252,061		(2,342,283)	-27.25
<b>Total Requirements</b>	6,509,409		8,609,344		6,934,912		6,259,061		(2,350,283)	-27.30
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 14Q - Sheriff-Coroner Construction and Facility Development

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 23,034	\$ 10,000	\$ 26,165	\$ 10,000	\$ 0	0.00%
Charges For Services	0	300,000	0	0	(300,000)	-100.00
Miscellaneous Revenues	305	0	213	0	0	0.00
Other Financing Sources	1,938,205	16,674,822	9,016,342	14,606,760	(2,068,062)	-12.40
Obligated Fund Balances	1,897,292	1,380,924	0	2,047,738	666,814	48.29
Reserve For Encumbrances	1,148,063	0	(3,080,160)	0	0	0.00
<b>Total Revenues</b>	<b>5,006,899</b>	<b>18,365,746</b>	<b>5,962,560</b>	<b>16,664,498</b>	<b>(1,701,248)</b>	<b>-9.26</b>
Services & Supplies	103,778	3,407,724	276,574	1,301,898	(2,105,826)	-61.80
Services & Supplies Reimbursements	(189,955)	0	(79,008)	0	0	0.00
Structures & Improvements	5,093,076	14,935,522	5,320,113	15,332,600	397,078	2.66
Other Financing Uses	0	22,500	0	30,000	7,500	33.33
Obligated Fund Balances	0	0	444,880	0	0	0.00
<b>Total Requirements</b>	<b>5,006,899</b>	<b>18,365,746</b>	<b>5,962,559</b>	<b>16,664,498</b>	<b>(1,701,248)</b>	<b>-9.26</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 14R - Ward Welfare

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 1,973	\$	2,000	\$	3,020	\$	2,700	\$	700	35.00%
Miscellaneous Revenues	125,218		101,000		241,591		62,000		(39,000)	-38.61
Obligated Fund Balances	25,096		75,525		0		98,912		23,387	30.97
<b>Total Revenues</b>	152,287		178,525		244,610		163,612		(14,913)	-8.35
Salaries & Benefits	79,219		84,462		82,134		84,037		(425)	-0.50
Services & Supplies	73,042		93,860		73,598		79,575		(14,285)	-15.22
Other Charges	27		203		203		0		(203)	-100.00
Obligated Fund Balances	0		0		88,675		0		0	0.00
<b>Total Requirements</b>	152,287		178,525		244,610		163,612		(14,913)	-8.35
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 14T - Facilities Development and Maintenance Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$ 452,483	\$	444,931	\$	494,691	\$	531,256	\$	86,325	19.40%
Miscellaneous Revenues	159		0		682		0		0	0.00
Other Financing Sources	200,000		200,000		200,000		200,000		0	0.00
Obligated Fund Balances	6,970,865		11,697,607		0		6,654,705		(5,042,902)	-43.11
<b>Total Revenues</b>	<b>7,623,507</b>		<b>12,342,538</b>		<b>695,373</b>		<b>7,385,961</b>		<b>(4,956,577)</b>	<b>-40.16</b>
Services & Supplies	20,866		18,684		15,285		15,721		(2,963)	-15.86
Other Financing Uses	7,602,641		12,323,854		379,095		7,370,240		(4,953,614)	-40.20
Obligated Fund Balances	0		0		300,993		0		0	0.00
<b>Total Requirements</b>	<b>7,623,507</b>		<b>12,342,538</b>		<b>695,373</b>		<b>7,385,961</b>		<b>(4,956,577)</b>	<b>-40.16</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 14Y - Indemnification Reserve

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 5,782	\$	5,000	\$	2,744	\$	0	\$	(5,000)	-100.00%
Miscellaneous Revenues	32		0		34		0		0	0.00
Obligated Fund Balances	0		1,391,852		1,389,206		0		(1,391,852)	-100.00
<b>Total Revenues</b>	5,813		1,396,852		1,391,984		0		(1,396,852)	-100.00
Services & Supplies	977		1,713		328		0		(1,713)	-100.00
Other Charges	0		1,395,139		1,391,656		0		(1,395,139)	-100.00
Obligated Fund Balances	4,836		0		0		0		0	0.00
<b>Total Requirements</b>	5,813		1,396,852		1,391,984		0		(1,396,852)	-100.00
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 14Z - Litigation Reserve

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$ 19,261	\$	15,000	\$	9,140	\$	0	\$	(15,000)	-100.00%
Miscellaneous Revenues	105		0		113		0		0	0.00
Obligated Fund Balances	0		4,639,362		4,627,762		0		(4,639,362)	-100.00
<b>Total Revenues</b>	19,366		4,654,362		4,637,015		0		(4,654,362)	-100.00
Services & Supplies	3,255		6,837		1,092		0		(6,837)	-100.00
Other Charges	0		4,647,525		4,635,924		0		(4,647,525)	-100.00
Obligated Fund Balances	16,111		0		0		0		0	0.00
<b>Total Requirements</b>	19,366		4,654,362		4,637,016		0		(4,654,362)	-100.00
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

# 151 - South County Roadway Improvement Program (SCRIP)

## Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 0	\$	0	\$	38,613	\$	38,400	\$	38,400	0.00%
Charges For Services	3,124,846		21,426,274		7,733,745		14,762,931		(6,663,343)	-31.10
Miscellaneous Revenues	0		37,400,409		0		40,689,920		3,289,511	8.80
Total FBU	(7,891,069)		(4,766,223)		(4,766,223)		(21,168,451)		(16,402,228)	344.13
<b>Total Revenues</b>	(4,766,223)		54,060,460		3,006,135		34,322,800		(19,737,660)	-36.51
Services & Supplies	0		54,060,460		28,647,338		28,426,800		(25,633,660)	-47.42
Other Charges	0		0		0		5,896,000		5,896,000	0.00
<b>Total Requirements</b>	0		54,060,460		28,647,338		34,322,800		(19,737,660)	-36.51
<b>Balance</b>	\$ (4,766,223)	\$	0	\$	(25,641,203)	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 15B - CEO Single Family Housing

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$ 30,650	\$	30,000	\$	38,755	\$	45,000	\$	15,000	50.00%
Miscellaneous Revenues	359,700		200,000		443,523		200,000		0	0.00
Other Financing Sources	230,000		0		0		0		0	0.00
Obligated Fund Balances	0		5,100,000		3,323,380		706,455		(4,393,545)	-86.15
<b>Total Revenues</b>	620,350		5,330,000		3,805,659		951,455		(4,378,545)	-82.15
Services & Supplies	45,697		230,000		103,395		245,000		15,000	6.52
Other Financing Uses	230,000		5,100,000		3,702,264		706,455		(4,393,545)	-86.15
Obligated Fund Balances	344,653		0		0		0		0	0.00
<b>Total Requirements</b>	620,350		5,330,000		3,805,659		951,455		(4,378,545)	-82.15
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 15D - Countywide Capital Projects Non-General Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Other Financing Sources	\$ 13,362,930	\$	86,747,737	\$	35,768,999	\$	15,211,962	\$	(71,535,775)	-82.46%
Obligated Fund Balances	0		13,362,930		0		78,991,080		65,628,150	491.12
<b>Total Revenues</b>	13,362,930		100,110,667		35,768,999		94,203,042		(5,907,625)	-5.90
Services & Supplies	0		3,750,000		494,299		0		(3,750,000)	-100.00
Structures & Improvements	0		61,582,000		9,355,069		53,785,000		(7,797,000)	-12.66
Other Financing Uses	875,859		16,087,930		7,726,345		40,418,042		24,330,112	151.23
Special Items	0		2,334,255		0		0		(2,334,255)	-100.00
Obligated Fund Balances	12,487,071		16,356,482		18,193,286		0		(16,356,482)	-100.00
<b>Total Requirements</b>	13,362,930		100,110,667		35,769,000		94,203,042		(5,907,625)	-5.90
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 15F - Orange County Housing Authority (OCHA)

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 2,875	\$ 3,000	\$ 5,422	\$ 3,061	\$ 61	2.03%
Intergovernmental Revenues	152,465,034	164,561,856	156,071,470	163,572,751	(989,105)	-0.60
Charges For Services	4,665	2,500	12,957	5,000	2,500	100.00
Miscellaneous Revenues	468,175	752,000	698,425	752,000	0	0.00
Obligated Fund Balances	1,917,485	3,451,050	0	3,858,455	407,405	11.81
Reserve For Encumbrances	16,644	0	(2,538)	0	0	0.00
<b>Total Revenues</b>	<b>154,874,878</b>	<b>168,770,406</b>	<b>156,785,736</b>	<b>168,191,267</b>	<b>(579,139)</b>	<b>-0.34</b>
Salaries & Benefits	7,923,114	9,217,020	7,777,345	9,254,259	37,239	0.40
Services & Supplies	4,026,726	7,775,316	3,645,620	8,431,166	655,850	8.44
Other Charges	142,874,758	151,616,000	144,638,041	150,282,842	(1,333,158)	-0.88
Equipment	50,280	82,070	20,072	87,000	4,930	6.01
Other Financing Uses	0	80,000	74,984	136,000	56,000	70.00
Obligated Fund Balances	0	0	629,674	0	0	0.00
<b>Total Requirements</b>	<b>154,874,878</b>	<b>168,770,406</b>	<b>156,785,736</b>	<b>168,191,267</b>	<b>(579,139)</b>	<b>-0.34</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 15G - OC Housing

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 6,865	\$	17,500	\$	13,152	\$	7,000	\$	(10,500)	-60.00%
Intergovernmental Revenues	3,773,992		5,187,619		2,763,228		6,721,731		1,534,112	29.57
Charges For Services	1,637,484		1,855,109		1,788,665		1,980,285		125,176	6.75
Miscellaneous Revenues	154,540		197,000		155,508		150,853		(46,147)	-23.42
Obligated Fund Balances	151,419		627,155		0		1,369,441		742,286	118.36
Reserve For Encumbrances	(133,377)		0		100,480		0		0	0.00
<b>Total Revenues</b>	<b>5,590,924</b>		<b>7,884,383</b>		<b>4,821,032</b>		<b>10,229,310</b>		<b>2,344,927</b>	<b>29.74</b>
Salaries & Benefits	1,409,406		1,510,963		1,330,305		1,552,830		41,867	2.77
Services & Supplies	2,047,928		2,602,888		2,051,782		4,738,762		2,135,874	82.06
Other Charges	1,988,903		2,486,532		1,223,557		2,372,718		(113,814)	-4.58
Equipment	42		19,000		0		0		(19,000)	-100.00
Capital Assets Disposition	144,645		0		0		0		0	0.00
Other Financing Uses	0		1,265,000		0		1,565,000		300,000	23.72
Obligated Fund Balances	0		0		215,388		0		0	0.00
<b>Total Requirements</b>	<b>5,590,923</b>		<b>7,884,383</b>		<b>4,821,032</b>		<b>10,229,310</b>		<b>2,344,927</b>	<b>29.74</b>
<b>Balance</b>	<b>\$ 1</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 15H - CalHome Program Reuse Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 1,247	\$ 1,525	\$ 10,972	\$ 1,525	\$ 0	0.00%
Intergovernmental Revenues	374,163	500,000	106,579	500,000	0	0.00
Miscellaneous Revenues	6	0	79,501	0	0	0.00
Obligated Fund Balances	0	153,110	0	582,667	429,557	280.55
<b>Total Revenues</b>	375,416	654,635	197,051	1,084,192	429,557	65.62
Services & Supplies	274,541	654,635	26,806	1,084,192	429,557	65.62
Obligated Fund Balances	100,875	0	170,245	0	0	0.00
<b>Total Requirements</b>	375,416	654,635	197,051	1,084,192	429,557	65.62
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 15J - Pension Obligation Bonds Debt Service

### Summary of Final Budget by Revenue and Expense Category:

	FY 2014-2015		FY 2015-2016	FY 2015-2016	Change from FY 2015-2016						
	FY 2014-2015		Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget					
Revenues/Appropriations	Actual Exp/Rev		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent				
Revenue from Use of Money and Property	\$	11,036,445	\$	19,807,094	\$	19,807,977	\$	21,017,521	\$	1,210,427	6.11%
Miscellaneous Revenues		6		0		5		0		0	0.00
Obligated Fund Balances		9,362,201		17,293,416		17,290,846		18,146,984		853,568	4.94
Total Revenues		20,398,652		37,100,510		37,098,828		39,164,505		2,063,995	5.56
Services & Supplies		38,652		45,500		43,828		45,500		0	0.00
Other Charges		20,360,000		37,055,010		37,055,000		39,119,005		2,063,995	5.57
Total Requirements		20,398,652		37,100,510		37,098,828		39,164,505		2,063,995	5.56
Balance	\$	0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 15K - Limestone Regional Park Mitigation Endowment

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$ 1,364	\$	1,200	\$	2,182	\$	1,800	\$	600	50.00%
Miscellaneous Revenues	3,682		2,000		4,539		710		(1,290)	-64.50
<b>Total Revenues</b>	5,046		3,200		6,720		2,510		(690)	-21.56
Services & Supplies	231		3,200		220		2,510		(690)	-21.56
Obligated Fund Balances	4,815		0		6,501		0		0	0.00
<b>Total Requirements</b>	5,046		3,200		6,721		2,510		(690)	-21.56
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

# 15L - 800 MHz CCCS

## Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		Change from FY 2015-2016	
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Revenue from Use of Money and Property	\$ 32,113	\$ 35,000	\$ 51,726	\$ 35,000	\$ 0	0.00%
Intergovernmental Revenues	2,285,885	1,356,180	2,350,551	4,644,146	3,287,966	242.44
Charges For Services	2,551,052	4,293,436	3,683,941	10,986,838	6,693,402	155.90
Miscellaneous Revenues	1,207,244	0	376,969	692,749	692,749	0.00
Other Financing Sources	3,200,000	6,903,074	5,753,879	0	(6,903,074)	-100.00
Obligated Fund Balances	0	2,638,905	0	1,410,803	(1,228,102)	-46.54
Reserve For Encumbrances	(437,389)	0	100,827	0	0	0.00
Total Revenues	8,838,905	15,226,595	12,317,893	17,769,536	2,542,941	16.70
Services & Supplies	370,023	4,639,887	768,938	569,057	(4,070,830)	-87.74
Equipment	4,982,642	7,345,911	7,277,189	13,200,000	5,854,089	79.69
Other Financing Uses	3,365,906	3,240,797	2,952,257	4,000,479	759,682	23.44
Obligated Fund Balances	120,333	0	1,319,510	0	0	0.00
Total Requirements	8,838,905	15,226,595	12,317,894	17,769,536	2,542,941	16.70
Balance	\$ 0	\$ 0	\$ (1)	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 15N - Delta Special Revenue

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$ 682	\$	500	\$	1,095	\$	680	\$	180	36.00%
Miscellaneous Revenues	4		0		4		0		0	0.00
Obligated Fund Balances	5,669		27,075		1,013		26,790		(285)	-1.05
Reserve For Encumbrances	890		0		(134)		0		0	0.00
<b>Total Revenues</b>	7,245		27,575		1,979		27,470		(105)	-0.38
Services & Supplies	7,245		7,575		1,979		7,470		(105)	-1.39
Special Items	0		20,000		0		20,000		0	0.00
<b>Total Requirements</b>	7,245		27,575		1,979		27,470		(105)	-0.38
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 15T - El Toro Improvement Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 217,262	\$ 235,000	\$ 237,141	\$ 236,000	\$ 1,000	0.43%
Intergovernmental Revenues	96,873	100,000	343,677	343,677	243,677	243.68
Miscellaneous Revenues	48	0	25	0	0	0.00
Obligated Fund Balances	0	0	0	556,567	556,567	0.00
<b>Total Revenues</b>	314,183	335,000	580,843	1,136,244	801,244	239.18
Services & Supplies	212,570	223,500	187,513	1,136,244	912,744	408.39
Special Items	0	111,500	0	0	(111,500)	-100.00
Obligated Fund Balances	101,613	0	393,330	0	0	0.00
<b>Total Requirements</b>	314,183	335,000	580,843	1,136,244	801,244	239.18
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 15U - Strategic Priority Affordable Housing

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
									Amount	Percent
Revenue from Use of Money and Property	\$	77,200	\$	46,000	\$	123,332	\$	40,000	\$ (6,000)	-13.04%
Obligated Fund Balances		77,487		97,188		0		408,461	311,273	320.28
<b>Total Revenues</b>		154,687		143,188		123,332		448,461	305,273	213.20
Services & Supplies		4,520		143,188		51,980		448,461	305,273	213.20
Obligated Fund Balances		150,166		0		71,352		0	0	0.00
<b>Total Requirements</b>		154,686		143,188		123,332		448,461	305,273	213.20
<b>Balance</b>	\$	0	\$	0	\$	0	\$	0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 15W - 1996 Recovery Certificates of Participation (A)

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 15,897	\$	22,000	\$	25,117	\$	22,000	\$	0	0.00%
Miscellaneous Revenues	87		0		94		0		0	0.00
<b>Total Revenues</b>	15,984		22,000		25,211		22,000		0	0.00
Services & Supplies	2,687		22,000		2,529		22,000		0	0.00
Obligated Fund Balances	13,297		0		22,681		0		0	0.00
<b>Total Requirements</b>	15,984		22,000		25,210		22,000		0	0.00
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 15Y - Teeter Series A Debt Service Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Fines, Forfeitures & Penalties	\$ 0	\$	10,500,000	\$	0	\$	0	\$	(10,500,000)	-100.00%
Revenue from Use of Money and Property	161,324		200,000		242,090		200,000		0	0.00
Miscellaneous Revenues	854		0		824		0		0	0.00
Other Financing Sources	31,541,000		81,535,000		30,542,000		30,000,000		(51,535,000)	-63.21
Obligated Fund Balances	6,509,869		5,000,000		3,935,938		26,635,000		21,635,000	432.70
Reserve For Encumbrances	(26,800)		0		10,000		0		0	0.00
<b>Total Revenues</b>	<b>38,186,247</b>		<b>97,235,000</b>		<b>34,730,852</b>		<b>56,835,000</b>		<b>(40,400,000)</b>	<b>-41.55</b>
Services & Supplies	286,704		335,000		209,761		335,000		0	0.00
Other Charges	37,899,543		85,900,000		34,521,091		45,500,000		(40,400,000)	-47.03
Other Financing Uses	0		11,000,000		0		11,000,000		0	0.00
<b>Total Requirements</b>	<b>38,186,247</b>		<b>97,235,000</b>		<b>34,730,851</b>		<b>56,835,000</b>		<b>(40,400,000)</b>	<b>-41.55</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 15Z - Plan of Adjustment Available Cash

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 13,473	\$ 20,000	\$ 32,903	\$ 25,000	\$ 5,000	25.00%
Miscellaneous Revenues	43	0	2,344,368	0	0	0.00
Other Financing Sources	20,859,306	11,508,509	11,221,724	5,384,215	(6,124,294)	-53.22
Obligated Fund Balances	0	20,874,048	7,279,631	6,905,205	(13,968,843)	-66.92
<b>Total Revenues</b>	20,872,821	32,402,557	20,878,626	12,314,420	(20,088,137)	-62.00
Services & Supplies	2,408	5,000	3,626	5,000	0	0.00
Other Charges	16,930,000	32,397,557	20,875,000	12,309,420	(20,088,137)	-62.01
Obligated Fund Balances	3,940,413	0	0	0	0	0.00
<b>Total Requirements</b>	20,872,821	32,402,557	20,878,626	12,314,420	(20,088,137)	-62.00
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 16D - OC Animal Shelter Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 0	\$	0	\$	3,285	\$	0	\$	0	0.00%
Charges For Services	0		0		0		3,000,000		3,000,000	0.00
Other Financing Sources	0		5,000,000		5,000,000		22,000,000		17,000,000	340.00
Reserve For Encumbrances	0		0		(234,955)		0		0	0.00
<b>Total Revenues</b>	0		5,000,000		4,768,330		25,000,000		20,000,000	400.00
Services & Supplies	0		4,000,000		2,304,746		0		(4,000,000)	-100.00
Structures & Improvements	0		1,000,000		548,034		25,000,000		24,000,000	2,400.00
Obligated Fund Balances	0		0		1,915,550		0		0	0.00
<b>Total Requirements</b>	0		5,000,000		4,768,330		25,000,000		20,000,000	400.00
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 170 - Housing Asset Fund

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 290,207		\$ 208,000		\$ 239,094		\$ 208,000		\$ 0	0.00%
Miscellaneous Revenues	116,578		95,000		121,239		17,763		(77,237)	-81.30
Obligated Fund Balances	1,056,340		6,607,502		235,459		11,745,846		5,138,344	77.77
Reserve For Encumbrances	1,690		0		(20,163)		0		0	0.00
<b>Total Revenues</b>	1,464,815		6,910,502		575,629		11,971,609		5,061,107	73.24
Services & Supplies	836,883		6,885,502		575,630		11,946,609		5,061,107	73.50
Other Charges	0		25,000		0		25,000		0	0.00
Obligated Fund Balances	627,932		0		0		0		0	0.00
<b>Total Requirements</b>	1,464,815		6,910,502		575,630		11,971,609		5,061,107	73.24
<b>Balance</b>	\$ 0		\$ 0		\$ (1)		\$ 0		\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 270 - Compressed Natural Gas Enterprise Fund

### Enterprise Fund 270 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
<b>OPERATING REVENUES</b>					
Taxes					
6290	Other Taxes	\$ 108,837	\$ 71,741	\$ 92,500	\$ 92,500
Total Taxes		108,837	71,741	92,500	92,500
Charges For Services					
7590	Other Charges for Services	312,928	269,209	287,282	287,282
Total Charges For Services		312,928	269,209	287,282	287,282
<b>TOTAL OPERATING REVENUES</b>		<b>421,765</b>	<b>340,950</b>	<b>379,782</b>	<b>379,782</b>
<b>OPERATING EXPENSES</b>					
Services & Supplies					
1001	Household Expense - Trash	528	2,926	860	860
1300	Maintenance Equipment - Non-IT Maintenance	24,175	23,106	45,000	45,000
1400	Maintenance - Buildings and Improvements	504	0	1,500	1,500
1900	Professional and Specialized Services	49,324	32,554	53,423	53,423
1911	CWCAP Charges	6,059	18,938	8,500	8,500
1912	Investment Administrative Fees	392	329	650	650
1913	Merchant Fees	12,602	10,996	14,188	14,188
2100	Rents and Leases - Equipment	1,115	1,214	1,500	1,500
2400	Special Departmental Expense	53,131	45,412	79,950	79,950
2602	Garage Expense	4,229	123	4,300	4,300
2801	Utilities - Purchased Electricity	60,254	55,248	64,869	64,869
2802	Utilities - Purchased Gas	118,425	92,024	120,391	120,391
2803	Utilities - Purchased Water	258	225	285	285
Total Services & Supplies		330,995	283,095	395,416	395,416
<b>TOTAL OPERATING EXPENSES</b>		<b>330,995</b>	<b>283,095</b>	<b>395,416</b>	<b>395,416</b>
<b>OPERATING INCOME (LOSS)</b>		<b>90,770</b>	<b>57,855</b>	<b>(15,634)</b>	<b>(15,634)</b>
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610	Interest	2,323	3,241	2,997	2,997
Total Revenue from Use of Money and Property		2,323	3,241	2,997	2,997
Miscellaneous Revenues					
7670	Miscellaneous Revenue	44	141	150	150
Total Miscellaneous Revenues		44	141	150	150

## Enterprise Fund 270

### Fiscal Year 2016-17 Operational Statement

Operating Detail (1)	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
	Actual	Actual	Recommended Budget	Final Budget
	(2)	(3)	(4)	(5)
<b>TOTAL NON-OPERATING REVENUES</b>	2,367	3,382	3,147	3,147
<b>NON-OPERATING EXPENSES</b>				
Special Items				
5000 Special Items	0	0	64,741	64,741
Total Special Items	0	0	64,741	64,741
<b>TOTAL NON-OPERATING EXPENSES</b>	0	0	64,741	64,741
<b>NON-OPERATING INCOME (LOSS)</b>	2,367	3,382	(61,594)	(61,594)
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS</b>	93,137	61,237	(77,228)	(77,228)
4804 Transfers Out - to Funds 400-499	(150,000)	(252,000)	(150,000)	(150,000)
Changes to Reserves - Encumbrance - (Inc)/Dec.	(2,058)	(6,555)	0	0
<b>CHANGE IN NET POSITION</b>	(58,921)	(197,318)	(227,228)	(227,228)
Net Position - Beginning Balance	422,533	363,612	227,228	227,228
Net Position - Ending Balance	\$ 363,612	\$ 166,294	\$ 0	\$ 0

