County of San Mateo

Adopted Budget
FY 2004-2005
FY 2005-2006

County of San Mateo
Adopted Budget

FY 2004-2005
FY 2005-2006

Board of Supervisors
Mark Church, 1st District
Jerry Hill, 2nd District
Richard Gordon, 3rd District
Rose Jacobs Gibson, 4th District
Michael Nevin, 5th District

Recommended By:
John L. Maltbie, County Manager

People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

ADOPTED BUDGET FISCAL YEAR 2004-05
ADOPTED BUDGET FISCAL YEAR 2005-06

Recommended by John L. Maltbie, County Manager

Paul Scannell, Assistant County Manager
Reyna Farrales, Deputy County Manager

Prepared by the County Manager's Office:

Reyna Farrales
Budget Director
Non-Departmental Revenue/Services

Jim Saco
Assistant Budget Director
Budget System Coordination
Revenues/Budget Forecasting

Pam Deal
Environmental Services Agency
Human Services Agency

Nancy Hetrick
Coroner
County Support of the Courts
Department of Child Support Services
District Attorney/Public Administrator
Private Defender
Probation
Sheriff/Office of Emergency Services

Rocio Kiryczun
Assessor-County Clerk-Recorder
Board of Supervisors
Controller
County Counsel
County Manager/Clerk of the Board
Employee and Public Services
First 5
Grand Jury
Information Services
Retirement (SamCERA)
Treasurer-Tax Collector

Dennis O'Rourke
Health Services Agency
San Mateo Medical Center

Joanne Ward
Capital Projects/Facilities
Construction Funds
Debt Service Fund
Public Works Agency

Budget Production Staff
Barbara Heinaman
Betsy Jack
Kim Langel
Mina Lim
Joy Limin
Ashnita Narayan

Information Systems
Alan Sakayama
Tony Pham

Cover
Laura Wuest

Intergovernmental/Public Affairs
Mary McMillan
Ross Nakasone

Controller's Office
Peter Nystrom
Alana Pijuan

Budget System/Document Production
Finite Matters Limited:
Ben Slone
Nick Howard

Printed on Recycled Paper

FISCAL YEAR 2004-05 AND 2005-06
ADOPTED BUDGET

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County Summaries

Adopted Budget
FY 2004-2005
FY 2005-2006

People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
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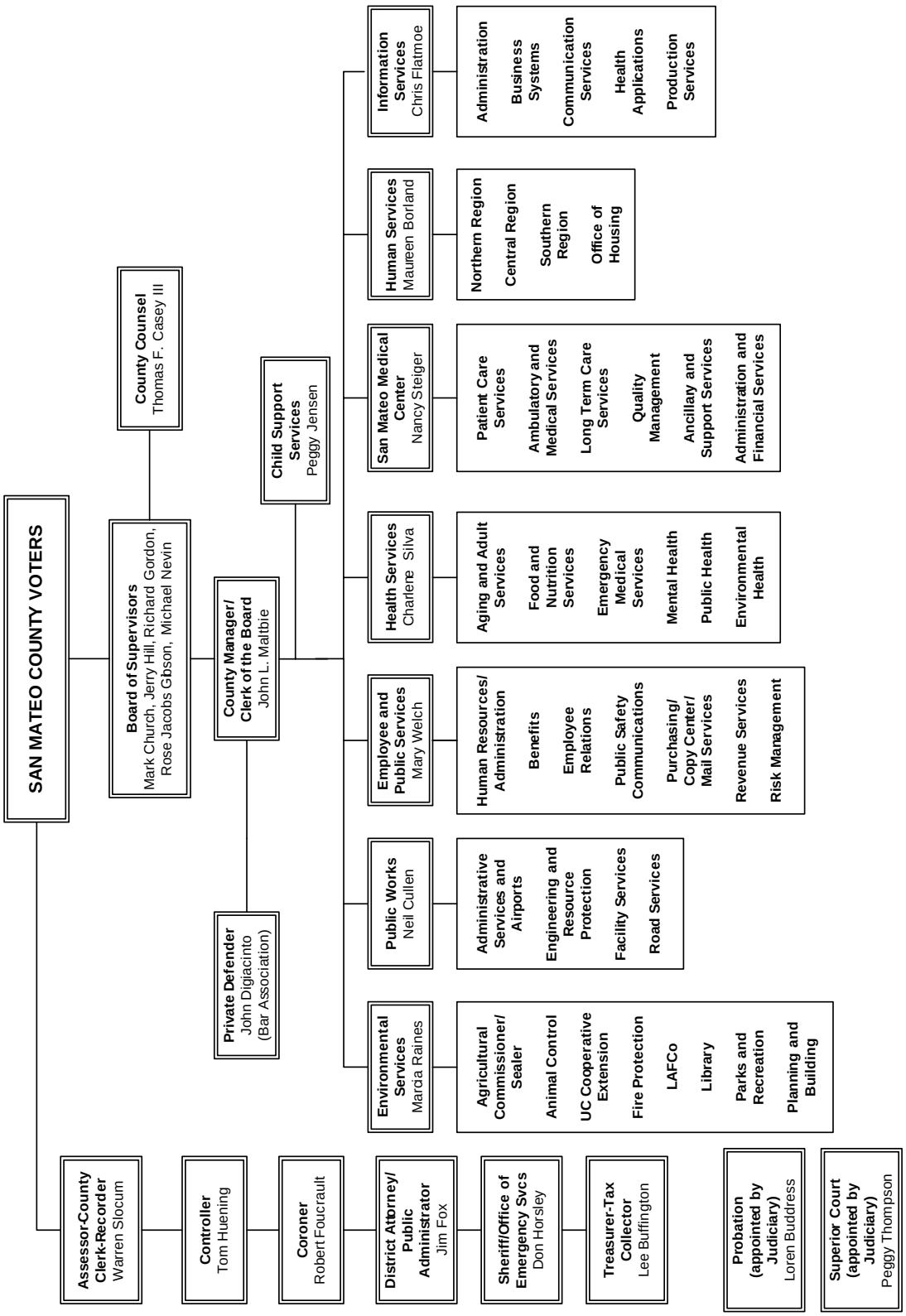