## 273 - OCWR Capital Project Fund

### Enterprise Fund 273 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
<b>OPERATING EXPENSES</b>					
Services & Supplies					
1900	Professional and Specialized Services	\$ 757,521	\$ 358,259	\$ 400,000	\$ 400,000
1912	Investment Administrative Fees	23,314	13,897	250,000	250,000
Total Services & Supplies		780,836	372,156	650,000	650,000
Capital Assets					
4200 Buildings & Improvements					
4200	Buildings and Improvements	0	0	51,326,000	51,326,000
Total 4200 Buildings & Improvements		0	0	51,326,000	51,326,000
Total Capital Assets		0	0	51,326,000	51,326,000
Miscellaneous					
5300	Depreciation	836,314	920,632	0	0
Total Miscellaneous		836,314	920,632	0	0
<b>TOTAL OPERATING EXPENSES</b>		1,617,150	1,292,788	51,976,000	51,976,000
<b>OPERATING INCOME (LOSS) - Note 1</b>					
		(1,617,150)	(1,292,788)	(51,976,000)	(51,976,000)
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610	Interest	136,289	130,550	100,000	100,000
Total Revenue from Use of Money and Property		136,289	130,550	100,000	100,000
Miscellaneous Revenues					
7670	Miscellaneous Revenue	418	589	0	0
Total Miscellaneous Revenues		418	589	0	0
<b>TOTAL NON-OPERATING REVENUES</b>		136,707	131,139	100,000	100,000
<b>NON-OPERATING EXPENSES</b>					
Special Items					
5000	Special Items	0	0	2,000,456	2,000,456
Total Special Items		0	0	2,000,456	2,000,456
<b>TOTAL NON-OPERATING EXPENSES</b>		0	0	2,000,456	2,000,456
<b>NON-OPERATING INCOME (LOSS)</b>		136,707	131,139	(1,900,456)	(1,900,456)



## Enterprise Fund 273

### Fiscal Year 2016-17 Operational Statement

Operating Detail (1)	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
	Actual	Actual	Recommended Budget	Final Budget
	(2)	(3)	(4)	(5)
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS - Note 2</b>	(1,480,442)	(1,161,649)	(53,876,456)	(53,876,456)
7812 Transfers In - from Funds 2AA-299	12,222,542	15,164,975	43,030,000	43,030,000
Changes to Reserves - Encumbrance - (Inc)/Dec.	1,952,859	7,583,347	0	0
Changes to Reserves - Net Position - Reserved (Inc)/Dec.	5,389,673	2,299,141	0	0
Changes to Reserves - Net Investment in Capital Assets (Inc)/Dec.*	(27,498,975)	(20,859,470)	0	0
<b>CHANGE IN NET POSITION</b>	(9,414,343)	3,026,344	(10,846,456)	(10,846,456)
Net Position - Beginning Balance	19,655,263	10,240,920	10,846,456	10,846,456
Net Position - Ending Balance	10,240,920	13,267,264	0	0
<b>CAPITAL ASSET ACQUISITIONS</b>				
4200 Buildings and Improvements				
P723 FRB East Flank Landslide Remediation	20,961,966	2,162,894	0	0
P725 FRB Phase VIII-B-1 Soil Buttress & Liner Construction	0	8,148,700	3,500,000	3,500,000
P727 FRB LFG Collection Header Construction and Well Installation	0	517,520	0	0
P729 FRB Phase VIII-B-2 Soil Buttress & Liner Construction	0	0	10,000,000	10,000,000
P733 OAL Front Slope Improvement Project - Phase 1	7,369,672	6,800,348	0	0
P734 Prima ZN 1 Phase D Mass Excavation & Liner	0	0	11,000,000	11,000,000
P735 Prima Pre-Mitigation Installation, Irrigation and Planting	0	2,831,709	0	0
P740 FRB Stockpile V-D Screening Plan	0	264,991	0	0
P741 Prima Steel Materials Storage Structure	3,651	8,400	750,000	750,000
P743 OAL Front Slope Improvement Project - Phase 2	0	1,035,543	16,750,000	16,750,000
P744 OAL Site Security Construction	0	0	226,000	226,000
P745 Prima La Pata Avenue Viewshed 3	0	0	600,000	600,000
P746 FRB Crew Quarters Trailer And Storage Facility	0	9,997	2,000,000	2,000,000
P751 Prima Zone 4 Wetlands Development	0	0	2,500,000	2,500,000
P752 Prima Sycamore/Oak Tree Installation	0	0	750,000	750,000
P754 OAL Fee Booth and Scales Relocation	0	0	500,000	500,000
P755 FRB Storm Drain Improvement Project	0	0	750,000	750,000
P756 FRB Wetlands Basin II	0	0	2,000,000	2,000,000
Total 4200 Buildings and Improvements	28,335,289	21,780,102	51,326,000	51,326,000
<b>TOTAL CAPITAL ASSET ACQUISITIONS</b>	\$ 28,335,289	\$ 21,780,102	\$ 51,326,000	\$ 51,326,000

Note 1 - Operating Loss is overstated in the 2016-17 Recommended and Adopted by the Board of Supervisors columns due to budgeted capital asset expenditures that will be capitalized at year-end.

Note 2 - Loss Before Capital Contributions and Transfers is overstated in the 2016-17 Recommended and Adopted by the Board of Supervisors columns due to budgeted capital asset expenditures that will be capitalized at year-end.

\* Does not include an increase in reserves in the amount of \$12,918,047 for a net transfer of assets from Fund 299

## 274 - OCWR Corrective Action Escrow

### Enterprise Fund 274 Fiscal Year 2016-17 Operational Statement

Operating Detail (1)	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
	Actual (2)	Actual (3)	Recommended Budget (4)	Final Budget (5)
<b>NON-OPERATING REVENUES</b>				
Revenue from Use of Money and Property				
6610 Interest	\$ 31,633	\$ 52,823	\$ 69,000	\$ 69,000
Total Revenue from Use of Money and Property	31,633	52,823	69,000	69,000
<b>TOTAL NON-OPERATING REVENUES</b>	<b>31,633</b>	<b>52,823</b>	<b>69,000</b>	<b>69,000</b>
<b>OPERATING INCOME (LOSS)</b>	<b>31,633</b>	<b>52,823</b>	<b>69,000</b>	<b>69,000</b>
<b>NON-OPERATING EXPENSES</b>				
Special Items				
5000 Special Items	0	0	569,000	569,000
Total Special Items	0	0	569,000	569,000
<b>TOTAL NON-OPERATING EXPENSES</b>	<b>0</b>	<b>0</b>	<b>569,000</b>	<b>569,000</b>
<b>NON-OPERATING INCOME (LOSS)</b>	<b>31,633</b>	<b>52,823</b>	<b>(500,000)</b>	<b>(500,000)</b>
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS</b>	<b>31,633</b>	<b>52,823</b>	<b>(500,000)</b>	<b>(500,000)</b>
7812 Transfers In - from Funds 2AA-299	1,000,000	0	500,000	500,000
Changes to Reserves - Net Position - Restricted (Inc)/Dec.	(1,069,122)	0	(1,075,634)	(1,075,634)
<b>CHANGE IN NET POSITION</b>	<b>(37,489)</b>	<b>52,823</b>	<b>(1,075,634)</b>	<b>(1,075,634)</b>
Net Position - Beginning Balance	1,069,121	1,031,632	1,075,634	1,075,634
Net Position - Ending Balance	\$ 1,031,632	\$ 1,084,455	\$ 0	\$ 0

## 275 - OCWR - Environmental Reserve

### Enterprise Fund 275 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015		FY 2015-2016		FY 2016-2017		FY 2016-2017	
Operating Detail		Actual		Actual		Recommended Budget		Final Budget	
(1)		(2)		(3)		(4)		(5)	
OPERATING EXPENSES									
Services & Supplies									
1912	Investment Administrative Fees	\$	49,767	\$	47,761	\$	80,000	\$	80,000
Total Services & Supplies			49,767		47,761		80,000		80,000
TOTAL OPERATING EXPENSES			49,767		47,761		80,000		80,000
OPERATING INCOME (LOSS)			(49,767)		(47,761)		(80,000)		(80,000)
NON-OPERATING REVENUES									
Revenue from Use of Money and Property									
6610	Interest		294,500		476,244		300,000		300,000
Total Revenue from Use of Money and Property			294,500		476,244		300,000		300,000
Miscellaneous Revenues									
7670	Miscellaneous Revenue		522,940		644,708		200,000		200,000
Total Miscellaneous Revenues			522,940		644,708		200,000		200,000
TOTAL NON-OPERATING REVENUES			817,440		1,120,952		500,000		500,000
NON-OPERATING EXPENSES									
Special Items									
5000	Special Items		0		0		1,327,274		1,327,274
Total Special Items			0		0		1,327,274		1,327,274
TOTAL NON-OPERATING EXPENSES			0		0		1,327,274		1,327,274
NON-OPERATING INCOME (LOSS)			817,440		1,120,952		(827,274)		(827,274)
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS			767,673		1,073,191		(907,274)		(907,274)
7812	Transfers In - from Funds 2AA-299		783,516		0		10,205		10,205
4802	Transfers Out - to Funds 2AA-299		0		0		(18,661,650)		(18,661,650)
Changes to Reserves - Net Position - Reserved (Inc)/Dec.			(1,274,881)		30,991,629		(13,987,357)		(13,987,357)
CHANGE IN NET POSITION			276,308		32,064,820		(33,546,076)		(33,546,076)
Net Position - Beginning Balance			1,274,881		1,551,189		33,546,076		33,546,076
Net Position - Ending Balance		\$	1,551,189	\$	33,616,009	\$	0	\$	0

## 279 - OCWR - Landfill Post-Closure Maintenance

### Enterprise Fund 279 FY 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended	Final Budget
(1)		(2)	(3)	(4)	(5)
<b>OPERATING EXPENSES</b>					
Services & Supplies					
0600	Clothing and Personal Supplies	\$ 0	\$ 0	\$ 1,950	\$ 1,950
0740	Enterprise Telephone Service Charges	0	0	7,500	7,500
0742	Cell Phones, Pagers, Blackberry Devices	0	0	400	400
1000	Household Expense	0	0	6,000	6,000
1001	Household Expense - Trash	0	0	5,000	5,000
1300	Maintenance Equipment - Non-IT Maintenance	0	0	4,700	4,700
1400	Maintenance - Buildings and Improvements	0	0	896,520	896,520
1800	Office Expense	0	0	1,450	1,450
1900	Professional and Specialized Services	1,157	0	1,350,212	1,350,212
1912	Investment Administrative Fees	100,625	96,289	287,728	287,728
2100	Rents and Leases - Equipment	0	0	30,020	30,020
2300	Small Tools and Instruments	0	0	1,500	1,500
2400	Special Departmental Expense	0	0	250,000	250,000
2490	Landfill Closure/Postclosure Costs	(23,526,061)	4,211,300	4,000,000	4,000,000
2600	Transportation and Travel - General	0	0	3,500	3,500
2602	Garage Expense	80	228	52,500	52,500
2801	Utilities - Purchased Electricity	0	0	196,000	196,000
2803	Utilities - Purchased Water	0	0	44,000	44,000
Total Services & Supplies		(23,424,199)	4,307,817	7,138,980	7,138,980
Other Charges					
3700	Taxes and Assessments	0	0	73,700	73,700
Total Other Charges		0	0	73,700	73,700
<b>TOTAL OPERATING EXPENSES</b>		(23,424,199)	4,307,817	7,212,680	7,212,680
<b>OPERATING INCOME (LOSS)</b>		23,424,199	(4,307,817)	(7,212,680)	(7,212,680)
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610	Interest	597,491	949,510	1,000,000	1,000,000
Total Revenue from Use of Money and Property		597,491	949,510	1,000,000	1,000,000
Miscellaneous Revenues					
7670	Miscellaneous Revenue	3,416	3,539	0	0
Total Miscellaneous Revenues		3,416	3,539	0	0
<b>TOTAL NON-OPERATING REVENUES</b>		600,907	953,049	1,000,000	1,000,000

## Enterprise Fund 279

### FY 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
<b>NON-OPERATING EXPENSES</b>					
Special Items					
5000	Special Items	0	0	6,042,643	6,042,643
Total Special Items		0	0	6,042,643	6,042,643
<b>TOTAL NON-OPERATING EXPENSES</b>		0	0	6,042,643	6,042,643
<b>NON-OPERATING INCOME (LOSS)</b>					
		600,907	953,049	(5,042,643)	(5,042,643)
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS</b>					
		24,025,106	(3,354,768)	(12,255,323)	(12,255,323)
7812	Transfers In - from Fund 100	783,516	783,516	783,516	783,516
7811	Transfers In - from Funds 101-199	0	0	30,000	30,000
7812	Transfers In - from Funds 2AA-299	8,613,527	0	15,011,650	15,011,650
4800	Transfers Out - to Fund 100	0	0	(4,300,000)	(4,300,000)
4801	Transfers Out - to Funds 101-199	0	(4,000,000)	(32,300,000)	(32,300,000)
4802	Transfers Out - to Funds 2AA-299	(783,516)	0	0	0
Changes to Reserves - Encumbrance - (Inc)/Dec.		(351,231)	(156,499)	0	0
Changes to Reserves - Net Position - Reserved (Inc)/Dec.		4,325,000	(19,730,954)	21,588,350	21,588,350
Changes to Reserves - Net Position - Restricted (Inc)/Dec.		0	(6,000,000)	(600,000)	(600,000)
<b>CHANGE IN NET POSITION</b>					
		36,612,402	(32,458,705)	(12,041,807)	(12,041,807)
Net Position - Beginning Balance		6,771,053	43,383,455	12,041,807	12,041,807
Net Position - Ending Balance		\$ 43,383,455	\$ 10,924,750	\$ 0	\$ 0

## 280 - Airport - Operating Enterprise

### Enterprise Fund 280 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended	Final Budget
(1)	(2)	(3)	(4)	(5)	
<b>OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6620 Rents and Concessions	\$ 105,585,625	\$ 110,559,128	\$ 115,800,900	\$ 115,800,900	
Total Revenue from Use of Money and Property	105,585,625	110,559,128	115,800,900	115,800,900	
Charges For Services					
7590 Other Charges for Services	16,862,454	18,925,987	20,103,100	20,103,100	
Total Charges For Services	16,862,454	18,925,987	20,103,100	20,103,100	
<b>TOTAL OPERATING REVENUES</b>	<b>122,448,079</b>	<b>129,485,115</b>	<b>135,904,000</b>	<b>135,904,000</b>	
<b>OPERATING EXPENSES</b>					
Salaries & Benefits					
0100 Salaries and Wages	(105,202)	(111,561)	0	0	
0101 Regular Salaries	11,822,578	11,674,431	13,077,833	13,077,833	
0102 Extra Help	0	20,083	0	0	
0103 Overtime	457,210	504,302	429,870	429,870	
0104 Annual Leave Payoffs	287,551	294,513	333,866	333,866	
0105 Vacation Payoffs	9,810	28,696	0	0	
0110 Performance Incentive Pay	8	13	0	0	
0111 Other Pay	92,643	95,477	147,880	147,880	
0112 Other Salaries	458	57,500	49,617	49,617	
0200 Retirement	3,588,255	3,510,896	3,621,848	3,621,848	
0204 County Paid Executive Deferred Compensation Plan	8,205	12,305	9,586	9,586	
0205 1.62% Retirement ER Contribution 401(A) Plan	6,441	6,588	49,385	49,385	
0206 Retiree Medical	425,922	417,312	523,047	523,047	
0208 Pension Prepayment Discount	(234,699)	(196,956)	(184,212)	(184,212)	
0301 Unemployment Insurance	6	(6)	0	0	
0305 Salary Continuance Insurance	22,041	22,427	21,796	21,796	
0306 Health Insurance	1,602,915	1,591,367	1,975,056	1,975,056	
0308 Dental Insurance	32,582	32,528	38,760	38,760	
0309 Life Insurance	4,982	3,226	4,020	4,020	
0310 Accidental Death and Dismemberment Insurance	671	675	1,116	1,116	
0319 Other Insurance	90,836	89,863	101,136	101,136	
0352 Workers Compensation - General	286,966	330,290	342,835	342,835	
0401 Medicare	168,964	173,667	184,775	184,775	
0402 Executive Car Allowance	9,208	12,134	18,360	18,360	
0403 Optional Benefit Program	104,726	104,829	121,128	121,128	

## Enterprise Fund 280

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
Total Salaries & Benefits		18,683,076	18,674,599	20,867,702	20,867,702
Services & Supplies					
0600	Clothing and Personal Supplies	30,442	29,499	52,450	52,450
0740	Enterprise Telephone Service Charges	38,820	39,774	40,000	40,000
0741	Telephone Service Charges from Vendors	172,370	172,055	185,500	185,500
0742	Cell Phones, Pagers, Blackberry Devices	39,553	45,721	54,500	54,500
1000	Household Expense	4,700,900	4,869,061	5,257,000	5,257,000
1100	Insurance	2,359,011	1,830,302	1,940,414	1,940,414
1300	Maintenance Equipment - Non-IT Maintenance	169,998	162,654	340,336	340,336
1340	Software Maintenance & Support	498,798	456,090	881,971	881,971
1341	Hardware Maintenance & Support	1,152,390	1,947,589	1,797,500	1,797,500
1400	Maintenance - Buildings and Improvements	8,883,333	8,425,580	16,633,626	16,633,626
1402	Minor Alterations and Improvements	904,775	949,572	900,000	900,000
1404	Major Alterations and Improvements	0	282,351	0	0
1600	Memberships	108,550	109,167	119,095	119,095
1800	Office Expense	315,081	299,408	661,077	661,077
1801	Duplicating Services (CEO/Reprographics)	11,475	6,166	14,000	14,000
1802	Periodicals and Journals	8,066	7,850	1,200	1,200
1803	Postage	19,911	14,037	20,000	20,000
1806	Printing Costs - Outside Vendors	11,115	0	0	0
1809	Minor Office Equipment to be Controlled	63,410	63,035	38,500	38,500
1840	IT Hardware Purchases (Purchases under \$5,000)	226,837	272,364	189,000	189,000
1900	Professional and Specialized Services	35,303,603	35,499,610	38,509,191	38,509,191
1911	CWCAP Charges	888,238	895,870	1,000,000	1,000,000
1912	Investment Administrative Fees	76,503	90,465	85,000	85,000
1913	Merchant Fees	914,678	945,331	975,000	975,000
1940	Enterprise IT Services	128,653	148,275	150,000	150,000
1941	IT Professional Services Contracts	513,649	519,339	836,711	836,711
2000	Publications and Legal Notices	35,762	13,939	31,000	31,000
2100	Rents and Leases - Equipment	72,875	72,494	92,150	92,150
2140	Software Leases & Licenses	169,691	198,606	211,610	211,610
2200	Rents and Leases - Buildings and Improvements	15,417	19,408	18,983	18,983
2300	Small Tools and Instruments	46,794	45,611	50,600	50,600
2400	Special Departmental Expense	377,038	235,956	644,025	644,025
2409	Minor Special Dept. Equipment to be Controlled	3,926	155	0	0
2600	Transportation and Travel - General	169,275	144,136	159,870	159,870
2601	Private Auto Mileage	2,476	3,134	11,500	11,500
2602	Garage Expense	422,449	504,982	426,762	426,762
2700	Transportation and Travel - Meetings/Conferences	37,604	63,818	137,400	137,400
2800	Utilities	1,076	473	750	750

## Enterprise Fund 280

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
2801	Utilities - Purchased Electricity	2,665,807	2,439,514	2,600,000	2,600,000
2802	Utilities - Purchased Gas	1,116,312	959,893	1,000,000	1,000,000
2803	Utilities - Purchased Water	356,595	356,401	350,000	350,000
Total Services & Supplies		63,033,256	63,139,685	76,416,721	76,416,721
Other Charges					
3100	Contributions to Non-County Government Agencies	0	0	3,500,000	3,500,000
3700	Taxes and Assessments	188,502	164,210	200,000	200,000
Total Other Charges		188,502	164,210	3,700,000	3,700,000
Capital Assets					
Equipment					
4000	Equipment	0	0	1,342,000	1,342,000
4040	IT Equipment (Purchases over \$5,000)	0	0	2,410,000	2,410,000
Total Equipment		0	0	3,752,000	3,752,000
Total Capital Assets		0	0	3,752,000	3,752,000
Miscellaneous					
5300	Depreciation	7,348,913	22,166,489	7,000,000	7,000,000
5350	Amortization	27,836	27,875	0	0
Total Miscellaneous		7,376,749	22,194,364	7,000,000	7,000,000
<b>TOTAL OPERATING EXPENSES</b>		<b>89,281,583</b>	<b>104,172,858</b>	<b>111,736,423</b>	<b>111,736,423</b>
<b>OPERATING INCOME (LOSS)</b>		<b>33,166,496</b>	<b>25,312,257</b>	<b>24,167,577</b>	<b>24,167,577</b>
<b>NON-OPERATING REVENUES</b>					
Fines, Forfeitures & Penalties					
6530	Forfeitures and Penalties	163,621	185,529	157,900	157,900
Total Fines, Forfeitures & Penalties		163,621	185,529	157,900	157,900
Revenue from Use of Money and Property					
6610	Interest	437,336	894,635	958,700	958,700
Total Revenue from Use of Money and Property		437,336	894,635	958,700	958,700
Intergovernmental Revenues					
6970	State - Other	11,266	1,622	0	0
7110	Federal - Other	189,375	151,500	181,500	181,500
7130	Other Governmental Agencies	274,268	0	0	0
Total Intergovernmental Revenues		474,909	153,122	181,500	181,500
Charges For Services					
7320	Auditing and Accounting Fees	0	0	3,000	3,000
Total Charges For Services		0	0	3,000	3,000
Miscellaneous Revenues					
7670	Miscellaneous Revenue	481,365	552,598	109,000	109,000
7680	Six-Month Expired (Outlawed) Checks	0	627	0	0



## Enterprise Fund 280

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)	(2)	(3)	(4)	(5)	
7690	Returned Check Charges	40	(22)	200	200
Total Miscellaneous Revenues		481,405	553,203	109,200	109,200
<b>TOTAL NON-OPERATING REVENUES</b>		1,557,271	1,786,489	1,410,300	1,410,300
<b>NON-OPERATING EXPENSES</b>					
Special Items					
5000	Special Items	0	0	4,386,500	4,386,500
Total Special Items		0	0	4,386,500	4,386,500
Miscellaneous					
5400	Loss or (Gain) on Disposition of Assets	(9,965)	1,622	0	0
Total Miscellaneous		(9,965)	1,622	0	0
<b>TOTAL NON-OPERATING EXPENSES</b>		(9,965)	1,622	4,386,500	4,386,500
<b>NON-OPERATING INCOME (LOSS)</b>		1,567,236	1,784,867	(2,976,200)	(2,976,200)
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS</b>		34,733,733	27,097,124	21,191,377	21,191,377
7812	Transfers In - from Funds 2AA-299	0	2,790	0	0
4802	Transfers Out - to Funds 2AA-299	(6,509,513)	(26,512,413)	(57,174,809)	(57,174,809)
Changes to Reserves - Encumbrance - (Inc)/Dec.		(742,723)	(4,393,125)	0	0
Changes to Reserves - Net Position - Reserved (Inc)/Dec.		5,459,554	(25,097,853)	(20,073,013)	(20,073,013)
Changes to Reserves - Net Investment in Capital Assets (Inc)/Dec.*		6,616,089	21,929,761	0	0
<b>CHANGE IN NET POSITION</b>		39,557,141	(6,973,716)	(56,056,445)	(56,056,445)
Net Position - Beginning Balance		22,776,105	62,333,246	56,056,445	56,056,445
Net Position - Ending Balance		62,333,246	55,359,530	0	0
<b>CAPITAL ASSET ACQUISITIONS</b>					
Equipment					
4000	Equipment	0	0	1,342,000	1,342,000
4040	IT Equipment (Purchases over \$5,000)	0	0	2,410,000	2,410,000
Total Equipment		0	0	3,752,000	3,752,000
<b>TOTAL CAPITAL ASSET ACQUISITIONS</b>		\$ 0	\$ 0	\$ 3,752,000	\$ 3,752,000

\* Does not include an increase in reserves in the amount of \$348,455,874 primarily related to a net transfer of assets from Fund 281 and Fund 283.

## 281 - Airport Construction Fund

### Enterprise Fund 281 FY 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
<b>OPERATING EXPENSES</b>					
Services & Supplies					
1912	Investment Administrative Fees	\$ 7,142	\$ 3,623	\$ 15,000	\$ 15,000
Total Services & Supplies		7,142	3,623	15,000	15,000
Capital Assets					
Buildings & Improvements					
4200	Buildings and Improvements	0	0	61,767,424	61,767,424
Total 4200 Buildings & Improvements		0	0	61,767,424	61,767,424
Total Capital Assets		0	0	61,767,424	61,767,424
Miscellaneous					
5300	Depreciation	18,517,543	6,968,837	21,000,000	21,000,000
Total Miscellaneous		18,517,543	6,968,837	21,000,000	21,000,000
<b>TOTAL OPERATING EXPENSES</b>		18,524,686	6,972,460	82,782,424	82,782,424
<b>OPERATING INCOME (LOSS) - Note 1</b>		(18,524,686)	(6,972,460)	(82,782,424)	(82,782,424)
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610	Interest	41,608	35,302	93,300	93,300
Total Revenue from Use of Money and Property		41,608	35,302	93,300	93,300
Intergovernmental Revenues					
7050	Federal - Construction	9,214,779	2,174,190	6,143,000	6,143,000
Total Intergovernmental Revenues		9,214,779	2,174,190	6,143,000	6,143,000
Miscellaneous Revenues					
7670	Miscellaneous Revenue	194	522	0	0
Total Miscellaneous Revenues		194	522	0	0
<b>TOTAL NON-OPERATING REVENUES</b>		9,256,580	2,210,014	6,236,300	6,236,300
<b>NON-OPERATING EXPENSES</b>					
Miscellaneous					
5400	Loss or (Gain) on Disposition of Assets	0	4,077,044	0	0
Total Miscellaneous		0	4,077,044	0	0
<b>TOTAL NON-OPERATING EXPENSES</b>		0	4,077,044	0	0
<b>NON-OPERATING INCOME (LOSS)</b>		9,256,580	(1,867,030)	6,236,300	6,236,300

## Enterprise Fund 281 FY 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS - Note 2</b>		(9,268,106)	(8,839,490)	(76,546,124)	(76,546,124)
7812	Transfers In - from Funds 2AA-299	0	20,000,000	73,627,009	73,627,009
Changes to Reserves - Encumbrance - (Inc)/Dec.		6,202,404	(3,525,077)	0	0
Changes to Reserves - Net Investment in Capital Assets (Inc)/Dec.*		1,029,628	(13,889,959)	0	0
<b>CHANGE IN NET POSITION</b>		(2,036,074)	(6,254,526)	(2,919,115)	(2,919,115)
Net Position - Beginning Balance		5,884,723	3,848,649	2,919,115	2,919,115
Net Position - Ending Balance		3,848,649	(2,405,877)	0	0
<b>CAPITAL ASSET ACQUISITIONS</b>					
4200 Buildings and Improvements					
P100	Contingency - AIP	0	0	2,500,000	2,500,000
P101	Program PM/Consultant Services	(50,683)	294,140	3,022,424	3,022,424
P107	Testing & Inspection	0	0	2,250,000	2,250,000
P200	Parking Structure C, Phase 2	10,829	0	0	0
P201	Terminal C	41,862	0	0	0
P202	Terminal Improvements	1,633,645	12,161,902	33,500,000	33,500,000
P204	Bristol Street Slope Stabilization	2,136,356	2,282	0	0
P206	Maintenance Building	5,990	0	0	0
P209	Wireless Commun-Terminal	4,213	0	0	0
P211	Paularino Gate Improvements	286,779	29,949	3,000,000	3,000,000
P242	Recnst Perimeter Rd West PH II	88,389	0	0	0
P269	Seismic Remediation Elev Rdwys	6,793	0	0	0
P272	Terminals A&B Baggage Handling System Enhancements	11,957,661	1,660,137	0	0
P273	Airline Tenant Improvements	(5,994)	0	0	0
P274	Concessionaire Tenant Improvements	6,577	0	0	0
P278	Campus Dr/Bristol St Right Turn Lane	241,352	1,463,259	0	0
P401	Runways Redesignation/Change	200,187	0	0	0
P404	Central Plant Blackstart	4,292	81,715	1,500,000	1,500,000
P405	Cell Phone Lot	162,205	334,854	0	0
P406	Terminal C BHS CBRA Upgrades	342,042	0	0	0
P407	Terminal Information Booths	220,752	0	0	0
P409	Station 18 Improvements and Emergency Operations Center	35,850	128,771	3,000,000	3,000,000
P410	Taxiway B Resurfacing	0	220,775	7,000,000	7,000,000
P412	Central Plant Site Office & Storage Units	3,933	0	0	0
P413	Rental Car Parking Reconfigurations	23,034	(2,090)	0	0
P414	Main Street & Employee Lot Resurfacing	73,547	3,041,631	10,000	10,000
P415	Airfield Lighting Upgrades	0	0	1,000,000	1,000,000



## Enterprise Fund 281

### FY 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)	(2)	(3)	(4)	(5)	
P416	Parking Structures A1, A2 & B2 Repairs	0	0	300,000	300,000
P418	ARFF Foam Discharge Containment Unit	0	0	250,000	250,000
P419	Upgrade Common Use Passenger Processing System	58,305	3,928,861	10,000	10,000
P420	3160 Bldg Roof Rehabilitation	0	231,306	0	0
P421	Apron Light Pole And Security Cameras	0	55,983	400,000	400,000
P422	General Transportation Center Terminal C	0	29,828	250,000	250,000
P423	Airport-Wide Building Automation System (BAS)	0	0	250,000	250,000
P424	Oil/Water Separators Relining	0	0	500,000	500,000
P425	Radio Frequency Identification System (RFIDS)	0	0	2,025,000	2,025,000
P426	Replace Terminals A & B Air Handlers	0	0	1,000,000	1,000,000
Total 4200 Buildings and Improvements		17,487,916	23,663,303	61,767,424	61,767,424
<b>TOTAL CAPITAL ASSET ACQUISITIONS</b>		\$ 17,487,916	\$ 23,663,303	\$ 61,767,424	\$ 61,767,424

Note 1 - Operating Loss is overstated in the 2016-17 Recommended and Adopted by the Board of Supervisors columns due to budgeted capital asset expenditures that will be capitalized at year-end.

Note 2 - Loss Before Capital Contributions and Transfers is overstated in the 2016-17 Recommended and Adopted by the Board of Supervisors columns due to budgeted capital asset expenditures that will be capitalized at year-end.

\* Does not include a decrease in reserves in the amount of \$299,589,953 for a net transfer of assets to Fund 280.

## 283 - Airport Debt Service Fund

### Enterprise Fund 283 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended	Final Budget
(1)	(2)	(3)	(4)	(5)	
<b>OPERATING EXPENSES</b>					
Services & Supplies					
1900 Professional and Specialized Services	\$ 28,429	\$ 19,425	\$ 100,000	\$ 100,000	
1912 Investment Administrative Fees	47,741	50,822	0	0	
Total Services & Supplies	76,171	70,247	100,000	100,000	
Miscellaneous					
5300 Depreciation	2,396,092	0	2,500,000	2,500,000	
Total Miscellaneous	2,396,092	0	2,500,000	2,500,000	
<b>TOTAL OPERATING EXPENSES</b>	<b>2,472,262</b>	<b>70,247</b>	<b>2,600,000</b>	<b>2,600,000</b>	
<b>OPERATING INCOME (LOSS)</b>	<b>(2,472,262)</b>	<b>(70,247)</b>	<b>(2,600,000)</b>	<b>(2,600,000)</b>	
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610 Interest	509,855	609,931	1,011,700	1,011,700	
Total Revenue from Use of Money and Property	509,855	609,931	1,011,700	1,011,700	
Miscellaneous Revenues					
7670 Miscellaneous Revenue	559,790	688,880	107,800	107,800	
7720 Passenger Facility Charge	18,850,177	20,623,383	20,846,000	20,846,000	
Total Miscellaneous Revenues	19,409,967	21,312,263	20,953,800	20,953,800	
<b>TOTAL NON-OPERATING REVENUES</b>	<b>19,919,822</b>	<b>21,922,194</b>	<b>21,965,500</b>	<b>21,965,500</b>	
<b>NON-OPERATING EXPENSES</b>					
Other Charges					
3200 Bond Redemption	0	0	7,880,000	7,880,000	
3300 Interest on Bonds	9,873,009	8,929,905	9,819,275	9,819,275	
Total Other Charges	9,873,009	8,929,905	17,699,275	17,699,275	
<b>TOTAL NON-OPERATING EXPENSES</b>	<b>9,873,009</b>	<b>8,929,905</b>	<b>17,699,275</b>	<b>17,699,275</b>	
<b>NON-OPERATING INCOME (LOSS)</b>	<b>10,046,813</b>	<b>12,992,289</b>	<b>4,266,225</b>	<b>4,266,225</b>	
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS - Note 1</b>	<b>7,574,550</b>	<b>12,922,042</b>	<b>1,666,225</b>	<b>1,666,225</b>	
7812 Transfers In - from Funds 2AA-299	6,509,513	6,512,413	6,506,000	6,506,000	
4802 Transfers Out - to Funds 2AA-299	0	0	(22,958,200)	(22,958,200)	
Changes to Reserves - Encumbrance - (Inc)/Dec.	15,522	0	0	0	

## Enterprise Fund 283

### Fiscal Year 2016-17 Operational Statement

	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail	Actual	Actual	Recommended Budget	Final Budget
(1)	(2)	(3)	(4)	(5)
Changes to Reserves - Net Position - Reserved (Inc)/Dec.	(45,866,245)	(4,874,936)	0	0
Changes to Reserves - Net Investment in Capital Assets (Inc)/Dec.*	(5,224,049)	(8,454,920)	0	0
<b>CHANGE IN NET POSITION</b>	(36,990,709)	6,104,599	(14,785,975)	(14,785,975)
Net Position - Beginning Balance	45,866,245	8,875,535	14,785,975	14,785,975
Net Position - Ending Balance	\$ 8,875,535	\$ 14,980,134	\$ 0	\$ 0

(Note 1 - Income Before Capital Contributions and Transfers is overstated in the 2016-17 Recommended and Adopted by the Board of Supervisors columns due to bond redemption expenditures that will be capitalized at year-end.

\* Does not include a decrease in reserves in the amount of \$48,763,295 for a net transfer of assets to Fund 280.

## 284 - OCWR - FRB Landfill Escrow

### Enterprise Fund 284 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended	Final Budget
(1)		(2)	(3)	(4)	(5)
<b>OPERATING EXPENSES</b>					
Services & Supplies					
1912	Investment Administrative Fees	\$ 20,392	\$ 19,198	\$ 35,000	\$ 35,000
2490	Landfill Closure/Postclosure Costs	291,108	108,028	900,000	900,000
Total Services & Supplies		311,500	127,226	935,000	935,000
<b>TOTAL OPERATING EXPENSES</b>		311,500	127,226	935,000	935,000
<b>OPERATING INCOME (LOSS)</b>					
		(311,500)	(127,226)	(935,000)	(935,000)
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610	Interest	120,660	190,638	246,000	246,000
Total Revenue from Use of Money and Property		120,660	190,638	246,000	246,000
Miscellaneous Revenues					
7670	Miscellaneous Revenue	658	711	0	0
Total Miscellaneous Revenues		658	711	0	0
<b>TOTAL NON-OPERATING REVENUES</b>		121,319	191,349	246,000	246,000
<b>NON-OPERATING EXPENSES</b>					
Special Items					
5000	Special Items	0	0	211,711	211,711
Total Special Items		0	0	211,711	211,711
<b>TOTAL NON-OPERATING EXPENSES</b>		0	0	211,711	211,711
<b>NON-OPERATING INCOME (LOSS)</b>		121,319	191,349	34,289	34,289
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS</b>		(190,181)	64,123	(900,711)	(900,711)
Changes to Reserves - Net Position - Reserved (Inc)/Dec.		0	14,116,673	0	0
Changes to Reserves - Net Position - Restricted (Inc)/Dec.		401,211	(14,116,809)	900,000	900,000
<b>CHANGE IN NET POSITION</b>		211,030	63,987	(711)	(711)
Net Position - Beginning Balance		554,107	765,137	711	711
Net Position - Ending Balance		\$ 765,137	\$ 829,124	\$ 0	\$ 0

## 285 - OCWR - Bankruptcy Recovery Plan

### Enterprise Fund 285 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended	Final Budget
(1)	(2)	(3)	(4)	(5)	
<b>OPERATING REVENUES</b>					
Charges For Services					
7520 Sanitation Services	\$ 40,170,938	\$ 43,034,000	\$ 33,114,000	\$ 33,114,000	
7590 Other Charges for Services	41	50	0	0	
Total Charges For Services	40,170,979	43,034,050	33,114,000	33,114,000	
<b>TOTAL OPERATING REVENUES</b>	<b>40,170,979</b>	<b>43,034,050</b>	<b>33,114,000</b>	<b>33,114,000</b>	
<b>OPERATING EXPENSES</b>					
Services & Supplies					
1912 Investment Administrative Fees	4,490	3,730	10,000	10,000	
Total Services & Supplies	4,490	3,730	10,000	10,000	
Other Charges					
3100 Contributions to Non-County Government Agencies	1,946,710	2,087,183	1,881,000	1,881,000	
3700 Taxes and Assessments	2,390,584	2,529,932	1,756,000	1,756,000	
Total Other Charges	4,337,294	4,617,115	3,637,000	3,637,000	
<b>TOTAL OPERATING EXPENSES</b>	<b>4,341,783</b>	<b>4,620,845</b>	<b>3,647,000</b>	<b>3,647,000</b>	
<b>OPERATING INCOME (LOSS)</b>	<b>35,829,195</b>	<b>38,413,205</b>	<b>29,467,000</b>	<b>29,467,000</b>	
<b>NON-OPERATING REVENUES</b>					
Fines, Forfeitures & Penalties					
6530 Forfeitures and Penalties	9,262	6,880	0	0	
Total Fines, Forfeitures & Penalties	9,262	6,880	0	0	
Revenue from Use of Money and Property					
6610 Interest	28,232	36,082	26,000	26,000	
Total Revenue from Use of Money and Property	28,232	36,082	26,000	26,000	
Miscellaneous Revenues					
7670 Miscellaneous Revenue	35	101	0	0	
Total Miscellaneous Revenues	35	101	0	0	
<b>TOTAL NON-OPERATING REVENUES</b>	<b>37,529</b>	<b>43,063</b>	<b>26,000</b>	<b>26,000</b>	
<b>NON-OPERATING INCOME (LOSS)</b>	<b>37,529</b>	<b>43,063</b>	<b>26,000</b>	<b>26,000</b>	
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS</b>	<b>35,866,724</b>	<b>38,456,268</b>	<b>29,493,000</b>	<b>29,493,000</b>	
4800 Transfers Out - to Fund 100	(19,810,831)	(24,214,735)	(11,245,000)	(11,245,000)	



## Enterprise Fund 285

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
4802	Transfers Out - to Funds 2AA-299	(16,051,734)	(14,238,802)	(18,248,000)	(18,248,000)
<b>CHANGE IN NET POSITION</b>		4,159	2,731	0	0
Net Position - Beginning Balance		198,606	202,765	0	0
Net Position - Ending Balance		\$ 202,765	\$ 205,496	\$0	\$ 0

## 286 - OCWR - Brea/Olinda Landfill Escrow

286 - OCWR - Brea/Olinda Landfill Escrow

### Enterprise Fund 286 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended	Final Budget
(1)	(2)	(3)	(4)	(5)	
<b>OPERATING EXPENSES</b>					
Services & Supplies					
1912	Investment Administrative Fees	\$ 27,172	\$ 25,581	\$ 40,000	\$ 40,000
2490	Landfill Closure/Postclosure Costs	(5,189,625)	7,434,398	1,300,000	1,300,000
Total Services & Supplies		(5,162,454)	7,459,979	1,340,000	1,340,000
<b>TOTAL OPERATING EXPENSES</b>		(5,162,454)	7,459,979	1,340,000	1,340,000
<b>OPERATING INCOME (LOSS)</b>					
		5,162,454	(7,459,979)	(1,340,000)	(1,340,000)
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610	Interest	160,777	256,881	330,000	330,000
Total Revenue from Use of Money and Property		160,777	256,881	330,000	330,000
Miscellaneous Revenues					
7670	Miscellaneous Revenue	877	947	0	0
Total Miscellaneous Revenues		877	947	0	0
<b>TOTAL NON-OPERATING REVENUES</b>		161,654	257,828	330,000	330,000
<b>NON-OPERATING EXPENSES</b>					
Special Items					
5000	Special Items	0	0	498,824	498,824
Total Special Items		0	0	498,824	498,824
<b>TOTAL NON-OPERATING EXPENSES</b>		0	0	498,824	498,824
<b>NON-OPERATING INCOME (LOSS)</b>		161,654	257,828	(168,824)	(168,824)
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS</b>		5,324,107	(7,202,151)	(1,508,824)	(1,508,824)
Changes to Reserves - Net Position - Reserved (Inc)/Dec.		2,099,971	3,805,935	0	0
Changes to Reserves - Net Position - Restricted (Inc)/Dec.		0	(2,481,778)	400,000	400,000
<b>CHANGE IN NET POSITION</b>		7,424,078	(5,877,994)	(1,108,824)	(1,108,824)
Net Position - Beginning Balance		220,030	7,644,109	1,108,824	1,108,824
Net Position - Ending Balance		\$ 7,644,109	\$ 1,766,115	\$ 0	\$ 0

## 287 - OCWR - Prima Deshecha Landfill Escrow

### Enterprise Fund 287 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)	(2)	(3)	(4)	(5)	
<b>OPERATING EXPENSES</b>					
Services & Supplies					
1912 Investment Administrative Fees	\$ 14,362	\$ 13,521	\$ 20,000	\$ 20,000	
2490 Landfill Closure/Postclosure Costs	850,390	362,160	800,000	800,000	
Total Services & Supplies	864,752	375,681	820,000	820,000	
<b>TOTAL OPERATING EXPENSES</b>	<b>864,752</b>	<b>375,681</b>	<b>820,000</b>	<b>820,000</b>	
<b>OPERATING INCOME (LOSS)</b>					
	(864,752)	(375,681)	(820,000)	(820,000)	
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610 Interest	84,980	134,265	180,000	180,000	
Total Revenue from Use of Money and Property	84,980	134,265	180,000	180,000	
Miscellaneous Revenues					
7670 Miscellaneous Revenue	464	500	0	0	
Total Miscellaneous Revenues	464	500	0	0	
<b>TOTAL NON-OPERATING REVENUES</b>	<b>85,444</b>	<b>134,765</b>	<b>180,000</b>	<b>180,000</b>	
<b>NON-OPERATING EXPENSES</b>					
Special Items					
5000 Special Items	0	0	462,500	462,500	
Total Special Items	0	0	462,500	462,500	
<b>TOTAL NON-OPERATING EXPENSES</b>	<b>0</b>	<b>0</b>	<b>462,500</b>	<b>462,500</b>	
<b>NON-OPERATING INCOME (LOSS)</b>					
	85,444	134,765	(282,500)	(282,500)	
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS</b>					
	(779,308)	(240,916)	(1,102,500)	(1,102,500)	
Changes to Reserves - Net Position - Reserved (Inc)/Dec.	0	994,122	0	0	
Changes to Reserves - Net Position - Restricted (Inc)/Dec.	(1,000,000)	(216,920)	800,000	800,000	
<b>CHANGE IN NET POSITION</b>	<b>(1,779,308)</b>	<b>536,286</b>	<b>(302,500)</b>	<b>(302,500)</b>	
Net Position - Beginning Balance	1,909,106	129,799	302,500	302,500	
Net Position - Ending Balance	\$ 129,799	\$ 666,085	\$ 0	\$ 0	

## 289 - Information Technology ISF

### Internal Service Fund 289 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended	Final Budget
(1)	(2)	(3)	(4)	(5)	
<b>OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6620 Rents and Concessions	\$ 1,969,948	\$ 1,769,628	\$ 1,887,119	\$ 1,887,119	
Total Revenue from Use of Money and Property	1,969,948	1,769,628	1,887,119	1,887,119	
Charges For Services					
7330 Communication Services	3,600	1,800	3,600	3,600	
7590 Other Charges for Services	62,961,562	67,497,381	76,393,974	76,393,974	
Total Charges For Services	62,965,162	67,499,181	76,397,574	76,397,574	
<b>TOTAL OPERATING REVENUES</b>	<b>64,935,110</b>	<b>69,268,809</b>	<b>78,284,693</b>	<b>78,284,693</b>	
<b>OPERATING EXPENSES</b>					
Salaries & Benefits					
0100 Salaries and Wages	(26,471)	(14,813)	0	0	
0101 Regular Salaries	4,301,379	5,049,382	5,707,063	5,707,063	
0102 Extra Help	29,224	148,189	45,000	45,000	
0103 Overtime	58,001	81,354	37,800	37,800	
0104 Annual Leave Payoffs	93,830	206,734	38,500	38,500	
0105 Vacation Payoffs	0	392	0	0	
0111 Other Pay	738	128	0	0	
0112 Other Salaries	83	12,000	11,556	11,556	
0200 Retirement	1,276,955	1,474,569	1,537,895	1,537,895	
0204 County Paid Executive Deferred Compensation Plan	227	900	0	0	
0205 1.62% Retirement ER Contribution 401(A) Plan	3,954	6,829	22,600	22,600	
0206 Retiree Medical	153,650	178,570	225,028	225,028	
0208 Pension Prepayment Discount	(88,211)	(76,954)	(77,686)	(77,686)	
0301 Unemployment Insurance	(35)	0	0	0	
0305 Salary Continuance Insurance	9,100	11,591	12,588	12,588	
0306 Health Insurance	481,775	532,859	653,532	653,532	
0308 Dental Insurance	24,068	29,819	35,340	35,340	
0309 Life Insurance	3,431	2,772	3,384	3,384	
0310 Accidental Death and Dismemberment Insurance	468	583	756	756	
0319 Other Insurance	16,339	16,310	18,564	18,564	
0352 Workers Compensation - General	31,292	26,740	17,123	17,123	
0401 Medicare	62,618	77,024	79,946	79,946	
0402 Executive Car Allowance	765	1,160	9,180	9,180	
0403 Optional Benefit Program	78,167	101,000	109,620	109,620	

## Internal Service Fund 289

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
Total Salaries & Benefits		6,511,346	7,867,138	8,487,789	8,487,789
Services & Supplies					
0500	Agricultural	525	0	0	0
0701	Telephone/Telegraph - Interfund Transfer	22	3,150	0	0
0740	Enterprise Telephone Service Charges	630,340	643,157	635,000	635,000
0741	Telephone Service Charges from Vendors	4,952,822	5,071,758	5,118,402	5,118,402
0742	Cell Phones, Pagers, Blackberry Devices	24,638	49,582	34,491	34,491
0900	Food	922	0	1,000	1,000
1000	Household Expense	43,338	85,192	87,411	87,411
1001	Household Expense - Trash	6,978	7,104	7,982	7,982
1100	Insurance	58,824	54,648	140,785	140,785
1300	Maintenance Equipment - Non-IT Maintenance	4,460	1,270	81,160	81,160
1340	Software Maintenance & Support	668,394	1,011,961	483,391	483,391
1341	Hardware Maintenance & Support	419,790	460,592	402,113	402,113
1400	Maintenance - Buildings and Improvements	414,941	505,644	365,245	365,245
1402	Minor Alterations and Improvements	287,038	168,251	1,058,005	1,058,005
1600	Memberships	1,330	2,974	1,135	1,135
1700	Miscellaneous Expense	0	2,415	0	0
1800	Office Expense	38,665	37,721	65,200	65,200
1801	Duplicating Services (Publishing Services)	1,775	1,325	6,039	6,039
1803	Postage	510	319	500	500
1806	Printing Costs - Outside Vendors	0	17	2,500	2,500
1809	Minor Office Equipment to be Controlled	1,476	3,138	10,000	10,000
1840	IT Hardware Purchases (Purchases under \$5,000)	64,779	94,864	241,798	241,798
1900	Professional and Specialized Services	897,992	1,636,551	1,739,659	1,739,659
1903	Surveys and Studies	780	0	0	0
1908	Temporary Help	42,730	298,832	100,000	100,000
1911	CWCAP Charges	1,095,744	903,962	1,100,000	1,100,000
1912	Investment Administrative Fees	18,768	26,467	19,000	19,000
1920	Non-Claimable Administrative Expense	6,167	0	6,200	6,200
1940	Enterprise IT Services	6,686,604	7,582,232	12,799,645	12,799,645
1941	IT Professional Services Contracts	31,419,629	42,500,673	61,091,678	61,091,678
2000	Publications and Legal Notices	299	0	0	0
2100	Rents and Leases - Equipment	12,343	11,534	3,800	3,800
2140	Software Leases & Licenses	1,274,018	913,238	2,221,188	2,221,188
2141	IT Hardware Leases	2,480	7,237	24,500	24,500
2200	Rents and Leases - Buildings and Improvements	236,356	94,308	104,322	104,322
2300	Small Tools and Instruments	392	1,273	6,404	6,404
2400	Special Departmental Expense	12,926	19,458	71,390	71,390

## Internal Service Fund 289

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)	(2)	(3)	(4)	(5)	
2600	Transportation and Travel - General	3,964	13,312	24,530	24,530
2601	Private Auto Mileage	2,883	3,340	4,600	4,600
2602	Garage Expense	9,970	10,025	25,920	25,920
2700	Transportation and Travel - Meetings/Conferences	1,290	10,428	2,700	2,700
2740	IT Training & Travel	46,438	16,955	110,000	110,000
2800	Utilities	0	497	4,403	4,403
2801	Utilities - Purchased Electricity	1,390,262	1,152,592	1,935,330	1,935,330
2802	Utilities - Purchased Gas	0	68	0	0
2803	Utilities - Purchased Water	32,816	30,049	46,115	46,115
2890	Intra-Agency Services & Supplies Billing Offsets	(7,316,944)	(8,225,165)	(13,288,677)	(13,288,677)
Total Services & Supplies		43,499,474	55,212,948	76,894,864	76,894,864
Other Charges					
3700	Taxes and Assessments	0	2,676	0	0
Total Other Charges		0	2,676	0	0
Capital Assets					
Equipment					
4040	IT Equipment (Purchases over \$5,000)	0	0	98,000	98,000
Total Equipment		0	0	98,000	98,000
Buildings & Improvements					
4200	Buildings and Improvements	0	0	5,536,628	5,536,628
Total 4200 Buildings & Improvements		0	0	5,536,628	5,536,628
Total Capital Assets		0	0	5,634,628	5,634,628
Miscellaneous					
5300	Depreciation	1,454,938	2,764,307	2,027,515	2,027,515
Total Miscellaneous		1,454,938	2,764,307	2,027,515	2,027,515
<b>TOTAL OPERATING EXPENSES</b>		<b>51,465,758</b>	<b>65,847,069</b>	<b>93,044,796</b>	<b>93,044,796</b>
<b>OPERATING INCOME (LOSS) - Note 1</b>					
		13,469,352	3,421,740	(14,760,103)	(14,760,103)
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610	Interest	113,290	264,093	110,000	110,000
Total Revenue from Use of Money and Property		113,290	264,093	110,000	110,000
Miscellaneous Revenues					
7662	Other Sales - Non-Taxable - Resale	3,430	10,318	0	0
7670	Miscellaneous Revenue	79,211	146,879	0	0
7690	Returned Check Charges	25	0	0	0
Total Miscellaneous Revenues		82,666	157,197	0	0

## Internal Service Fund 289

### Fiscal Year 2016-17 Operational Statement

Operating Detail		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
<b>TOTAL NON-OPERATING REVENUES</b>		195,956	421,290	110,000	110,000
<b>NON-OPERATING EXPENSES</b>					
Miscellaneous					
5400	Loss or (Gain) on Disposition of Assets	(1,146)	6,224	0	0
Total Miscellaneous		(1,146)	6,224	0	0
<b>TOTAL NON-OPERATING EXPENSES</b>		(1,146)	6,224	0	0
<b>NON-OPERATING INCOME (LOSS)</b>		197,103	415,066	110,000	110,000
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS - Note 2</b>		13,666,455	3,836,806	(14,650,103)	(14,650,103)
7810	Transfers In - from Fund 100	790,000	3,665,200	0	0
7812	Transfers In - from Funds 2AA-299	0	29,441	0	0
4800	Transfers Out - to Fund 100	0	(790,000)	(3,795,200)	(3,795,200)
Changes to Reserves - Encumbrance - (Inc)/Dec.		(434,246)	(131,552)	0	0
Changes to Reserves - Net Position - Reserved (Inc)/Dec.		(1,671,644)	(3,435,584)	(2,606,696)	(2,606,696)
Changes to Reserves - Net Investment in Capital Assets (Inc)/Dec.		(6,503,602)	(5,160,926)	0	0
<b>CHANGE IN NET POSITION</b>		5,846,963	(1,986,615)	(21,051,999)	(21,051,999)
Net Position - Beginning Balance		5,659,147	11,506,110	21,051,999	21,051,999
Net Position - Ending Balance		11,506,110	9,519,495	0	0
<b>CAPITAL ASSET ACQUISITIONS</b>					
Equipment					
4040	IT Equipment (Purchases over \$5,000)	375,895	463,248	98,000	98,000
Total Equipment		375,895	463,248	98,000	98,000
4200 Buildings and Improvements					
P640	KVA Back-Up Generator Project	669,964	28,264	3,205,731	3,205,731
P641	Cooling Plant Refresh Project	3,392	0	2,273,397	2,273,397
P645	Security Access Upgrade	0	0	7,500	7,500
P646	Relocation of Water Shut-Off Value	0	0	50,000	50,000
Total 4200 Buildings and Improvements		673,356	28,264	5,536,628	5,536,628
<b>TOTAL CAPITAL ASSET ACQUISITIONS</b>		\$ 1,049,252	\$ 28,264	\$ 5,536,628	\$ 5,536,628

Note 1 - Operating Loss is overstated in the 2016-17 Recommended and Adopted by the Board of Supervisors columns due to budgeted capital asset expenditures that will be capitalized at year-end.

Note 2 - Loss Before Capital Contributions and Transfers is overstated in the 2016-17 Recommended and Adopted by the Board of Supervisors columns due to budgeted capital asset expenditures that will be capitalized at year-end.

## 290 - Insured Health Plans ISF

### Internal Service Fund 290 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended	Final Budget
(1)		(2)	(3)	(4)	(5)
<b>OPERATING REVENUES</b>					
Miscellaneous Revenues					
7710	Insurance Premiums	\$ 158,106,819	\$ 161,772,150	\$ 174,522,000	\$ 174,522,000
Total Miscellaneous Revenues		158,106,819	161,772,150	174,522,000	174,522,000
<b>TOTAL OPERATING REVENUES</b>		<b>158,106,819</b>	<b>161,772,150</b>	<b>174,522,000</b>	<b>174,522,000</b>
<b>OPERATING EXPENSES</b>					
Other Charges					
3530	Insurance Premiums	159,037,993	163,377,036	182,212,235	182,212,235
Total Other Charges		159,037,993	163,377,036	182,212,235	182,212,235
<b>TOTAL OPERATING EXPENSES</b>		<b>159,037,993</b>	<b>163,377,036</b>	<b>182,212,235</b>	<b>182,212,235</b>
<b>OPERATING INCOME (LOSS)</b>		<b>(931,174)</b>	<b>(1,604,886)</b>	<b>(7,690,235)</b>	<b>(7,690,235)</b>
<b>NON-OPERATING REVENUES</b>					
Miscellaneous Revenues					
7670	Miscellaneous Revenue	249,939	381,207	0	0
Total Miscellaneous Revenues		249,939	381,207	0	0
<b>TOTAL NON-OPERATING REVENUES</b>		<b>249,939</b>	<b>381,207</b>	<b>0</b>	<b>0</b>
<b>NON-OPERATING INCOME (LOSS)</b>		<b>249,939</b>	<b>381,207</b>	<b>0</b>	<b>0</b>
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS</b>		<b>(681,235)</b>	<b>(1,223,679)</b>	<b>(7,690,235)</b>	<b>(7,690,235)</b>
<b>CHANGE IN NET POSITION</b>		<b>(681,235)</b>	<b>(1,223,679)</b>	<b>(7,690,235)</b>	<b>(7,690,235)</b>
Net Position - Beginning Balance		4,707,256	4,026,021	7,690,235	7,690,235
Net Position - Ending Balance		\$ 4,026,021	\$ 2,802,342	\$ 0	\$ 0



## 291 - Unemployment Insurance ISF

### Internal Service Fund 291 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended	Final Budget
(1)		(2)	(3)	(4)	(5)
<b>OPERATING EXPENSES</b>					
Services & Supplies					
1900	Professional and Specialized Services	\$ 55,918	\$ 58,346	\$ 64,931	\$ 64,931
1911	CWCAP Charges	74,407	893	115,017	115,017
1912	Investment Administrative Fees	8,128	6,910	4,862	4,862
Total Services & Supplies		138,453	66,149	184,810	184,810
Other Charges					
3520	Insurance Claims	1,112,453	795,768	8,649,708	8,649,708
Total Other Charges		1,112,453	795,768	8,649,708	8,649,708
<b>TOTAL OPERATING EXPENSES</b>		<b>1,250,906</b>	<b>861,917</b>	<b>8,834,518</b>	<b>8,834,518</b>
<b>OPERATING INCOME (LOSS)</b>					
		(1,250,906)	(861,917)	(8,834,518)	(8,834,518)
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610	Interest	47,967	68,266	53,487	53,487
Total Revenue from Use of Money and Property		47,967	68,266	53,487	53,487
Miscellaneous Revenues					
7670	Miscellaneous Revenue	7,445	9,166	0	0
Total Miscellaneous Revenues		7,445	9,166	0	0
<b>TOTAL NON-OPERATING REVENUES</b>		<b>55,412</b>	<b>77,432</b>	<b>53,487</b>	<b>53,487</b>
<b>NON-OPERATING INCOME (LOSS)</b>					
		55,412	77,432	53,487	53,487
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS</b>					
		(1,195,494)	(784,485)	(8,781,031)	(8,781,031)
<b>CHANGE IN NET POSITION</b>					
		(1,195,494)	(784,485)	(8,781,031)	(8,781,031)
Net Position - Beginning Balance		11,174,096	9,978,602	8,781,031	8,781,031
Net Position - Ending Balance		\$ 9,978,602	\$ 9,194,117	\$ 0	\$ 0

## 292 - Self-Insured PPO Health Plans ISF

### Internal Service Fund 292 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended	Final Budget
(1)	(2)	(3)	(4)	(5)	
<b>OPERATING REVENUES</b>					
Miscellaneous Revenues					
7710 Insurance Premiums	\$ 61,600,837	\$ 60,729,444	\$ 65,030,336	\$ 65,030,336	
Total Miscellaneous Revenues	61,600,837	60,729,444	65,030,336	65,030,336	
<b>TOTAL OPERATING REVENUES</b>	<b>61,600,837</b>	<b>60,729,444</b>	<b>65,030,336</b>	<b>65,030,336</b>	
<b>OPERATING EXPENSES</b>					
Services & Supplies					
1800 Office Expense	0	0	31,500	31,500	
1900 Professional and Specialized Services	3,488,878	3,277,378	3,385,077	3,385,077	
1911 CWCAP Charges	138,538	143,388	162,874	162,874	
1912 Investment Administrative Fees	16,388	17,606	13,900	13,900	
2400 Special Departmental Expense	754,985	756,028	770,746	770,746	
2700 Transportation and Travel - Meetings/Conferences	0	0	10,759	10,759	
Total Services & Supplies	4,398,788	4,194,400	4,374,856	4,374,856	
Other Charges					
3520 Insurance Claims	56,362,582	59,301,894	74,295,857	74,295,857	
Total Other Charges	56,362,582	59,301,894	74,295,857	74,295,857	
<b>TOTAL OPERATING EXPENSES</b>	<b>60,761,370</b>	<b>63,496,294</b>	<b>78,670,713</b>	<b>78,670,713</b>	
<b>OPERATING INCOME (LOSS)</b>	<b>839,467</b>	<b>(2,766,850)</b>	<b>(13,640,377)</b>	<b>(13,640,377)</b>	
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610 Interest	97,355	176,995	86,062	86,062	
Total Revenue from Use of Money and Property	97,355	176,995	86,062	86,062	
Intergovernmental Revenues					
7040 Federal - Health Administration	1,114,653	1,062,263	1,008,000	1,008,000	
Total Intergovernmental Revenues	1,114,653	1,062,263	1,008,000	1,008,000	
Miscellaneous Revenues					
7670 Miscellaneous Revenue	1,676,724	1,347,932	824,000	824,000	
Total Miscellaneous Revenues	1,676,724	1,347,932	824,000	824,000	
<b>TOTAL NON-OPERATING REVENUES</b>	<b>2,888,731</b>	<b>2,587,190</b>	<b>1,918,062</b>	<b>1,918,062</b>	
<b>NON-OPERATING INCOME (LOSS)</b>	<b>2,888,731</b>	<b>2,587,190</b>	<b>1,918,062</b>	<b>1,918,062</b>	

## Internal Service Fund 292

### Fiscal Year 2016-17 Operational Statement

	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail	Actual	Actual	Recommended Budget	Final Budget
(1)	(2)	(3)	(4)	(5)
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS	3,728,198	(179,660)	(11,722,315)	(11,722,315)
Changes to Reserves - Encumbrance - (Inc)/Dec	(534)	(30)	0	0
<b>CHANGE IN NET POSITION</b>	3,727,664	(179,690)	(11,722,315)	(11,722,315)
Net Position - Beginning Balance	8,680,905	12,408,569	11,722,315	11,722,315
Net Position - Ending Balance	\$ 12,408,569	\$ 12,228,879	\$ 0	\$ 0

## 293 - Workers' Compensation ISF

### Internal Service Fund 293 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)	(2)	(3)	(4)	(5)	
<b>OPERATING REVENUES</b>					
Charges For Services					
7590 Other Charges for Services	\$ 865,588	\$ 848,864	\$ 1,105,422	\$ 1,105,422	
Total Charges For Services	865,588	848,864	1,105,422	1,105,422	
Miscellaneous Revenues					
7710 Insurance Premiums	40,296,559	45,087,468	50,960,969	50,960,969	
Total Miscellaneous Revenues	40,296,559	45,087,468	50,960,969	50,960,969	
<b>TOTAL OPERATING REVENUES</b>	<b>41,162,147</b>	<b>45,936,332</b>	<b>52,066,391</b>	<b>52,066,391</b>	
<b>OPERATING EXPENSES</b>					
Salaries & Benefits					
0100 Salaries and Wages	(2,132)	30,386	0	0	
0101 Regular Salaries	1,322,792	1,500,150	1,898,688	1,982,102	
0103 Overtime	2,383	5,670	7,500	7,500	
0104 Annual Leave Payoffs	30,624	27,296	65,000	65,000	
0105 Vacation Payoffs	0	2,691	0	0	
0111 Other Pay	1,731	1,737	1,680	1,680	
0112 Other Salaries	293	5,400	6,624	6,624	
0200 Retirement	392,319	436,880	513,488	536,612	
0205 1.62% Retirement ER Contribution 401(A) Plan	2,012	2,891	12,636	12,636	
0206 Retiree Medical	47,248	53,370	75,929	79,267	
0208 Pension Prepayment Discount	(26,191)	(21,195)	(20,385)	(20,385)	
0305 Salary Continuance Insurance	1,526	2,025	2,734	3,022	
0306 Health Insurance	184,883	178,350	202,644	220,224	
0308 Dental Insurance	3,971	5,117	5,700	6,840	
0309 Life Insurance	544	466	540	648	
0310 Accidental Death and Dismemberment Insurance	75	97	120	144	
0319 Other Insurance	8,023	7,839	9,360	9,360	
0352 Workers Compensation - General	8,646	10,766	15,217	15,217	
0401 Medicare	19,252	21,768	27,639	28,847	
0403 Optional Benefit Program	13,417	17,208	21,024	24,528	
Total Salaries & Benefits	2,011,416	2,288,912	2,846,138	2,979,866	
Services & Supplies					
0740 Enterprise Telephone Service Charges	9,383	2,848	12,000	12,000	
0742 Cell Phones, Pagers, Blackberry Devices	3,842	5,183	5,500	5,500	
1100 Insurance	240,394	268,473	275,000	275,000	

## Internal Service Fund 293

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
1300	Maintenance Equipment - Non-IT Maintenance	169	12	500	500
1341	Hardware Maintenance & Support	648	486	1,000	1,000
1400	Maintenance - Buildings and Improvements	140	0	500	500
1402	Minor Alterations and Improvements	387	194	500	500
1600	Memberships	2,522	3,051	4,000	4,000
1800	Office Expense	4,477	9,418	8,000	8,000
1801	Duplicating Services (Publishing Services)	1,059	511	5,000	5,000
1803	Postage	2,000	0	2,000	2,000
1809	Minor Office Equipment to be Controlled	5,906	3,526	20,000	20,000
1900	Professional and Specialized Services	4,540,964	4,571,491	5,155,668	5,155,668
1908	Temporary Help	11,949	23,825	5,000	5,000
1911	CWCAP Charges	180,360	207,026	231,000	231,000
1912	Investment Administrative Fees	42,986	41,361	90,000	90,000
1920	Non-Claimable Administrative Expense	1,831	0	3,500	3,500
1940	Enterprise IT Services	(214)	2,369	25,000	25,000
2000	Publications and Legal Notices	0	425	0	0
2100	Rents and Leases - Equipment	0	0	3,200	3,200
2140	Software Leases & Licenses	4,425	4,459	5,000	5,000
2200	Rents and Leases - Buildings and Improvements	200,949	191,244	195,722	195,722
2300	Small Tools and Instruments	0	1,442	18,700	18,700
2400	Special Departmental Expense	1,208	6,838	10,000	10,000
2600	Transportation and Travel - General	7,971	10,521	9,000	9,000
2601	Private Auto Mileage	2,612	2,383	3,000	3,000
2602	Garage Expense	1,320	7,052	10,000	10,000
2700	Transportation and Travel - Meetings/Conferences	10,303	10,420	18,000	18,000
2890	Intra-Agency Services & Supplies Billing Offsets	(14,614)	(18,706)	(20,497)	(20,497)
Total Services & Supplies		5,262,978	5,355,852	6,096,293	6,096,293
Other Charges					
3100	Contributions to Non-County Government Agencies	0	0	400,000	400,000
3520	Insurance Claims - Note 1	36,307,334	39,831,778	44,116,109	43,982,381
Total Other Charges		36,307,334	39,831,778	44,516,109	44,382,381
<b>TOTAL OPERATING EXPENSES</b>		<b>43,581,729</b>	<b>47,476,542</b>	<b>53,458,540</b>	<b>53,458,540</b>
<b>OPERATING INCOME (LOSS)</b>		<b>(2,419,581)</b>	<b>(1,540,210)</b>	<b>(1,392,149)</b>	<b>(1,392,149)</b>
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610	Interest	256,062	424,035	300,000	300,000
Total Revenue from Use of Money and Property		256,062	424,035	300,000	300,000

## Internal Service Fund 293

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
Miscellaneous Revenues					
7670	Miscellaneous Revenue	1,756,350	496,190	250,000	250,000
7680	Six-Month Expired (Outlawed) Checks	0	253	0	0
Total Miscellaneous Revenues		1,756,350	496,443	250,000	250,000
<b>TOTAL NON-OPERATING REVENUES</b>		<b>2,012,412</b>	<b>920,478</b>	<b>550,000</b>	<b>550,000</b>
<b>NON-OPERATING INCOME (LOSS)</b>		<b>2,012,412</b>	<b>920,478</b>	<b>550,000</b>	<b>550,000</b>
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS</b>		<b>(407,169)</b>	<b>(619,732)</b>	<b>(842,149)</b>	<b>(842,149)</b>
7810	Transfers In - from Fund 100	676,823	594,190	700,000	700,000
4802	Transfers Out - to Funds 2AA-299	0	(9,952)	(18,676)	(18,676)
Changes to Reserves - Encumbrance - (Inc)/Dec.		(148,290)	3,594	0	0
<b>CHANGE IN NET POSITION</b>		<b>121,364</b>	<b>(31,900)</b>	<b>(160,825)</b>	<b>(160,825)</b>
Net Position - Beginning Balance		0	121,364	160,825	160,825
Net Position - Ending Balance		\$ 121,364	\$ 89,464	\$ 0	\$ 0

Note 1 - The County has adopted a policy of including in the fiscal year-end expense accruals an amount equal to claims "incurred but not reported" (IBNR) as well as reported claims.

## 294 - Property and Casualty Risk ISF

### Internal Service Fund 294 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)	(2)	(3)	(4)	(5)	
<b>OPERATING REVENUES</b>					
Charges For Services					
7590 Other Charges for Services	\$ 94,966	\$ 101,247	\$ 80,000	\$ 80,000	
Total Charges For Services	94,966	101,247	80,000	80,000	
Miscellaneous Revenues					
7710 Insurance Premiums	32,486,972	32,215,400	32,135,606	32,135,606	
Total Miscellaneous Revenues	32,486,972	32,215,400	32,135,606	32,135,606	
<b>TOTAL OPERATING REVENUES</b>	<b>32,581,938</b>	<b>32,316,647</b>	<b>32,215,606</b>	<b>32,215,606</b>	
<b>OPERATING EXPENSES</b>					
Salaries & Benefits					
0100 Salaries and Wages	(5,679)	(2,250)	0	0	
0101 Regular Salaries	929,755	945,229	923,857	923,857	
0103 Overtime	2,546	7,578	5,000	5,000	
0104 Annual Leave Payoffs	33,903	32,187	65,000	65,000	
0111 Other Pay	714	838	840	840	
0112 Other Salaries	0	3,000	2,946	2,946	
0200 Retirement	274,967	275,880	252,327	252,327	
0205 1.62% Retirement ER Contribution 401(A) Plan	958	2,133	4,074	4,074	
0206 Retiree Medical	33,206	33,388	36,950	36,950	
0208 Pension Prepayment Discount	(18,456)	(15,103)	(14,197)	(14,197)	
0305 Salary Continuance Insurance	2,242	2,156	1,964	1,964	
0306 Health Insurance	122,023	120,919	122,892	122,892	
0308 Dental Insurance	7,937	7,485	6,840	6,840	
0309 Life Insurance	1,124	682	648	648	
0310 Accidental Death and Dismemberment Insurance	152	144	144	144	
0319 Other Insurance	3,473	3,773	3,744	3,744	
0352 Workers Compensation - General	2,638	3,058	3,236	3,236	
0401 Medicare	11,663	11,903	11,055	11,055	
0403 Optional Benefit Program	24,500	24,500	21,024	21,024	
Total Salaries & Benefits	1,427,666	1,457,500	1,448,344	1,448,344	
Services & Supplies					
0740 Enterprise Telephone Service Charges	19,249	24,801	25,000	25,000	
0742 Cell Phones, Pagers, Blackberry Devices	894	1,230	2,500	2,500	
1100 Insurance	9,041,855	8,023,583	11,218,475	11,218,475	
1300 Maintenance Equipment - Non-IT Maintenance	172	61	1,000	1,000	

## Internal Service Fund 294

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)	(2)	(3)	(4)	(5)	
1340	Software Maintenance & Support	23,875	41,305	90,000	90,000
1341	Hardware Maintenance & Support	648	486	1,000	1,000
1400	Maintenance - Buildings and Improvements	563	12,382	2,500	2,500
1402	Minor Alterations and Improvements	8,947	42	10,000	10,000
1600	Memberships	1,085	1,045	2,000	2,000
1800	Office Expense	12,422	14,881	12,000	12,000
1801	Duplicating Services (Publishing Services)	373	274	5,000	5,000
1803	Postage	2,000	6	2,000	2,000
1809	Minor Office Equipment to be Controlled	6,475	4,016	20,000	20,000
1900	Professional and Specialized Services	286,879	389,832	679,665	679,665
1908	Temporary Help	11,080	0	0	0
1911	CWCAP Charges	218,839	212,857	321,000	321,000
1912	Investment Administrative Fees	17,745	23,473	30,000	30,000
1920	Non-Claimable Administrative Expense	1,290	0	3,000	3,000
1940	Enterprise IT Services	91,885	105,670	160,000	160,000
1941	IT Professional Services Contracts	35,997	0	0	0
2100	Rents and Leases - Equipment	6,999	7,281	12,000	12,000
2140	Software Leases & Licenses	61,518	61,518	85,000	85,000
2200	Rents and Leases - Buildings and Improvements	119,411	122,271	125,134	125,134
2400	Special Departmental Expense	70	110	10,000	10,000
2600	Transportation and Travel - General	195	81	1,000	1,000
2601	Private Auto Mileage	205	243	1,000	1,000
2602	Garage Expense	0	1,177	2,500	2,500
2700	Transportation and Travel - Meetings/Conferences	1,675	11,336	8,000	8,000
2890	Intra-Agency Services & Supplies Billing Offsets	(6,986)	(7,396)	(6,686)	(6,686)
Total Services & Supplies		9,965,358	9,052,565	12,823,088	12,823,088
Services & Supplies Reimbursements					
2900	Services and Supplies Reimbursement	(3,708)	(4,338)	(3,000)	(3,000)
Total Services & Supplies Reimbursements		(3,708)	(4,338)	(3,000)	(3,000)
Other Charges					
3100	Contributions to Non-County Government Agencies	0	0	300,000	300,000
3500	Judgments and Damages - Note 1	19,117,093	23,152,139	24,260,312	24,260,312
Total Other Charges		19,117,093	23,152,139	24,560,312	24,560,312
<b>TOTAL OPERATING EXPENSES</b>		<b>30,506,409</b>	<b>33,657,866</b>	<b>38,828,744</b>	<b>38,828,744</b>
<b>OPERATING INCOME (LOSS)</b>					
		2,075,529	(1,341,219)	(6,613,138)	(6,613,138)
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610	Interest	107,579	242,715	100,000	100,000



## Internal Service Fund 294

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
Total Revenue from Use of Money and Property		107,579	242,715	100,000	100,000
Miscellaneous Revenues					
7670	Miscellaneous Revenue	581,080	1,045,479	250,000	250,000
7680	Six-Month Expired (Outlawed) Checks	3,103	1,766	0	0
Total Miscellaneous Revenues		584,183	1,047,245	250,000	250,000
<b>TOTAL NON-OPERATING REVENUES</b>		691,762	1,289,960	350,000	350,000
<b>NON-OPERATING INCOME (LOSS)</b>		691,762	1,289,960	350,000	350,000
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS</b>		2,767,291	(51,259)	(6,263,138)	(6,263,138)
Changes to Reserves - Encumbrance - (Inc)/Dec.		(404,653)	405,936	0	0
<b>CHANGE IN NET POSITION</b>		2,362,638	354,677	(6,263,138)	(6,263,138)
Net Position - Beginning Balance		591,592	2,954,230	6,263,138	6,263,138
Net Position - Ending Balance		\$ 2,954,230	\$ 3,308,907	\$ 0	\$ 0

Note 1 - The County has adopted a policy of including in the fiscal year-end expense accruals an amount equal to claims "incurred but not reported" (IBNR) as well as reported claims.

## 296 - OC Fleet Services

### Internal Service Fund 296 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended	Final Budget
(1)	(2)	(3)	(4)	(5)	
<b>OPERATING REVENUES</b>					
Charges For Services					
7590 Other Charges for Services	\$ 20,525,577	\$ 20,284,281	\$ 22,188,846	\$ 22,188,846	
Total Charges For Services	20,525,577	20,284,281	22,188,846	22,188,846	
<b>TOTAL OPERATING REVENUES</b>	<b>20,525,577</b>	<b>20,284,281</b>	<b>22,188,846</b>	<b>22,188,846</b>	
<b>OPERATING EXPENSES</b>					
Salaries & Benefits					
0100 Salaries and Wages	36,013	39,414	0	0	
0101 Regular Salaries	3,978,044	4,005,354	4,423,683	4,423,683	
0102 Extra Help	122,924	79,706	136,864	136,864	
0103 Overtime	287,107	186,630	259,213	259,213	
0104 Annual Leave Payoffs	58,704	85,745	56,001	56,001	
0105 Vacation Payoffs	3,293	0	0	0	
0106 Sick Leave Payoffs	8,166	0	0	0	
0110 Performance Incentive Pay	0	4	0	0	
0111 Other Pay	21,376	31,491	0	0	
0112 Other Salaries	0	10,500	0	0	
0200 Retirement	1,210,996	1,214,000	1,231,476	1,231,476	
0205 1.62% Retirement ER Contribution 401(A) Plan	0	253	19,996	19,996	
0206 Retiree Medical	142,672	142,813	177,028	177,028	
0208 Pension Prepayment Discount	(81,741)	(66,149)	(64,124)	(64,124)	
0305 Salary Continuance Insurance	1,697	1,913	1,826	1,826	
0306 Health Insurance	708,594	699,910	827,136	827,136	
0308 Dental Insurance	5,158	5,669	5,700	5,700	
0309 Life Insurance	701	518	540	540	
0310 Accidental Death and Dismemberment Insurance	99	109	120	120	
0319 Other Insurance	58,301	56,962	69,732	69,732	
0352 Workers Compensation - General	375,644	429,610	484,190	484,190	
0401 Medicare	61,279	60,610	63,509	63,509	
0403 Optional Benefit Program	17,500	17,500	17,520	17,520	
Total Salaries & Benefits	7,016,527	7,002,562	7,710,410	7,710,410	
Services & Supplies					
0600 Clothing and Personal Supplies	24,375	21,319	22,485	22,485	
0740 Enterprise Telephone Service Charges	11,449	11,989	391,048	391,048	
0742 Cell Phones, Pagers, Blackberry Devices	1,161	639	1,426	1,426	

## Internal Service Fund 296

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)	(2)	(3)	(4)	(5)	
0900	Food	0	27	0	0
1000	Household Expense	84,634	96,606	80,567	80,567
1001	Household Expense - Trash	19,860	19,345	20,749	20,749
1100	Insurance	307,606	245,860	307,608	307,608
1300	Maintenance Equipment - Non-IT Maintenance	3,600,084	4,133,951	4,696,465	4,696,465
1301	Maintenance - Inventory Parts	11,417	0	42,680	42,680
1302	Parts not Direct Billed to Customers	105,299	75,290	135,250	135,250
1340	Software Maintenance & Support	80,186	93,228	85,325	85,325
1341	Hardware Maintenance & Support	125	10	520	520
1400	Maintenance - Buildings and Improvements	333,527	219,830	498,255	498,255
1402	Minor Alterations and Improvements	1,986	18,776	19,698	19,698
1500	Medical, Dental and Laboratory Supplies	0	0	130	130
1600	Memberships	1,328	2,504	2,255	2,255
1700	Miscellaneous Expense	35,206	41,729	36,500	36,500
1800	Office Expense	29,264	14,074	15,918	15,918
1801	Duplicating Services (Publishing Services)	2,620	2,503	3,675	3,675
1802	Periodicals and Journals	92	0	515	515
1803	Postage	563	1,548	590	590
1809	Minor Office Equipment to be Controlled	726	24,508	16,000	16,000
1840	IT Hardware Purchases (Purchases under \$5,000)	7,686	7,798	11,500	11,500
1900	Professional and Specialized Services	1,602,169	1,837,653	1,743,010	1,743,010
1908	Temporary Help	15,708	16,355	17,010	17,010
1911	CWCAP Charges	612,574	620,909	850,070	850,070
1912	Investment Administrative Fees	10,373	8,515	10,509	10,509
1941	IT Professional Services Contracts	38	2,533	1,900	1,900
2000	Publications and Legal Notices	677	0	0	0
2100	Rents and Leases - Equipment	5,750	5,898	8,819	8,819
2140	Software Leases & Licenses	22,077	14,090	55,226	55,226
2300	Small Tools and Instruments	64,748	53,655	73,160	73,160
2400	Special Departmental Expense	4,360,927	3,477,677	4,547,530	4,547,530
2600	Transportation and Travel - General	11,126	0	15,200	15,200
2601	Private Auto Mileage	3,386	3,709	3,533	3,533
2602	Garage Expense	481,131	364,599	481,210	481,210
2700	Transportation and Travel - Meetings/Conferences	1,010	7,171	11,696	11,696
2801	Utilities - Purchased Electricity	178,403	165,952	181,236	181,236
2802	Utilities - Purchased Gas	10,991	18,095	11,538	11,538
2803	Utilities - Purchased Water	27,747	18,994	28,961	28,961
2890	Intra-Agency Services & Supplies Billing Offsets	(472,543)	(351,373)	(467,555)	(467,555)
Total Services & Supplies		11,595,483	11,295,966	13,962,212	13,962,212

## Internal Service Fund 296

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
Other Charges					
3100	Contributions to Non-County Government Agencies	0	0	1,105,588	1,105,588
3700	Taxes and Assessments	10,478	10,677	11,100	11,100
Total Other Charges		10,478	10,677	1,116,688	1,116,688
Capital Assets					
Equipment					
4000	Equipment	0	0	7,860,000	8,188,000
Total Equipment		0	0	7,860,000	8,188,000
4200 Buildings & Improvements					
4200	Buildings and Improvements	0	0	750,000	750,000
Total 4200 Buildings & Improvements		0	0	750,000	750,000
Total Capital Assets		0	0	8,610,000	8,938,000
Miscellaneous					
5300	Depreciation	2,655,913	2,959,228	9,249	9,249
Total Miscellaneous		2,655,913	2,959,228	9,249	9,249
<b>TOTAL OPERATING EXPENSES</b>		<b>21,278,400</b>	<b>21,268,433</b>	<b>31,408,559</b>	<b>31,736,559</b>
<b>OPERATING INCOME (LOSS) - Note 1</b>					
		(752,823)	(984,152)	(9,219,713)	(9,547,713)
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610	Interest	61,348	82,861	73,028	73,028
Total Revenue from Use of Money and Property		61,348	82,861	73,028	73,028
Miscellaneous Revenues					
7670	Miscellaneous Revenue	237,438	277,555	81,344	81,344
7680	Six-Month Expired (Outlawed) Checks	(1,720)	3,208	0	0
Total Miscellaneous Revenues		235,718	280,763	81,344	81,344
<b>TOTAL NON-OPERATING REVENUES</b>		<b>297,066</b>	<b>363,624</b>	<b>154,372</b>	<b>154,372</b>
<b>NON-OPERATING EXPENSES</b>					
Miscellaneous					
5400	Loss or (Gain) on Disposition of Assets	(213,116)	(159,335)	0	0
Total Miscellaneous		(213,116)	(159,335)	0	0
<b>TOTAL NON-OPERATING EXPENSES</b>		<b>(213,116)</b>	<b>(159,335)</b>	<b>0</b>	<b>0</b>
<b>NON-OPERATING INCOME (LOSS)</b>		<b>510,182</b>	<b>522,959</b>	<b>154,372</b>	<b>154,372</b>
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS - Note 2</b>		<b>(242,641)</b>	<b>(461,193)</b>	<b>(9,065,341)</b>	<b>(9,393,341)</b>

## Internal Service Fund 296

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)	(2)	(3)	(4)	(5)	
7805	Capital Contributions	112,463	0	0	0
7810	Transfers In - from Fund 100	2,632,271	5,082,657	2,602,392	2,848,372
7811	Transfers In - from Funds 101-199	300,597	1,301,188	413,812	413,812
7812	Transfers In - from Funds 2AA-299	0	9,952	18,676	18,676
7814	Transfers In - from Funds 400-499	347,182	1,269,512	1,905,056	1,905,056
4802	Transfers Out - to Funds 2AA-299	(2,657)	(2,790)	0	0
4804	Transfers Out - to Funds 400-499	(215,000)	(215,000)	(215,000)	(215,000)
Changes to Reserves - Encumbrance - (Inc)/Dec.		(1,403,546)	(8,548,400)	0	0
Changes to Reserves - Net Position - Reserved (Inc)/Dec.		361,657	486,446	1,077,778	1,077,778
Changes to Reserves - Net Investment in Capital Assets (Inc)/Dec.		(3,900,679)	(2,526,351)	0	0
Changes to Reserves - Equipment Replacement - (Inc)/Dec.		1,351,085	657,717	405,132	487,152
Fund Balance Designated for Fuel Sys Replacement		(78,687)	(80,297)	(80,297)	(80,297)
<b>CHANGE IN NET POSITION</b>		(737,956)	(3,026,559)	(2,937,792)	(2,937,792)
Net Position - Beginning Balance		4,383,353	3,645,397	2,937,792	2,937,792
Net Position - Ending Balance		3,645,397	618,838	0	0
<b>CAPITAL ASSET ACQUISITIONS</b>					
4000 Equipment					
Replacement - Note 3		3,673,283	417,617	5,257,608	5,339,628
Additional & Excess Replacement Cost over Depreciation - Note 4		2,632,271	5,082,657	2,602,392	2,848,372
Total Equipment		6,305,554	5,500,274	7,860,000	8,188,000
4200 Buildings and Improvements					
PA13	CCG-Replace 4160 TMFR & 480 Volt Dist	59,017	45,050	750,000	750,000
PA14	Lube System Civic Center Garage	152,783	0	0	0
Total 4200 Buildings and Improvements		211,800	45,050	750,000	750,000
<b>TOTAL CAPITAL ASSET ACQUISITIONS</b>		\$ 6,517,354	\$ 5,545,324	\$ 8,610,000	\$ 8,938,000

Note 1 - Operating Loss is overstated in the 2016-17 Recommended and Adopted by the Board of Supervisors columns due to budgeted capital asset expenditures that will be capitalized at year-end.

Note 2 - Loss Before Capital Contributions and Transfers is overstated in the 2016-17 Recommended and Adopted by Board of Supervisors columns due to budgeted capital asset expenditures that will be capitalized at year-end.

Note 3 - Replacement equipment is financed by funds generated through depreciation expense.

Note 4 - Additional equipment and excess replacement cost over depreciation are financed by contributions from the County General Fund.

## 297 - Reprographics ISF

### Internal Service Fund 297 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended	Final Budget
(1)	(2)	(3)	(4)	(5)	
<b>OPERATING REVENUES</b>					
Charges For Services					
7590 Other Charges for Services	\$ 4,612,546	\$ 3,638,028	\$ 5,176,311	\$ 5,176,311	
Total Charges For Services	4,612,546	3,638,028	5,176,311	5,176,311	
<b>TOTAL OPERATING REVENUES</b>	<b>4,612,546</b>	<b>3,638,028</b>	<b>5,176,311</b>	<b>5,176,311</b>	
<b>OPERATING EXPENSES</b>					
Salaries & Benefits					
0100 Salaries and Wages	3,897	(41,444)	0	0	
0101 Regular Salaries	724,516	671,155	779,251	779,251	
0102 Extra Help	29,465	21,886	70,000	70,000	
0103 Overtime	49,360	28,902	50,000	50,000	
0104 Annual Leave Payoffs	30,678	39,071	15,000	15,000	
0111 Other Pay	5,777	4,276	10,000	10,000	
0112 Other Salaries	0	500	1,545	1,545	
0200 Retirement	223,003	204,811	220,401	220,401	
0205 1.62% Retirement ER Contribution 401(A) Plan	0	0	1,052	1,052	
0206 Retiree Medical	26,104	23,864	31,252	31,252	
0208 Pension Prepayment Discount	(18,663)	(13,079)	(10,523)	(10,523)	
0305 Salary Continuance Insurance	62	428	844	844	
0306 Health Insurance	115,226	100,172	130,416	130,416	
0308 Dental Insurance	217	903	2,280	2,280	
0309 Life Insurance	38	81	216	216	
0310 Accidental Death and Dismemberment Insurance	4	17	48	48	
0319 Other Insurance	13,785	11,565	11,076	11,076	
0352 Workers Compensation - General	50,064	49,342	42,420	42,420	
0401 Medicare	11,771	10,861	12,331	12,331	
0403 Optional Benefit Program	0	3,500	7,008	7,008	
Total Salaries & Benefits	1,265,305	1,116,811	1,374,617	1,374,617	
Services & Supplies					
0600 Clothing and Personal Supplies	0	0	5,400	5,400	
0740 Enterprise Telephone Service Charges	11,404	11,060	11,900	11,900	
0742 Cell Phones, Pagers, Blackberry Devices	0	0	500	500	
0900 Food	0	0	500	500	
1000 Household Expense	16,759	15,152	20,800	20,800	
1001 Household Expense - Trash	4,071	8,571	15,000	15,000	

## Internal Service Fund 297

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
1100	Insurance	13,154	12,174	9,914	9,914
1300	Maintenance Equipment - Non-IT Maintenance	62,412	72,729	207,000	207,000
1340	Software Maintenance & Support	26,634	19,614	28,053	28,053
1400	Maintenance - Buildings and Improvements	41,775	79,494	80,000	80,000
1402	Minor Alterations and Improvements	146,615	41,247	175,000	175,000
1800	Office Expense	684,142	497,727	500,000	500,000
1803	Postage	349	8,074	2,000	2,000
1806	Printing Costs - Outside Vendors	800,058	203,678	845,553	845,553
1809	Minor Office Equipment to be Controlled	4,340	11,002	5,000	5,000
1840	IT Hardware Purchases (Purchases under \$5,000)	910	253	25,000	25,000
1900	Professional and Specialized Services	22,554	303,167	315,000	315,000
1908	Temporary Help	90,318	71,234	100,000	100,000
1911	CWCAP Charges	73,409	93,627	117,364	117,364
1912	Investment Administrative Fees	1,239	1,243	1,000	1,000
1920	Non-Claimable Administrative Expense	2,358	1,029	4,000	4,000
1940	Enterprise IT Services	401,351	390,380	410,000	410,000
2100	Rents and Leases - Equipment	498,533	330,915	510,000	510,000
2140	Software Leases & Licenses	27,944	20,176	30,000	30,000
2141	IT Hardware Leases	0	2,896	0	0
2200	Rents and Leases - Buildings and Improvements	0	0	1,968	1,968
2300	Small Tools and Instruments	618	0	500	500
2400	Special Departmental Expense	0	81	119,246	119,246
2600	Transportation and Travel - General	57	1,944	11,471	11,471
2601	Private Auto Mileage	0	0	500	500
2602	Garage Expense	10,483	24,382	28,149	28,149
2700	Transportation and Travel - Meetings/Conferences	0	0	5,000	5,000
2801	Utilities - Purchased Electricity	48,082	85,786	75,775	75,775
2802	Utilities - Purchased Gas	1,572	3,007	3,130	3,130
2803	Utilities - Purchased Water	2,118	2,563	4,326	4,326
Total Services & Supplies		2,993,260	2,313,205	3,669,049	3,669,049
Other Charges					
3700	Taxes and Assessments	0	5,555	5,379	5,379
Total Other Charges		0	5,555	5,379	5,379
Capital Assets					
Equipment					
4000	Equipment	0	0	50,000	50,000
4040	IT Equipment (Purchases over \$5,000)	0	0	240,000	240,000
Total Equipment		0	0	290,000	290,000
Total Capital Assets		0	0	290,000	290,000
Miscellaneous					

## Internal Service Fund 297

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)	(2)	(3)	(4)	(5)	
5300 Depreciation	66,845	59,942	102,000	102,000	
Total Miscellaneous	66,845	59,942	102,000	102,000	
<b>TOTAL OPERATING EXPENSES</b>	4,325,409	3,495,513	5,441,045	5,441,045	
<b>OPERATING INCOME (LOSS) - Note 1</b>	287,137	142,515	(264,734)	(264,734)	
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610 Interest	7,488	12,131	10,000	10,000	
Total Revenue from Use of Money and Property	7,488	12,131	10,000	10,000	
Miscellaneous Revenues					
7661 Other Sales - Taxable	190,538	172,770	250,000	250,000	
7670 Miscellaneous Revenue	30,947	33,523	4,734	4,734	
Total Miscellaneous Revenues	221,485	206,293	254,734	254,734	
<b>TOTAL NON-OPERATING REVENUES</b>	228,973	218,424	264,734	264,734	
<b>NON-OPERATING EXPENSES</b>					
Special Items					
5000 Special Items	0	0	157,100	157,100	
Total Special Items	0	0	157,100	157,100	
Miscellaneous					
5400 Loss or (Gain) on Disposition of Assets	1,789	0	0	0	
Total Miscellaneous	1,789	0	0	0	
<b>TOTAL NON-OPERATING EXPENSES</b>	1,789	0	157,100	157,100	
<b>NON-OPERATING INCOME (LOSS)</b>	227,184	218,424	107,634	107,634	
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS - Note 2</b>	514,321	360,939	(157,100)	(157,100)	
7812 Transfers In - from Funds 2AA-299	2,657	0	0	0	
Changes to Reserves - Encumbrance - (Inc)/Dec.	(40,918)	(3,269)	0	0	
Changes to Reserves - Net Position - Reserved (Inc)/Dec.	122,099	(915,978)	0	0	
Changes to Reserves - Net Investment in Capital Assets (Inc)/Dec.	68,634	59,942	0	0	
<b>CHANGE IN NET POSITION</b>	666,793	(498,366)	(157,100)	(157,100)	
Net Position - Beginning Balance	461,902	1,128,695	157,100	157,100	
Net Position - Ending Balance	1,128,695	630,329	0	0	
<b>CAPITAL ASSET ACQUISITIONS</b>					
4000 Equipment	0	0	50,000	50,000	



## Internal Service Fund 297

### Fiscal Year 2016-17 Operational Statement

Operating Detail (1)	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
	Actual	Actual	Recommended Budget	Final Budget
	(2)	(3)	(4)	(5)
4040 IT Equipment (Purchases over \$5,000)	0	0	240,000	240,000
Total Equipment	0	0	290,000	290,000
<b>TOTAL CAPITAL ASSET ACQUISITIONS</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 290,000</b>	<b>\$ 290,000</b>

Note 1 - Operating Loss is overstated in the 2016-17 Recommended and Adopted by the Board of Supervisors columns due to budgeted capital asset expenditures that will be capitalized at year-end.

Note 2 - Loss Before Capital Contributions and Transfers is overstated in the 2016-17 Recommended and Adopted by Board of Supervisors columns due to budgeted capital asset expenditures that will be capitalized at year-end.

## 298 - Self-Insured Benefits ISF

### Internal Service Fund 298 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended	Final Budget
(1)	(2)	(3)	(4)	(5)	
<b>OPERATING REVENUES</b>					
Charges For Services					
7370 Personnel Services	\$ 0	\$ 691,704	\$ 0	\$ 0	
Total Charges For Services	0	691,704	0	0	
Miscellaneous Revenues					
7710 Insurance Premiums	3,116,127	3,182,958	3,384,444	3,384,444	
Total Miscellaneous Revenues	3,116,127	3,182,958	3,384,444	3,384,444	
<b>TOTAL OPERATING REVENUES</b>	<b>3,116,127</b>	<b>3,874,662</b>	<b>3,384,444</b>	<b>3,384,444</b>	
<b>OPERATING EXPENSES</b>					
Services & Supplies					
1801 Duplicating Services (Publishing Services)	0	1,663	0	0	
1803 Postage	0	5,000	40,000	40,000	
1900 Professional and Specialized Services	140,959	1,526,426	1,263,391	1,263,391	
1911 CWCAP Charges	109,032	116,163	112,080	112,080	
1912 Investment Administrative Fees	3,395	3,326	3,260	3,260	
2400 Special Departmental Expense	1,002,769	1,051,888	1,273,500	1,273,500	
Total Services & Supplies	1,256,155	2,704,466	2,692,231	2,692,231	
Other Charges					
3510 Other Charges - Operating	196,314	362,881	6,941,965	6,941,965	
3520 Insurance Claims	2,487,366	2,275,471	0	0	
3530 Insurance Premiums	405,012	343,959	0	0	
Total Other Charges	3,088,692	2,982,311	6,941,965	6,941,965	
<b>TOTAL OPERATING EXPENSES</b>	<b>4,344,847</b>	<b>5,686,777</b>	<b>9,634,196</b>	<b>9,634,196</b>	
<b>OPERATING INCOME (LOSS)</b>	<b>(1,228,720)</b>	<b>(1,812,115)</b>	<b>(6,249,752)</b>	<b>(6,249,752)</b>	
<b>NON-OPERATING REVENUES</b>					
Revenue from Use of Money and Property					
6610 Interest	20,127	33,077	21,268	21,268	
Total Revenue from Use of Money and Property	20,127	33,077	21,268	21,268	
Miscellaneous Revenues					
7670 Miscellaneous Revenue	462,529	954,537	891,029	891,029	
Total Miscellaneous Revenues	462,529	954,537	891,029	891,029	
<b>TOTAL NON-OPERATING REVENUES</b>	<b>482,656</b>	<b>987,614</b>	<b>912,297</b>	<b>912,297</b>	

## Internal Service Fund 298

### Fiscal Year 2016-17 Operational Statement

Operating Detail (1)	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
	Actual	Actual	Recommended Budget	Final Budget
	(2)	(3)	(4)	(5)
<b>NON-OPERATING INCOME (LOSS)</b>	482,656	987,614	912,297	912,297
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS</b>	(746,064)	(824,501)	(5,337,455)	(5,337,455)
7810 Transfers In - from Fund 100	1,002,769	1,051,619	1,273,500	1,273,500
Changes to Reserves - Encumbrance - (Inc)/Dec.	0	(10,000)	0	0
<b>CHANGE IN NET POSITION</b>	256,704	217,118	(4,063,955)	(4,063,955)
Net Position - Beginning Balance	4,238,763	4,495,467	4,063,955	4,063,955
Net Position - Ending Balance	\$ 4,495,467	\$ 4,712,585	\$ 0	\$ 0

## 299 - OC Waste & Recycling Enterprise

### Enterprise Fund 299 Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
<b>OPERATING REVENUES</b>					
Licenses, Permits & Franchises					
6460	Other Licenses and Permits	\$ 19,075	\$ 14,075	\$ 20,000	\$ 20,000
6470	Franchises	44,965	62,117	68,000	68,000
Total Licenses, Permits & Franchises		64,040	76,192	88,000	88,000
Revenue from Use of Money and Property					
6620	Rents and Concessions	454,894	536,505	445,600	445,600
6630	Royalties	3,388,453	3,322,832	3,920,000	3,920,000
Total Revenue from Use of Money and Property		3,843,347	3,859,337	4,365,600	4,365,600
Charges For Services					
7520	Sanitation Services	95,383,149	99,972,056	96,820,500	96,820,500
7590	Other Charges for Services	391,670	52,227	50,000	50,000
Total Charges For Services		95,774,819	100,024,283	96,870,500	96,870,500
<b>TOTAL OPERATING REVENUES</b>		<b>99,682,206</b>	<b>103,959,812</b>	<b>101,324,100</b>	<b>101,324,100</b>
<b>OPERATING EXPENSES</b>					
Salaries & Benefits					
0100	Salaries and Wages	(87,628)	14,438	150,000	150,000
0101	Regular Salaries	15,035,851	14,755,459	15,809,562	15,809,562
0102	Extra Help	33,857	10,262	0	0
0103	Overtime	681,996	772,602	894,875	894,875
0104	Annual Leave Payoffs	353,432	384,392	618,760	618,760
0110	Performance Incentive Pay	57	145	0	0
0111	Other Pay	32,344	29,812	36,840	36,840
0112	Other Salaries	0	38,000	38,544	38,544
0150	Labor Burden	(1,140)	(1,102)	0	0
0200	Retirement	4,551,201	4,440,571	4,404,150	4,404,150
0204	County Paid Executive Deferred Compensation Plan	7,875	7,992	7,480	7,480
0205	1.62% Retirement ER Contribution 401(A) Plan	5,090	10,987	57,526	57,526
0206	Retiree Medical	538,650	523,569	632,241	632,241
0208	Pension Prepayment Discount	(313,577)	(257,866)	(236,247)	(236,247)
0305	Salary Continuance Insurance	10,457	11,072	11,038	11,038
0306	Health Insurance	2,532,443	2,515,309	2,866,896	2,866,896
0308	Dental Insurance	31,405	32,625	34,200	34,200
0309	Life Insurance	4,484	3,013	3,276	3,276
0310	Accidental Death and Dismemberment Insurance	610	632	732	732

## Enterprise Fund 299

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
0319	Other Insurance	192,406	186,450	217,620	217,620
0352	Workers Compensation - General	943,016	1,065,184	1,211,984	1,211,984
0401	Medicare	214,731	216,398	224,359	224,359
0402	Executive Car Allowance	9,180	9,180	9,180	9,180
0403	Optional Benefit Program	101,321	101,289	106,116	106,116
0490	Salary Cost Apply - Intrafund	(292,505)	(355,440)	0	0
Total Salaries & Benefits		24,585,556	24,514,973	27,099,132	27,099,132
Services & Supplies					
0600	Clothing and Personal Supplies	76,396	98,718	151,925	151,925
0740	Enterprise Telephone Service Charges	198,579	201,455	100,000	100,000
0741	Telephone Service Charges from Vendors	8,233	809	10,000	10,000
0742	Cell Phones, Pagers, Blackberry Devices	43,498	29,029	66,830	66,830
0900	Food	47	3,238	7,200	7,200
1000	Household Expense	61,557	53,245	58,500	58,500
1001	Household Expense - Trash	23,835	24,980	26,000	26,000
1100	Insurance	251,656	293,804	280,000	280,000
1300	Maintenance Equipment - Non-IT Maintenance	8,284,409	7,503,590	8,286,165	8,286,165
1301	Maintenance - Inventory Parts	0	2,172	0	0
1340	Software Maintenance & Support	141,595	132,396	166,665	166,665
1341	Hardware Maintenance & Support	60,884	73,409	72,000	72,000
1400	Maintenance - Buildings and Improvements	6,766,963	7,385,823	14,881,013	14,881,013
1402	Minor Alterations and Improvements	37,864	37,368	79,000	79,000
1500	Medical, Dental and Laboratory Supplies	1,682	1,583	4,900	4,900
1600	Memberships	9,935	2,798	8,790	8,790
1701	Cash Difference	342	376	2,000	2,000
1702	Cash Losses	20	20	2,000	2,000
1800	Office Expense	113,661	81,196	215,830	215,830
1801	Duplicating Services (CEO/Reprographics)	16,076	3,473	10,700	10,700
1802	Periodicals and Journals	135	361	2,600	2,600
1803	Postage	8,170	6,287	7,525	7,525
1806	Printing Costs - Outside Vendors	6,835	4,782	21,000	21,000
1809	Minor Office Equipment to be Controlled	24,477	39,604	68,751	68,751
1840	IT Hardware Purchases (Purchases under \$5,000)	79,251	70,492	121,200	121,200
1900	Professional and Specialized Services	13,204,078	14,896,055	23,453,696	23,453,696
1908	Temporary Help	78,994	117,894	105,000	105,000
1911	CWCAP Charges	872,148	1,095,348	980,000	980,000
1912	Investment Administrative Fees	103,917	109,560	106,000	106,000
1940	Enterprise IT Services	569,743	596,082	656,000	656,000
1941	IT Professional Services Contracts	186,400	100,195	213,000	213,000
2000	Publications and Legal Notices	2,590	711	13,700	13,700

## Enterprise Fund 299

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)	(2)	(3)	(4)	(5)	
2100	Rents and Leases - Equipment	126,227	256,863	198,200	198,200
2140	Software Leases & Licenses	178,492	120,732	175,613	175,613
2200	Rents and Leases - Buildings and Improvements	543,801	539,955	554,470	554,470
2300	Small Tools and Instruments	86,368	74,408	83,600	83,600
2400	Special Departmental Expense	1,650,908	1,647,093	7,721,500	7,721,500
2409	Minor Special Dept. Equipment to be Controlled	18,910	3,683	0	0
2600	Transportation and Travel - General	2,820,497	2,088,706	3,498,325	3,498,325
2601	Private Auto Mileage	24,870	23,151	31,100	31,100
2602	Garage Expense	404,165	400,410	476,754	476,754
2700	Transportation and Travel - Meetings/Conferences	38,394	38,480	106,650	106,650
2800	Utilities	2,073	0	3,300	3,300
2801	Utilities - Purchased Electricity	229,724	213,840	282,700	282,700
2802	Utilities - Purchased Gas	3,851	4,344	4,000	4,000
2803	Utilities - Purchased Water	260,185	419,417	591,000	591,000
Total Services & Supplies		37,622,436	38,797,935	63,905,202	63,905,202
Services & Supplies Reimbursements					
2900	Services and Supplies Reimbursement	(1,262,007)	(1,026,797)	0	0
Total Services & Supplies Reimbursements		(1,262,007)	(1,026,797)	0	0
Other Charges					
3100	Contributions to Non-County Government Agencies	3,305,785	3,644,999	18,300,000	18,300,000
3700	Taxes and Assessments	4,211,524	4,361,184	4,342,950	4,342,950
3750	Pollution Remediation Expense	(595,365)	18,075	0	0
Total Other Charges		6,921,945	8,024,258	22,642,950	22,642,950
Capital Assets					
Equipment					
4000	Equipment	0	0	6,425,850	6,425,850
4040	IT Equipment (Purchases over \$5,000)	0	0	70,000	70,000
Total Equipment		0	0	6,495,850	6,495,850
Total Capital Assets		0	0	6,495,850	6,495,850
Miscellaneous					
5300	Depreciation	13,967,369	14,256,079	6,900,000	6,900,000
5350	Amortization	43,841	92,618	0	0
Total Miscellaneous		14,011,210	14,348,697	6,900,000	6,900,000
<b>TOTAL OPERATING EXPENSES</b>		<b>81,879,140</b>	<b>84,659,066</b>	<b>127,043,134</b>	<b>127,043,134</b>
<b>OPERATING INCOME (LOSS) - Note 1</b>					
		17,803,067	19,300,746	(25,719,034)	(25,719,034)
<b>NON-OPERATING REVENUES</b>					
Fines, Forfeitures & Penalties					
6530	Forfeitures and Penalties	7,103	55,615	5,000	5,000

## Enterprise Fund 299

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
Total Fines, Forfeitures & Penalties		7,103	55,615	5,000	5,000
Revenue from Use of Money and Property					
6610	Interest	584,194	1,046,400	1,000,000	1,000,000
Total Revenue from Use of Money and Property		584,194	1,046,400	1,000,000	1,000,000
Intergovernmental Revenues					
6970	State - Other	50,247	8,854	25,000	25,000
7130	Other Governmental Agencies	16,042	8,695	12,000	12,000
Total Intergovernmental Revenues		66,289	17,549	37,000	37,000
Miscellaneous Revenues					
7670	Miscellaneous Revenue	2,223,654	263,827	100,000	100,000
7680	Six-Month Expired (Outlawed) Checks	6,223	0	0	0
7690	Returned Check Charges	450	440	500	500
Total Miscellaneous Revenues		2,230,327	264,267	100,500	100,500
<b>TOTAL NON-OPERATING REVENUES</b>		<b>2,887,913</b>	<b>1,383,831</b>	<b>1,142,500</b>	<b>1,142,500</b>
<b>NON-OPERATING EXPENSES</b>					
Special Items					
5000	Special Items	0	0	3,000,000	3,000,000
Total Special Items		0	0	3,000,000	3,000,000
Miscellaneous					
5400	Loss or (Gain) on Disposition of Assets	(6,373)	(226,146)	0	0
Total Miscellaneous		(6,373)	(226,146)	0	0
<b>TOTAL NON-OPERATING EXPENSES</b>		<b>(6,373)</b>	<b>(226,146)</b>	<b>3,000,000</b>	<b>3,000,000</b>
<b>NON-OPERATING INCOME (LOSS)</b>		<b>2,894,287</b>	<b>1,609,977</b>	<b>(1,857,500)</b>	<b>(1,857,500)</b>
<b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS - Note 2</b>		<b>20,697,353</b>	<b>20,910,723</b>	<b>(27,576,534)</b>	<b>(27,576,534)</b>
7810	Transfers In - from Fund 100	0	0	10,205	10,205
7812	Transfers In - from Funds 2AA-299	6,856,191	6,458,031	8,285,000	8,285,000
4802	Transfers Out - to Funds 2AA-299	(12,640,527)	(7,413,646)	(29,927,205)	(29,927,205)
Changes to Reserves - Encumbrance - (Inc)/Dec.		(1,221,800)	(953,891)	0	0
Changes to Reserves - Net Position - Reserved (Inc)/Dec.		(15,482,523)	(14,244,902)	3,450,377	3,450,377
Changes to Reserves - Net Investment in Capital Assets (Inc)/Dec.*		2,451,168	3,967,097	0	0
<b>CHANGE IN NET POSITION</b>		<b>659,862</b>	<b>8,723,412</b>	<b>(45,758,157)</b>	<b>(45,758,157)</b>
Net Position - Beginning Balance		44,305,325	44,965,186	45,758,157	45,758,157
Net Position - Ending Balance		44,965,186	53,688,598	0	0

## Enterprise Fund 299

### Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended Budget	Final Budget
(1)		(2)	(3)	(4)	(5)
<b>CAPITAL ASSET ACQUISITIONS</b>					
Equipment					
4000	Equipment	5,351,908	0	6,425,850	6,425,850
4040	IT Equipment (Purchases over \$5,000)	8,611	0	70,000	70,000
Total Equipment		5,360,519	0	6,495,850	6,495,850
4200 Buildings and Improvements					
P586	Prima ZN 1 PHC3 MASEXC-GRNDWTR	655,094	(113,017)	0	0
P702	FRB P8 East Flank/Buttress	294,744	113,017	0	0
Total 4200 Buildings and Improvements		949,838	0	0	0
<b>TOTAL CAPITAL ASSET ACQUISITIONS</b>		<b>\$ 6,310,356</b>	<b>\$ 0</b>	<b>\$ 6,495,850</b>	<b>\$ 6,495,850</b>

Note 1 - Operating Loss is overstated in the 2016-17 Recommended and Adopted by the Board of Supervisors columns due to budgeted capital asset expenditures that will be capitalized at year-end.

Note 2 - Loss Before Capital Contributions and Transfers is overstated in the 2016-17 Recommended and Adopted by the Board of Supervisors columns due to budgeted capital asset expenditures that will be capitalized at year-end.

\* Does not include a decrease in reserves in the amount of \$12,918,047 for a net transfer of assets to Fund 273.



## 29Z - Life Insurance ISF

### Internal Service Fund 29Z Fiscal Year 2016-17 Operational Statement

		FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2016-2017
Operating Detail		Actual	Actual	Recommended	Final Budget
(1)		(2)	(3)	(4)	(5)
<b>OPERATING REVENUES</b>					
Miscellaneous Revenues					
7710	Insurance Premiums	\$ 996,279	\$ 756,202	\$ 813,000	\$ 813,000
Total Miscellaneous Revenues		996,279	756,202	813,000	813,000
<b>TOTAL OPERATING REVENUES</b>		996,279	756,202	813,000	813,000
<b>OPERATING EXPENSES</b>					
Other Charges					
3530	Insurance Premiums	997,660	785,271	964,793	964,793
Total Other Charges		997,660	785,271	964,793	964,793
<b>TOTAL OPERATING EXPENSES</b>		997,660	785,271	964,793	964,793
<b>OPERATING INCOME (LOSS)</b>		(1,380)	(29,069)	(151,793)	(151,793)
<b>CHANGE IN NET POSITION</b>		(1,380)	(29,069)	(151,793)	(151,793)
Net Position - Beginning Balance		152,539	151,159	151,793	151,793
Net Position - Ending Balance		\$ 151,159	\$ 122,090	\$ 0	\$ 0

## 400 - OC Flood

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Taxes	\$	85,836,765	\$	88,345,585	\$	90,736,725	\$	95,370,953	\$ 7,025,368	7.95%
Licenses, Permits & Franchises		237,139		168,000		159,043		135,000	(33,000)	-19.64
Fines, Forfeitures & Penalties		11,542		12,273		14,065		11,542	(731)	-5.96
Revenue from Use of Money and Property		1,693,588		1,452,314		2,519,336		1,635,530	183,216	12.62
Intergovernmental Revenues		12,656,706		10,585,388		9,797,544		5,541,440	(5,043,948)	-47.65
Charges For Services		14,271,980		14,042,018		14,298,509		13,570,416	(471,602)	-3.36
Miscellaneous Revenues		9,333,675		737,508		1,684,585		160,000	(577,508)	-78.31
Other Financing Sources		2,647,983		477,000		951,298		465,000	(12,000)	-2.52
Obligated Fund Balances		0		54,394,679		60,157		52,899,632	(1,495,047)	-2.75
Reserve For Encumbrances		12,204,745		0		4,076,579		0	0	0.00
<b>Total Revenues</b>		138,894,122		170,214,765		124,297,840		169,789,513	(425,252)	-0.25
Salaries & Benefits		26,504,930		28,436,003		26,817,711		29,778,928	1,342,925	4.72
Services & Supplies		43,800,477		62,673,268		42,093,253		63,761,128	1,087,860	1.74
Other Charges		2,191,420		3,053,000		519,301		4,872,178	1,819,178	59.59
Equipment		1,499,089		3,802,000		1,122,558		3,505,311	(296,689)	-7.80
Land		500		1,000,000		1,395		1,000,000	0	0.00
Structures & Improvements		20,072,686		64,155,936		13,568,805		61,020,658	(3,135,278)	-4.89
Intangible Assets-Amortizable		0		1,000,000		0		1,200,000	200,000	20.00
Other Financing Uses		3,590,131		6,094,558		4,452,928		4,651,310	(1,443,248)	-23.68
Intrafund Transfers		(4,449)		0		(5,445)		0	0	0.00
Obligated Fund Balances		41,239,338		0		35,727,336		0	0	0.00
<b>Total Requirements</b>		138,894,123		170,214,765		124,297,841		169,789,513	(425,252)	-0.25
<b>Balance</b>	\$	(1)	\$	0	\$	(1)	\$	0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 403 - OC Santa Ana River

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 299	\$	230	\$	507	\$	300	\$	70	30.43%
Miscellaneous Revenues	4,760		2,157		5,869		714		(1,443)	-66.90
Obligated Fund Balances	0		73,066		0		79,087		6,021	8.24
<b>Total Revenues</b>	5,059		75,453		6,376		80,101		4,648	6.16
Services & Supplies	55		120		56		120		0	0.00
Special Items	0		75,333		0		79,981		4,648	6.17
Obligated Fund Balances	5,004		0		6,320		0		0	0.00
<b>Total Requirements</b>	5,059		75,453		6,376		80,101		4,648	6.16
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 404 - OC Flood - Capital

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Amount	Percent
Licenses, Permits & Franchises	\$ 31,584	\$	0	\$	0	\$	0	0.00%
Revenue from Use of Money and Property	973,159		717,700		1,493,664		257,300	35.85
Intergovernmental Revenues	27,654,032		20,000,000		20,321,984		5,000,000	25.00
Charges For Services	18,777		0		70,725		0	0.00
Miscellaneous Revenues	4,746,375		1,047,818		5,107,457		(347,818)	-33.19
Obligated Fund Balances	0		33,064,503		773,345		(3,037,459)	-9.19
Reserve For Encumbrances	(448,676)		0		(80,366)		0	0.00
<b>Total Revenues</b>	<b>32,975,252</b>		<b>54,830,021</b>		<b>27,686,809</b>		<b>1,872,023</b>	<b>3.41</b>
Services & Supplies	7,244,311		10,180,021		6,630,901		822,023	8.07
Other Charges	13,299,685		22,050,000		13,272,294		(6,350,000)	-28.80
Land	3,103,745		22,238,700		7,630,578		7,761,300	34.90
Structures & Improvements	9,000		200,000		0		(200,000)	-100.00
Intangible Assets-Non-Amortizable	0		161,300		153,036		(161,300)	-100.00
Obligated Fund Balances	9,318,512		0		0		0	0.00
<b>Total Requirements</b>	<b>32,975,253</b>		<b>54,830,021</b>		<b>27,686,808</b>		<b>1,872,023</b>	<b>3.41</b>
<b>Balance</b>	<b>\$ (1)</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 405 - OC Parks CSA26

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		Change from FY 2015-2016				
			Budget		Actual Exp/Rev <sup>(1)</sup>		Budget				
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget	Amount	Percent		
Taxes	\$	62,614,221	\$	62,668,000	\$	66,366,714	\$	78,939,000	\$	16,271,000	25.96%
Licenses, Permits & Franchises		248,399		205,000		411,723		210,000		5,000	2.44
Fines, Forfeitures & Penalties		59,048		10,000		46,635		33,500		23,500	235.00
Revenue from Use of Money and Property		5,922,639		5,777,330		6,326,992		5,797,730		20,400	0.35
Intergovernmental Revenues		582,007		410,000		615,068		395,000		(15,000)	-3.66
Charges For Services		7,598,234		6,603,994		8,814,342		8,240,500		1,636,506	24.78
Miscellaneous Revenues		981,418		524,008		1,305,589		160,788		(363,220)	-69.32
Other Financing Sources		35,375		300,000		316,516		0		(300,000)	-100.00
Special Items		0		0		60		0		0	0.00
Obligated Fund Balances		8,884,529		21,900,000		3,410,930		10,640,839		(11,259,161)	-51.41
Reserve For Encumbrances		(1,082,640)		0		(478,071)		0		0	0.00
Total Revenues		85,843,230		98,398,332		87,136,497		104,417,357		6,019,025	6.12
Salaries & Benefits		23,914,390		27,270,789		25,112,624		27,877,049		606,260	2.22
Services & Supplies		45,340,319		52,493,714		43,548,079		60,350,632		7,856,918	14.97
Services & Supplies Reimbursements		(2,900)		0		(8,386)		0		0	0.00
Other Charges		804,887		147,300		131,457		137,500		(9,800)	-6.65
Equipment		561,754		575,610		510,395		1,144,196		568,586	98.78
Other Financing Uses		15,224,779		17,910,919		17,842,327		12,407,980		(5,502,939)	-30.72
Obligated Fund Balances		0		0		0		2,500,000		2,500,000	0.00
Total Requirements		85,843,230		98,398,332		87,136,496		104,417,357		6,019,025	6.12
Balance	\$	(1)	\$	0	\$	1	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 406 - OC Parks Capital

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Amount	Percent
Revenue from Use of Money and Property	\$ 132,107		\$ 106,283		\$ 259,573		\$ 211,283	\$ 105,000 98.79%
Intergovernmental Revenues	843,385		6,086,280		2,593,609		5,545,530	(540,750) -8.88
Charges For Services	15,288		0		70,244		0	0 0.00
Miscellaneous Revenues	396,624		742,518		540		1,157,611	415,093 55.90
Other Financing Sources	15,388,693		19,009,919		19,009,919		11,745,980	(7,263,939) -38.21
Obligated Fund Balances	1,700,000		6,787,953		0		12,526,969	5,739,016 84.55
Reserve For Encumbrances	3,564,233		0		(1,664,710)		0	0 0.00
<b>Total Revenues</b>	<b>22,040,330</b>		<b>32,732,953</b>		<b>20,269,174</b>		<b>31,187,373</b>	<b>(1,545,580) -4.72</b>
Services & Supplies	3,368,855		2,235,493		2,891,614		1,860,912	(374,581) -16.76
Other Charges	0		103,400		18,127		103,400	0 0.00
Structures & Improvements	7,886,237		30,394,060		8,541,912		25,223,061	(5,170,999) -17.01
Other Financing Uses	2,183,046		0		0		0	0 0.00
Obligated Fund Balances	8,602,193		0		8,817,521		4,000,000	4,000,000 0.00
<b>Total Requirements</b>	<b>22,040,331</b>		<b>32,732,953</b>		<b>20,269,174</b>		<b>31,187,373</b>	<b>(1,545,580) -4.72</b>
<b>Balance</b>	<b>\$ (1)</b>		<b>\$ 0</b>		<b>\$ 0</b>		<b>\$ 0</b>	<b>\$ 0 0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 431 - Special Assessment Top of the World Improvement

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 230	\$	100	\$	367	\$	100	\$	0	0.00%
Miscellaneous Revenues	658		0		811		0		0	0.00
Obligated Fund Balances	0		55,300		0		56,225		925	1.67
<b>Total Revenues</b>	887		55,400		1,177		56,325		925	1.67
Services & Supplies	146		55,000		151		56,325		1,325	2.41
Special Items	0		400		0		0		(400)	-100.00
Obligated Fund Balances	741		0		1,027		0		0	0.00
<b>Total Requirements</b>	887		55,400		1,178		56,325		925	1.67
<b>Balance</b>	\$ 0	\$	0	\$	(1)	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 433 - Golden Lantern Reassessment District 94-1 Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$ 1,469	\$	500	\$	2,361	\$	500	\$	0	0.00%
Miscellaneous Revenues	5,606		1,000		6,911		0		(1,000)	-100.00
Obligated Fund Balances	0		354,600		0		363,825		9,225	2.60
<b>Total Revenues</b>	7,075		356,100		9,273		364,325		8,225	2.31
Services & Supplies	248		355,000		487		364,325		9,325	2.63
Special Items	0		1,100		0		0		(1,100)	-100.00
Obligated Fund Balances	6,827		0		8,786		0		0	0.00
<b>Total Requirements</b>	7,075		356,100		9,273		364,325		8,225	2.31
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 4459 - N. TUSTIN LANDSCAPE & LIGHTING ASSESSMENT DISTRICT

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Taxes	\$ 520,870	\$	535,100	\$	552,923	\$	570,500	\$	35,400	6.62%
Fines, Forfeitures & Penalties	81		80		97		80		0	0.00
Revenue from Use of Money and Property	9,725		7,500		18,119		12,000		4,500	60.00
Intergovernmental Revenues	3,590		4,000		3,585		3,500		(500)	-12.50
Miscellaneous Revenues	1,707		97,232		2,100		150,013		52,781	54.28
Obligated Fund Balances	0		2,352,340		0		2,903,478		551,138	23.43
Reserve For Encumbrances	(32,311)		0		7,265		0		0	0.00
<b>Total Revenues</b>	503,661		2,996,252		584,088		3,639,571		643,319	21.47
Services & Supplies	110,382		399,920		136,241		489,558		89,638	22.41
Structures & Improvements	0		2,596,332		0		3,150,013		553,681	21.33
Obligated Fund Balances	393,279		0		447,847		0		0	0.00
<b>Total Requirements</b>	503,661		2,996,252		584,088		3,639,571		643,319	21.47
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 468 - County Service Area #13 - La Mirada

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Taxes	\$ 3,114	\$	3,138	\$	3,170	\$	3,153	\$	15	0.48%
Fines, Forfeitures & Penalties	0		0		1		0		0	0.00
Revenue from Use of Money and Property	33		15		60		15		0	0.00
Intergovernmental Revenues	21		21		20		21		0	0.00
Charges For Services	6,811		6,830		6,812		6,800		(30)	-0.44
Miscellaneous Revenues	47		23		58		9		(14)	-60.87
Obligated Fund Balances	0		8,140		0		0		(8,140)	-100.00
<b>Total Revenues</b>	10,027		18,167		10,120		9,998		(8,169)	-44.97
Services & Supplies	7,658		8,550		8,352		8,252		(298)	-3.49
Other Financing Uses	1,000		2,380		1,000		1,000		(1,380)	-57.98
Special Items	0		7,237		0		746		(6,491)	-89.69
Obligated Fund Balances	1,369		0		768		0		0	0.00
<b>Total Requirements</b>	10,027		18,167		10,120		9,998		(8,169)	-44.97
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 475 - County Service Area #20 - La Habra

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Taxes	\$ 9,011	\$	9,187	\$	9,537	\$	9,077	\$	(110)	-1.20%
Fines, Forfeitures & Penalties	1		1		2		1		0	0.00
Revenue from Use of Money and Property	816		700		1,343		750		50	7.14
Intergovernmental Revenues	61		60		61		60		0	0.00
Miscellaneous Revenues	325		159		400		62		(97)	-61.01
Obligated Fund Balances	0		190,197		0		0		(190,197)	-100.00
<b>Total Revenues</b>	<b>10,214</b>		<b>200,304</b>		<b>11,342</b>		<b>9,950</b>		<b>(190,354)</b>	<b>-95.03</b>
Services & Supplies	689		879		760		745		(134)	-15.24
Special Items	0		199,425		0		9,205		(190,220)	-95.38
Obligated Fund Balances	9,525		0		10,582		0		0	0.00
<b>Total Requirements</b>	<b>10,214</b>		<b>200,304</b>		<b>11,342</b>		<b>9,950</b>		<b>(190,354)</b>	<b>-95.03</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 477 - County Service Area #22 - East Yorba Linda

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	Amount	Percent
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	As of 6/30/16	Final Budget			
Taxes	\$ 22,097	\$ 21,400	\$ 23,747	\$ 23,900	\$ 2,500	11.68%		
Fines, Forfeitures & Penalties	3	0	4	0	0	0.00		
Revenue from Use of Money and Property	410	300	670	500	200	66.67		
Intergovernmental Revenues	148	150	151	150	0	0.00		
Charges For Services	22,087	22,490	22,231	22,490	0	0.00		
Miscellaneous Revenues	423	200	522	0	(200)	-100.00		
Obligated Fund Balances	0	75,757	0	58,752	(17,005)	-22.45		
Reserve For Encumbrances	(9,283)	0	6,836	0	0	0.00		
<b>Total Revenues</b>	<b>35,887</b>	<b>120,297</b>	<b>54,161</b>	<b>105,792</b>	<b>(14,505)</b>	<b>-12.06</b>		
Services & Supplies	35,047	120,297	39,130	105,792	(14,505)	-12.06		
Obligated Fund Balances	840	0	15,031	0	0	0.00		
<b>Total Requirements</b>	<b>35,887</b>	<b>120,297</b>	<b>54,161</b>	<b>105,792</b>	<b>(14,505)</b>	<b>-12.06</b>		
<b>Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>	

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 479 - CFD 99-1 Series A of 1999 Ladera Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Taxes	\$ 1,576,173	\$	1,550,000	\$	1,552,946	\$	1,500,000	\$	(50,000)	-3.23%
Fines, Forfeitures & Penalties	3,935		5,000		4,328		5,000		0	0.00
Revenue from Use of Money and Property	4,039		2,500		6,423		5,000		2,500	100.00
Miscellaneous Revenues	19		0		20		0		0	0.00
Obligated Fund Balances	0		1,033,315		14,998		1,111,250		77,935	7.54
Reserve For Encumbrances	400		0		1		0		0	0.00
<b>Total Revenues</b>	<b>1,584,565</b>		<b>2,590,815</b>		<b>1,578,715</b>		<b>2,621,250</b>		<b>30,435</b>	<b>1.17</b>
Services & Supplies	39,296		51,500		39,403		51,000		(500)	-0.97
Other Charges	1,513,206		1,539,315		1,539,313		1,570,250		30,935	2.01
Special Items	0		1,000,000		0		1,000,000		0	0.00
Obligated Fund Balances	32,063		0		0		0		0	0.00
<b>Total Requirements</b>	<b>1,584,565</b>		<b>2,590,815</b>		<b>1,578,715</b>		<b>2,621,250</b>		<b>30,435</b>	<b>1.17</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 484 - Rancho Santa Margarita CFD 86-2 Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		Change from FY 2015-2016		
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget		
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent	
Taxes	\$ 10,151	\$ 0	\$ 0	\$ 0	\$ 0	0.00%	
Fines, Forfeitures & Penalties	2,672	0	0	0	0	0.00	
Revenue from Use of Money and Property	1,223	2,000	1,366	250	(1,750)	-87.50	
Miscellaneous Revenues	95	15,000	2,954	0	(15,000)	-100.00	
Obligated Fund Balances	1,598,950	133,653	0	134,000	347	0.26	
Reserve For Encumbrances	847	0	653	0	0	0.00	
Total Revenues	1,613,938	150,653	4,973	134,250	(16,403)	-10.89	
Services & Supplies	26,065	150,653	1,691	134,250	(16,403)	-10.89	
Other Charges	1,587,874	0	0	0	0	0.00	
Obligated Fund Balances	0	0	3,282	0	0	0.00	
Total Requirements	1,613,939	150,653	4,973	134,250	(16,403)	-10.89	
Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%	

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 486 - Ladera CFD 2002-01 Construction

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$	3,595	\$	2,827	\$	2,827	\$	0	\$ (2,827)	-100.00%
Miscellaneous Revenues		132		94		93		0	(94)	-100.00
Obligated Fund Balances		279,186		737,842		737,842		0	(737,842)	-100.00
Reserve For Encumbrances		2,331		0		0		0	0	0.00
<b>Total Revenues</b>		285,244		740,763		740,762		0	(740,763)	-100.00
Services & Supplies		285,245		738,380		738,380		0	(738,380)	-100.00
Other Financing Uses		0		2,383		2,382		0	(2,383)	-100.00
<b>Total Requirements</b>		285,245		740,763		740,762		0	(740,763)	-100.00
<b>Balance</b>	\$	0	\$	0	\$	0	\$	0	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 487 - Ladera CFD 2002-01 Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Taxes	\$ 4,190,646	\$	4,000,000	\$	4,090,236	\$	4,000,000	\$	0	0.00%
Fines, Forfeitures & Penalties	13,548		15,000		12,027		12,000		(3,000)	-20.00
Revenue from Use of Money and Property	6,854		5,200		18,248		7,000		1,800	34.62
Miscellaneous Revenues	180		0		119		0		0	0.00
Other Financing Sources	0		835		2,382		0		(835)	-100.00
Obligated Fund Balances	0		217,610		0		495,850		278,240	127.86
Reserve For Encumbrances	(200)		0		201		0		0	0.00
<b>Total Revenues</b>	4,211,028		4,238,645		4,123,213		4,514,850		276,205	6.52
Services & Supplies	51,741		80,471		63,896		62,000		(18,471)	-22.95
Other Charges	3,542,769		3,874,860		3,874,853		3,952,850		77,990	2.01
Special Items	0		283,314		0		500,000		216,686	76.48
Obligated Fund Balances	616,518		0		184,464		0		0	0.00
<b>Total Requirements</b>	4,211,028		4,238,645		4,123,212		4,514,850		276,205	6.52
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 488 - Rancho Santa Margarita CFD 86-1 (Series 1988) Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Taxes	\$ 2,739,340	\$	2,700,000	\$	2,693,891	\$	2,800,000	\$	100,000	3.70%
Fines, Forfeitures & Penalties	6,237		5,000		5,730		5,000		0	0.00
Revenue from Use of Money and Property	13,719		11,000		21,799		11,000		0	0.00
Miscellaneous Revenues	75		0		17,579		0		0	0.00
Other Financing Sources	0		19,200		0		0		(19,200)	-100.00
Obligated Fund Balances	0		1,092,780		39,824		3,198,060		2,105,280	192.65
Reserve For Encumbrances	(79)		0		80		0		0	0.00
<b>Total Revenues</b>	2,759,292		3,827,980		2,778,903		6,014,060		2,186,080	57.11
Services & Supplies	49,340		97,700		48,627		57,500		(40,200)	-41.15
Other Charges	2,553,414		2,730,280		2,730,276		4,956,560		2,226,280	81.54
Other Financing Uses	19,143		0		0		0		0	0.00
Special Items	0		1,000,000		0		1,000,000		0	0.00
Obligated Fund Balances	137,394		0		0		0		0	0.00
<b>Total Requirements</b>	2,759,292		3,827,980		2,778,903		6,014,060		2,186,080	57.11
<b>Balance</b>	\$ 1	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 490 - Dimensions/Serrano Creek CFD 87-1 Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 1,443	\$ 1,000	\$ 1,752	\$ 1,250	\$ 250	25.00%
Miscellaneous Revenues	138	100	284	0	(100)	-100.00
Other Financing Sources	2,266	0	0	0	0	0.00
Obligated Fund Balances	106,055	214,112	81,518	236,200	22,088	10.32
Reserve For Encumbrances	(1,167)	0	1,392	0	0	0.00
<b>Total Revenues</b>	108,736	215,212	84,945	237,450	22,238	10.33
Services & Supplies	31,620	40,300	7,767	237,450	197,150	489.21
Other Charges	77,117	74,912	74,911	0	(74,912)	-100.00
Other Financing Uses	0	2,500	2,266	0	(2,500)	-100.00
Special Items	0	97,500	0	0	(97,500)	-100.00
<b>Total Requirements</b>	108,736	215,212	84,945	237,450	22,238	10.33
<b>Balance</b>	\$ (1)	\$ 0	\$ 1	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 492 - Mission Viejo CFD 87-3 (A) Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Taxes	\$ 66,253	\$	0	\$	1,921	\$	0	\$	0	0.00%
Fines, Forfeitures & Penalties	10,639		8,500		0		0		(8,500)	-100.00
Revenue from Use of Money and Property	16,720		10,000		10,935		5,000		(5,000)	-50.00
Miscellaneous Revenues	776		500		15,675		0		(500)	-100.00
Other Financing Sources	0		2,500		2,266		0		(2,500)	-100.00
Obligated Fund Balances	3,139,600		4,544,675		3,036,948		1,508,100		(3,036,575)	-66.82
Reserve For Encumbrances	(1,167)		0		1,392		0		0	0.00
<b>Total Revenues</b>	3,232,822		4,566,175		3,069,137		1,513,100		(3,053,075)	-66.86
Services & Supplies	34,230		45,700		8,670		1,513,100		1,467,400	3,210.94
Other Charges	3,196,326		3,060,475		3,060,466		0		(3,060,475)	-100.00
Other Financing Uses	2,266		0		0		0		0	0.00
Special Items	0		1,460,000		0		0		(1,460,000)	-100.00
<b>Total Requirements</b>	3,232,822		4,566,175		3,069,136		1,513,100		(3,053,075)	-66.86
<b>Balance</b>	\$ 0	\$	0	\$	1	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 494 - Aliso Viejo CFD 88-1 Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Taxes	\$ 923	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Revenue from Use of Money and Property	1,701	1,000	5,721	2,000	1,000	100.00
Miscellaneous Revenues	555	0	262,308	0	0	0.00
Obligated Fund Balances	7,290	396,200	0	644,439	248,239	62.65
Reserve For Encumbrances	(107)	0	1,907	0	0	0.00
<b>Total Revenues</b>	10,361	397,200	269,937	646,439	249,239	62.75
Services & Supplies	10,361	396,000	9,515	646,439	250,439	63.24
Special Items	0	1,200	0	0	(1,200)	-100.00
Obligated Fund Balances	0	0	260,421	0	0	0.00
<b>Total Requirements</b>	10,361	397,200	269,936	646,439	249,239	62.75
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 496 - Lomas Laguna CFD 88-2 Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 1,833	\$	500	\$	2,932	\$	2,000	\$	1,500	300.00%
Miscellaneous Revenues	9		0		28,709		0		0	0.00
Obligated Fund Balances	2,299		435,500		0		463,935		28,435	6.53
Reserve For Encumbrances	(1,907)		0		1,907		0		0	0.00
<b>Total Revenues</b>	2,234		436,000		33,548		465,935		29,935	6.87
Services & Supplies	2,235		436,000		2,815		465,935		29,935	6.87
Obligated Fund Balances	0		0		30,733		0		0	0.00
<b>Total Requirements</b>	2,235		436,000		33,548		465,935		29,935	6.87
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 501 - Rancho Santa Margarita CFD 87-5(A) Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	Amount	Percent
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	As of 6/30/16	Final Budget			
Revenue from Use of Money and Property	\$ 1,865	\$ 500	\$ 2,592	\$ 2,592	\$ 2,000	\$ 1,500		300.00%
Miscellaneous Revenues	191	100	1,205	1,205	0	(100)		-100.00
Obligated Fund Balances	85,755	452,970	82,501	82,501	363,255	(89,715)		-19.81
Reserve For Encumbrances	(1,167)	0	1,392	1,392	0	0		0.00
<b>Total Revenues</b>	86,644	453,570	87,689	87,689	365,255	(88,315)		-19.47
Services & Supplies	31,723	45,500	33,911	33,911	45,500	0		0.00
Other Charges	54,921	308,070	53,778	53,778	219,755	(88,315)		-28.67
Special Items	0	100,000	0	0	100,000	0		0.00
<b>Total Requirements</b>	86,645	453,570	87,689	87,689	365,255	(88,315)		-19.47
<b>Balance</b>	\$ 0	\$ 0	\$ 1	\$ 1	\$ 0	\$ 0		0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 503 - Portola Hills CFD 87-2(A) Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 716	\$	150	\$	1,896	\$	1,000	\$	850	566.67%
Miscellaneous Revenues	34		0		224,207		0		0	0.00
Obligated Fund Balances	3,072		166,600		0		389,260		222,660	133.65
Reserve For Encumbrances	(1,907)		0		1,907		0		0	0.00
<b>Total Revenues</b>	1,915		166,750		228,011		390,260		223,510	134.04
Services & Supplies	1,915		166,750		2,800		390,260		223,510	134.04
Obligated Fund Balances	0		0		225,211		0		0	0.00
<b>Total Requirements</b>	1,915		166,750		228,011		390,260		223,510	134.04
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 505 - Foothill Ranch CFD 87-4 Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
				As of 6/30/16		As of 6/30/16			Amount	Percent
Taxes	\$	6,347,841	\$	6,000,000	\$	3,514,683	\$	3,500,000	\$ (2,500,000)	-41.67%
Fines, Forfeitures & Penalties		17,910		15,000		13,422		15,000	0	0.00
Revenue from Use of Money and Property		99,386		40,000		110,856		100,000	60,000	150.00
Miscellaneous Revenues		810		400		11,679		0	(400)	-100.00
Other Financing Sources		942		0		0		0	0	0.00
Obligated Fund Balances		8,304		10,499,240		2,876,343		5,713,240	(4,786,000)	-45.58
Reserve For Encumbrances		(311)		0		538		0	0	0.00
<b>Total Revenues</b>		6,474,882		16,554,640		6,527,521		9,328,240	(7,226,400)	-43.65
Services & Supplies		58,681		81,500		54,391		71,500	(10,000)	-12.27
Other Charges		6,416,201		6,473,140		6,473,130		4,256,740	(2,216,400)	-34.24
Special Items		0		10,000,000		0		5,000,000	(5,000,000)	-50.00
<b>Total Requirements</b>		6,474,882		16,554,640		6,527,520		9,328,240	(7,226,400)	-43.65
<b>Balance</b>	\$	0	\$	0	\$	1	\$	0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 507 - Irvine Coast Assessment District 88-1 Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 14,548	\$ 10,000	\$ 25,228	\$ 12,000	\$ 2,000	20.00%
Charges For Services	5,278,729	5,000,000	5,384,297	4,773,750	(226,250)	-4.52
Miscellaneous Revenues	123,618	75,000	152,394	75,000	0	0.00
Other Financing Sources	243,909	4,000,000	3,918,811	4,318,000	318,000	7.95
Obligated Fund Balances	0	5,031,153	0	5,265,500	234,347	4.66
Reserve For Encumbrances	400	0	400	0	0	0.00
<b>Total Revenues</b>	5,661,204	14,116,153	9,481,130	14,444,250	328,097	2.32
Services & Supplies	305,260	352,500	243,871	352,500	0	0.00
Other Charges	4,726,790	8,770,306	8,770,305	9,091,750	321,444	3.67
Special Items	0	4,993,347	0	5,000,000	6,653	0.13
Obligated Fund Balances	629,155	0	466,953	0	0	0.00
<b>Total Requirements</b>	5,661,204	14,116,153	9,481,129	14,444,250	328,097	2.32
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 509 - Rancho Santa Margarita CFD 87-5B Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	As of 6/30/16	FY 2016-2017	Budget	Amount	Percent
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget				
Taxes	\$ 970,420	\$ 900,000	\$ 962,935	\$ 950,000	\$ 50,000	5.56%		
Fines, Forfeitures & Penalties	5,671	5,000	2,356	2,500	(2,500)	-50.00		
Revenue from Use of Money and Property	6,335	5,000	9,192	6,000	1,000	20.00		
Miscellaneous Revenues	509	300	4,273	0	(300)	-100.00		
Obligated Fund Balances	1,071,151	1,334,390	254,819	1,265,521	(68,869)	-5.16		
Reserve For Encumbrances	87	0	138	0	0	0.00		
<b>Total Revenues</b>	2,054,173	2,244,690	1,233,713	2,224,021	(20,669)	-0.92		
Services & Supplies	41,447	52,500	41,535	51,500	(1,000)	-1.90		
Other Charges	2,012,727	1,192,190	1,192,177	1,172,521	(19,669)	-1.65		
Special Items	0	1,000,000	0	1,000,000	0	0.00		
<b>Total Requirements</b>	2,054,174	2,244,690	1,233,712	2,224,021	(20,669)	-0.92		
<b>Balance</b>	\$ (1)	\$ 0	\$ 1	\$ 0	\$ 0	0.00%		

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 511 - Baker Ranch CFD 87-6 Debt Service

511 - Baker Ranch CFD 87-6 Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016	FY 2015-2016	Change from FY 2015-2016	
	Actual Exp/Rev	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget	
		As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent
Revenue from Use of Money and Property	\$ 808	\$ 50	\$ 1,322	\$ 1,000	\$ 950	1,900.00%
Miscellaneous Revenues	29	0	1,396	0	0	0.00
Obligated Fund Balances	3,465	186,550	0	188,485	1,935	1.04
Reserve For Encumbrances	(1,334)	0	1,334	0	0	0.00
Total Revenues	2,968	186,600	4,052	189,485	2,885	1.55
Services & Supplies	2,969	186,600	1,119	189,485	2,885	1.55
Obligated Fund Balances	0	0	2,933	0	0	0.00
Total Requirements	2,969	186,600	4,052	189,485	2,885	1.55
Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 513 - Coto de Caza CFD 87-8 Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		Change from FY 2015-2016				
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Budget				
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent	
Taxes	\$	1,143,557	\$	1,000,000	\$	1,131,217	\$	1,100,000	\$	100,000	10.00%
Fines, Forfeitures & Penalties		7,132		7,000		4,173		5,000		(2,000)	-28.57
Revenue from Use of Money and Property		11,167		8,500		14,591		10,000		1,500	17.65
Miscellaneous Revenues		388		100		12,560		0		(100)	-100.00
Obligated Fund Balances		1,246,985		4,612,730		448,160		4,116,140		(496,590)	-10.77
Reserve For Encumbrances		87		0		138		0		0	0.00
Total Revenues		2,409,315		5,628,330		1,610,840		5,231,140		(397,190)	-7.06
Services & Supplies		46,534		62,200		44,723		62,200		0	0.00
Other Charges		2,362,781		1,566,130		1,566,116		1,668,940		102,810	6.56
Special Items		0		4,000,000		0		3,500,000		(500,000)	-12.50
Total Requirements		2,409,315		5,628,330		1,610,839		5,231,140		(397,190)	-7.06
Balance	\$	0	\$	0	\$	1	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 515 - Santa Teresita CFD 87-9 Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$	643	\$	100	\$	1,024	\$	750	\$	650 650.00%
Miscellaneous Revenues		16		0		639		0		0 0.00
Obligated Fund Balances		6,786		147,900		0		145,260		(2,640) -1.78
Reserve For Encumbrances		(1,334)		0		1,334		0		0 0.00
<b>Total Revenues</b>		6,111		148,000		2,997		146,010		(1,990) -1.34
Services & Supplies		6,111		148,000		1,937		146,010		(1,990) -1.34
Obligated Fund Balances		0		0		1,059		0		0 0.00
<b>Total Requirements</b>		6,111		148,000		2,996		146,010		(1,990) -1.34
<b>Balance</b>	\$	0	\$	0	\$	0	\$	0	\$	0 0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 516 - Assessment Dist 01-1 Ziani Project Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	Budget	FY 2016-2017	Budget	Amount	Percent
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	As of 6/30/16	Final Budget	As of 6/30/16		
Revenue from Use of Money and Property	\$ 1,282	\$ 1,000	\$ 1,702	\$ 1,100	\$ 1,100	\$ 100	10.00%	
Charges For Services	378,569	370,000	385,508	390,000	390,000	20,000	5.41	
Miscellaneous Revenues	12	0	9	0	0	0	0.00	
Obligated Fund Balances	56,913	781,790	54,011	758,500	758,500	(23,290)	-2.98	
<b>Total Revenues</b>	436,776	1,152,790	441,230	1,149,600	1,149,600	(3,190)	-0.28	
Services & Supplies	38,716	51,800	40,242	51,200	51,200	(600)	-1.16	
Other Charges	398,060	400,990	400,988	398,400	398,400	(2,590)	-0.65	
Special Items	0	700,000	0	700,000	700,000	0	0.00	
<b>Total Requirements</b>	436,776	1,152,790	441,230	1,149,600	1,149,600	(3,190)	-0.28	
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%	

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 517 - Rancho Santa Margarita CFD 87-5C Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016	FY 2015-2016	Change from FY 2015-2016						
		FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget					
		Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent				
Taxes	\$	532,625	\$	700,000	\$	560,741	\$	550,000	\$	(150,000)	-21.43%
Fines, Forfeitures & Penalties		2,957		3,000		1,048		1,000		(2,000)	-66.67
Revenue from Use of Money and Property		4,153		4,000		5,117		4,000		0	0.00
Miscellaneous Revenues		200		0		5,098		0		0	0.00
Obligated Fund Balances		716,614		2,030,690		204,006		1,714,570		(316,120)	-15.57
Reserve For Encumbrances		87		0		138		0		0	0.00
Total Revenues		1,256,637		2,737,690		776,148		2,269,570		(468,120)	-17.10
Services & Supplies		38,901		50,950		39,418		51,150		200	0.39
Other Charges		1,217,737		736,740		736,729		718,420		(18,320)	-2.49
Special Items		0		1,950,000		0		1,500,000		(450,000)	-23.08
Total Requirements		1,256,637		2,737,690		776,147		2,269,570		(468,120)	-17.10
Balance	\$	0	\$	0	\$	1	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 519 - Los Alisos CFD 87-7 Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Taxes	\$ 3,750	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Fines, Forfeitures & Penalties	2,926	0	0	0	0	0.00
Revenue from Use of Money and Property	2,932	1,000	4,174	3,000	2,000	200.00
Miscellaneous Revenues	31	0	2,297	0	0	0.00
Obligated Fund Balances	1,817,545	621,100	0	632,710	11,610	1.87
Reserve For Encumbrances	(79)	0	80	0	0	0.00
<b>Total Revenues</b>	<b>1,827,106</b>	<b>622,100</b>	<b>6,551</b>	<b>635,710</b>	<b>13,610</b>	<b>2.19</b>
Services & Supplies	15,747	622,100	1,700	635,710	13,610	2.19
Other Charges	1,811,359	0	0	0	0	0.00
Obligated Fund Balances	0	0	4,851	0	0	0.00
<b>Total Requirements</b>	<b>1,827,105</b>	<b>622,100</b>	<b>6,551</b>	<b>635,710</b>	<b>13,610</b>	<b>2.19</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 521 - Rancho Santa Margarita CFD 87-5D (A) Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2015-2016		FY 2015-2016		Change from FY 2015-2016		
	FY 2014-2015	Budget	Actual Exp/Rev <sup>(1)</sup>	FY 2016-2017	Budget		
	Actual Exp/Rev	As of 6/30/16	As of 6/30/16	Final Budget	Amount	Percent	
Taxes	\$ 996,873	\$ 925,000	\$ 443,528	\$ 400,000	\$ (525,000)	-56.76%	
Fines, Forfeitures & Penalties	2,625	2,500	2,279	2,500	0	0.00	
Revenue from Use of Money and Property	4,082	3,000	4,620	3,000	0	0.00	
Miscellaneous Revenues	100	100	829	0	(100)	-100.00	
Obligated Fund Balances	54,891	2,135,705	602,696	1,576,500	(559,205)	-26.18	
Reserve For Encumbrances	740	0	138	0	0	0.00	
Total Revenues	1,059,310	3,066,305	1,054,091	1,982,000	(1,084,305)	-35.36	
Services & Supplies	37,300	50,600	38,398	50,500	(100)	-0.20	
Other Charges	1,022,010	1,015,705	1,015,693	581,500	(434,205)	-42.75	
Special Items	0	2,000,000	0	1,350,000	(650,000)	-32.50	
Total Requirements	1,059,310	3,066,305	1,054,090	1,982,000	(1,084,305)	-35.36	
Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%	

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 523 - Newport Coast AD 01-1 Group 2 Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 2,156	\$ 2,000	\$ 2,887	\$ 2,000	\$ 0	0.00%
Charges For Services	626,837	610,000	636,419	650,000	40,000	6.56
Miscellaneous Revenues	16	0	15	0	0	0.00
Obligated Fund Balances	98,163	1,124,630	85,845	1,086,250	(38,380)	-3.41
Reserve For Encumbrances	(400)	0	400	0	0	0.00
<b>Total Revenues</b>	726,772	1,736,630	725,565	1,738,250	1,620	0.09
Services & Supplies	39,857	52,000	40,937	51,750	(250)	-0.48
Other Charges	686,915	684,630	684,628	686,500	1,870	0.27
Special Items	0	1,000,000	0	1,000,000	0	0.00
<b>Total Requirements</b>	726,772	1,736,630	725,565	1,738,250	1,620	0.09
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 529 - CFD 2004-1 Ladera Construction

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 3,649	\$ 4,585	\$ 347	\$ 0	\$ (4,585)	-100.00%
Miscellaneous Revenues	588	0	363	0	0	0.00
Obligated Fund Balances	10,761,908	1,436,645	1,436,645	0	(1,436,645)	-100.00
Reserve For Encumbrances	659,574	0	0	0	0	0.00
<b>Total Revenues</b>	11,425,720	1,441,230	1,437,355	0	(1,441,230)	-100.00
Services & Supplies	11,425,719	1,437,590	1,437,189	0	(1,437,590)	-100.00
Other Financing Uses	0	3,640	166	0	(3,640)	-100.00
<b>Total Requirements</b>	11,425,719	1,441,230	1,437,355	0	(1,441,230)	-100.00
<b>Balance</b>	\$ 1	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 52T - Newport Coast AD 01-1 Conversion #1 Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 3,284	\$ 3,000	\$ 4,369	\$ 3,000	\$ 0	0.00%
Charges For Services	968,360	940,000	961,722	970,000	30,000	3.19
Miscellaneous Revenues	24	0	23	0	0	0.00
Obligated Fund Balances	119,947	1,911,130	127,963	1,830,825	(80,305)	-4.20
Reserve For Encumbrances	(400)	0	400	0	0	0.00
<b>Total Revenues</b>	1,091,215	2,854,130	1,094,477	2,803,825	(50,305)	-1.76
Services & Supplies	36,171	47,250	37,597	46,500	(750)	-1.59
Other Charges	1,055,044	1,056,881	1,056,880	1,057,325	444	0.04
Special Items	0	1,749,999	0	1,700,000	(49,999)	-2.86
<b>Total Requirements</b>	1,091,215	2,854,130	1,094,477	2,803,825	(50,305)	-1.76
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 530 - CFD 2004-1 Ladera Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		Change from FY 2015-2016				
			Budget		Actual Exp/Rev <sup>(1)</sup>			Budget			
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget	Amount	Percent		
Taxes	\$	4,663,753	\$	4,000,000	\$	4,493,294	\$	4,400,000	\$	400,000	10.00%
Fines, Forfeitures & Penalties		19,897		20,000		21,048		22,000		2,000	10.00
Revenue from Use of Money and Property		33,731		30,000		63,103		40,000		10,000	33.33
Miscellaneous Revenues		190		0		9,979		0		0	0.00
Other Financing Sources		0		3,640		166		0		(3,640)	-100.00
Obligated Fund Balances		0		2,868,985		0		2,537,950		(331,035)	-11.54
Reserve For Encumbrances		(400)		0		400		0		0	0.00
<b>Total Revenues</b>		4,717,171		6,922,625		4,587,990		6,999,950		77,325	1.12
Services & Supplies		73,445		120,106		100,118		78,000		(42,106)	-35.06
Other Charges		3,704,411		4,339,625		4,339,621		4,421,950		82,325	1.90
Special Items		0		2,462,894		0		2,500,000		37,106	1.51
Obligated Fund Balances		939,315		0		148,251		0		0	0.00
<b>Total Requirements</b>		4,717,171		6,922,625		4,587,991		6,999,950		77,325	1.12
<b>Balance</b>	\$	0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 533 - CFD 01-1 Ladera Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Taxes	\$ 2,144,200		\$ 2,000,000		\$ 2,148,814		\$ 2,100,000		\$ 100,000	5.00%
Fines, Forfeitures & Penalties	5,328		5,000		5,523		5,000		0	0.00
Revenue from Use of Money and Property	4,898		3,000		7,838		4,000		1,000	33.33
Miscellaneous Revenues	20		0		23		0		0	0.00
Obligated Fund Balances	0		1,652,995		0		1,588,250		(64,745)	-3.92
Reserve For Encumbrances	(253)		0		653		0		0	0.00
<b>Total Revenues</b>	<b>2,154,194</b>		<b>3,660,995</b>		<b>2,162,851</b>		<b>3,697,250</b>		<b>36,255</b>	<b>0.99</b>
Services & Supplies	40,778		56,600		41,519		51,600		(5,000)	-8.83
Other Charges	2,066,900		2,104,395		2,104,394		2,145,650		41,255	1.96
Special Items	0		1,500,000		0		1,500,000		0	0.00
Obligated Fund Balances	46,516		0		16,939		0		0	0.00
<b>Total Requirements</b>	<b>2,154,194</b>		<b>3,660,995</b>		<b>2,162,851</b>		<b>3,697,250</b>		<b>36,255</b>	<b>0.99</b>
<b>Balance</b>	<b>\$ 1</b>		<b>\$ 0</b>		<b>\$ 0</b>		<b>\$ 0</b>		<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 534 - AD 01-1 Group 3 Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 2,388		\$ 2,000		\$ 3,205		\$ 2,000		\$ 0	0.00%
Charges For Services	819,136		810,000		802,239		840,000		30,000	3.70
Miscellaneous Revenues	14		0		15		0		0	0.00
Obligated Fund Balances	66,188		1,583,230		82,278		1,502,750		(80,480)	-5.08
<b>Total Revenues</b>	887,726		2,395,230		887,736		2,344,750		(50,480)	-2.11
Services & Supplies	40,426		52,000		44,508		51,500		(500)	-0.96
Other Charges	847,300		843,230		843,228		843,250		20	0.00
Special Items	0		1,500,000		0		1,450,000		(50,000)	-3.33
<b>Total Requirements</b>	887,726		2,395,230		887,736		2,344,750		(50,480)	-2.11
<b>Balance</b>	\$ 0		\$ 0		\$ 0		\$ 0		\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 536 - Newport Coast AD 01-1 Group 4 Conversion Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Taxes	\$ 465,079	\$	450,000	\$	471,885	\$	450,000	\$	0	0.00%
Revenue from Use of Money and Property	961		600		1,484		750		150	25.00
Miscellaneous Revenues	4		0		5		0		0	0.00
Obligated Fund Balances	15,765		744,235		8,008		743,400		(835)	-0.11
Reserve For Encumbrances	(400)		0		0		0		0	0.00
<b>Total Revenues</b>	481,409		1,194,835		481,382		1,194,150		(685)	-0.06
Services & Supplies	36,782		50,150		36,699		50,150		0	0.00
Other Charges	444,627		444,685		444,684		444,000		(685)	-0.15
Special Items	0		700,000		0		700,000		0	0.00
<b>Total Requirements</b>	481,409		1,194,835		481,382		1,194,150		(685)	-0.06
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 540 - CFD 2015-1 RMV (Village of Esencia) Construction

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 0	\$	0	\$	286,100	\$	55,000	\$	55,000	0.00%
Other Financing Sources	0		85,000,000		88,700,002		0		(85,000,000)	-100.00
Obligated Fund Balances	0		0		0		19,047,656		19,047,656	0.00
<b>Total Revenues</b>	0		85,000,000		88,986,102		19,102,656		(65,897,344)	-77.53
Services & Supplies	0		56,000,000		42,465,010		9,102,656		(46,897,344)	-83.75
Other Charges	0		29,000,000		12,698,061		10,000,000		(19,000,000)	-65.52
Obligated Fund Balances	0		0		33,823,032		0		0	0.00
<b>Total Requirements</b>	0		85,000,000		88,986,102		19,102,656		(65,897,344)	-77.53
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 541 - CFD 2015-1 RMV (Village of Esencia) Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Taxes	\$ 0	\$	4,500,000	\$	4,675,325	\$	5,550,000	\$	1,050,000	23.33%
Revenue from Use of Money and Property	0		0		46,007		20,000		20,000	0.00
Other Financing Sources	0		8,000,000		7,947,808		0		(8,000,000)	-100.00
Obligated Fund Balances	0		0		0		2,021,600		2,021,600	0.00
<b>Total Revenues</b>	0		12,500,000		12,669,139		7,591,600		(4,908,400)	-39.27
Services & Supplies	0		11,100,000		54,927		52,500		(11,047,500)	-99.53
Other Charges	0		1,400,000		1,318,244		5,539,100		4,139,100	295.65
Special Items	0		0		0		2,000,000		2,000,000	0.00
Obligated Fund Balances	0		0		11,295,968		0		0	0.00
<b>Total Requirements</b>	0		12,500,000		12,669,139		7,591,600		(4,908,400)	-39.27
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 547 - CFD 00-1 (Series A of 2000) Ladera Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Taxes	\$ 2,020,468	\$	1,950,000	\$	1,940,410	\$	1,900,000	\$	(50,000)	-2.56%
Fines, Forfeitures & Penalties	5,998		5,500		4,153		4,000		(1,500)	-27.27
Revenue from Use of Money and Property	5,458		3,000		8,528		5,000		2,000	66.67
Miscellaneous Revenues	23		0		26		0		0	0.00
Obligated Fund Balances	0		1,554,060		46,581		1,641,370		87,310	5.62
Reserve For Encumbrances	(253)		0		653		0		0	0.00
<b>Total Revenues</b>	2,031,693		3,512,560		2,000,350		3,550,370		37,810	1.08
Services & Supplies	39,075		51,700		39,494		52,000		300	0.58
Other Charges	1,921,725		1,960,860		1,960,856		1,998,370		37,510	1.91
Special Items	0		1,500,000		0		1,500,000		0	0.00
Obligated Fund Balances	70,892		0		0		0		0	0.00
<b>Total Requirements</b>	2,031,692		3,512,560		2,000,351		3,550,370		37,810	1.08
<b>Balance</b>	\$ 0	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 549 - Rancho Santa Margarita CFD 87-5E (A of 1993) Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Taxes	\$ 974,404	\$	1,000,000	\$	996,220	\$	1,000,000	\$	0	0.00%
Fines, Forfeitures & Penalties	1,068		1,000		2,836		2,000		1,000	100.00
Revenue from Use of Money and Property	4,586		4,500		6,464		5,000		500	11.11
Miscellaneous Revenues	27		0		4,268		0		0	0.00
Other Financing Sources	19,143		0		0		0		0	0.00
Obligated Fund Balances	45,791		1,092,430		87,811		1,041,050		(51,380)	-4.70
Reserve For Encumbrances	(80)		0		81		0		0	0.00
<b>Total Revenues</b>	<b>1,044,939</b>		<b>2,097,930</b>		<b>1,097,680</b>		<b>2,048,050</b>		<b>(49,880)</b>	<b>-2.38</b>
Services & Supplies	38,168		41,000		40,756		45,500		4,500	10.98
Other Charges	1,006,771		1,056,930		1,056,924		1,002,550		(54,380)	-5.15
Other Financing Uses	0		19,200		0		0		(19,200)	-100.00
Special Items	0		980,800		0		1,000,000		19,200	1.96
<b>Total Requirements</b>	<b>1,044,939</b>		<b>2,097,930</b>		<b>1,097,679</b>		<b>2,048,050</b>		<b>(49,880)</b>	<b>-2.38</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>1</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 550 - Assessment District 92-1 Newport Ridge Construction

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	FY 2014-2015		Budget		Actual Exp/Rev <sup>(1)</sup>		FY 2016-2017		Budget	
	Actual Exp/Rev		As of 6/30/16		As of 6/30/16		Final Budget		Amount	Percent
Revenue from Use of Money and Property	\$ 51	\$	0	\$	0	\$	0	\$	0	0.00%
Miscellaneous Revenues	25,445		0		0		0		0	0.00
<b>Total Revenues</b>	25,496		0		0		0		0	0.00
Services & Supplies	10		0		0		0		0	0.00
Other Financing Uses	38,470		0		0		0		0	0.00
<b>Total Requirements</b>	38,480		0		0		0		0	0.00
<b>Balance</b>	\$ (12,984)	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 551 - Assessment District 92-1 Newport Ridge Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 9,441	\$ 3,500	\$ 21,848	\$ 10,000	\$ 6,500	185.71%
Charges For Services	774,194	15,000	11,154	0	(15,000)	-100.00
Miscellaneous Revenues	24,055	0	111,672	0	0	0.00
Other Financing Sources	2,960,131	0	0	0	0	0.00
Obligated Fund Balances	0	4,163,850	649,349	2,977,385	(1,186,465)	-28.49
<b>Total Revenues</b>	3,767,821	4,182,350	794,023	2,987,385	(1,194,965)	-28.57
Services & Supplies	39,525	51,000	22,688	42,250	(8,750)	-17.16
Other Charges	724,163	2,631,350	771,335	1,945,135	(686,215)	-26.08
Special Items	0	1,500,000	0	1,000,000	(500,000)	-33.33
Obligated Fund Balances	3,004,133	0	0	0	0	0.00
<b>Total Requirements</b>	3,767,820	4,182,350	794,023	2,987,385	(1,194,965)	-28.57
<b>Balance</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 552 - Assessment District 92-1 Newport Ridge (B) Construction

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Revenue from Use of Money and Property	\$ 5,789	\$	0	\$	0	\$	0	\$	0	0.00%
Miscellaneous Revenues	41,080		0		0		0		0	0.00
<b>Total Revenues</b>	46,869		0		0		0		0	0.00
Services & Supplies	1,089		0		0		0		0	0.00
Other Financing Uses	2,921,661		0		0		0		0	0.00
<b>Total Requirements</b>	2,922,750		0		0		0		0	0.00
<b>Balance</b>	\$ (2,875,881)	\$	0	\$	0	\$	0	\$	0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 554 - CFD 2003-1 Ladera Construction

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 311	\$ 10	\$ 0	\$ 0	\$ (10)	-100.00%
Miscellaneous Revenues	112	0	0	0	0	0.00
<b>Total Revenues</b>	423	10	0	0	(10)	-100.00
Services & Supplies	149,920	10	0	0	(10)	-100.00
Other Financing Uses	9,071	0	0	0	0	0.00
<b>Total Requirements</b>	158,990	10	0	0	(10)	-100.00
<b>Balance</b>	\$ (158,568)	\$ 0	\$ 0	\$ 0	\$ 0	0.00%

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.



## 555 - CFD 2003-1 Ladera Debt Service

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015		FY 2015-2016		FY 2015-2016		FY 2016-2017		Change from FY 2015-2016	
	Actual Exp/Rev		Budget		Actual Exp/Rev <sup>(1)</sup>		Final Budget		Budget	
			As of 6/30/16		As of 6/30/16				Amount	Percent
Taxes	\$ 3,302,088	\$	2,900,000	\$	3,225,618	\$	3,100,000	\$	200,000	6.90%
Fines, Forfeitures & Penalties	10,431		10,000		11,670		10,000		0	0.00
Revenue from Use of Money and Property	5,425		2,500		17,442		5,000		2,500	100.00
Miscellaneous Revenues	151		0		166		0		0	0.00
Other Financing Sources	9,071		0		0		0		0	0.00
Obligated Fund Balances	0		1,686,605		0		1,541,300		(145,305)	-8.62
Reserve For Encumbrances	(200)		0		200		0		0	0.00
<b>Total Revenues</b>	<b>3,326,966</b>		<b>4,599,105</b>		<b>3,255,096</b>		<b>4,656,300</b>		<b>57,195</b>	<b>1.24</b>
Services & Supplies	53,759		57,000		52,666		58,000		1,000	1.75
Other Charges	2,885,943		3,042,105		3,042,101		3,098,300		56,195	1.85
Special Items	0		1,500,000		0		1,500,000		0	0.00
Obligated Fund Balances	387,264		0		160,329		0		0	0.00
<b>Total Requirements</b>	<b>3,326,966</b>		<b>4,599,105</b>		<b>3,255,096</b>		<b>4,656,300</b>		<b>57,195</b>	<b>1.24</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>\$</b>	<b>0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

## 590 - In-Home Supportive Services Public Authority

### Summary of Final Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2014-2015	FY 2015-2016	FY 2015-2016	FY 2016-2017	Change from FY 2015-2016	
	Actual Exp/Rev	Budget As of 6/30/16	Actual Exp/Rev <sup>(1)</sup> As of 6/30/16	Final Budget	Budget Amount	Percent
Revenue from Use of Money and Property	\$ 745	\$ 1,000	\$ 1,655	\$ 1,000	\$ 0	0.00%
Intergovernmental Revenues	1,130,673	1,722,425	1,397,619	1,975,046	252,621	14.67
Miscellaneous Revenues	3	0	5	0	0	0.00
Other Financing Sources	60,755	0	0	500,000	500,000	0.00
Obligated Fund Balances	30,831	0	27,971	0	0	0.00
Reserve For Encumbrances	(1,095)	0	(505)	0	0	0.00
<b>Total Revenues</b>	<b>1,221,912</b>	<b>1,723,425</b>	<b>1,426,745</b>	<b>2,476,046</b>	<b>752,621</b>	<b>43.67</b>
Services & Supplies	1,336,384	1,722,425	1,425,860	1,975,046	252,621	14.67
Services & Supplies Reimbursements	(114,861)	0	0	0	0	0.00
Other Financing Uses	389	1,000	885	501,000	500,000	50,000.00
<b>Total Requirements</b>	<b>1,221,912</b>	<b>1,723,425</b>	<b>1,426,744</b>	<b>2,476,046</b>	<b>752,621</b>	<b>43.67</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.00%</b>

(1) Amounts include prior year expenditure and exclude current year encumbrance. Therefore, the totals listed above may not match Total FY 2015-16 Actual Expenditure + Encumbrance included in the "At a Glance" section.

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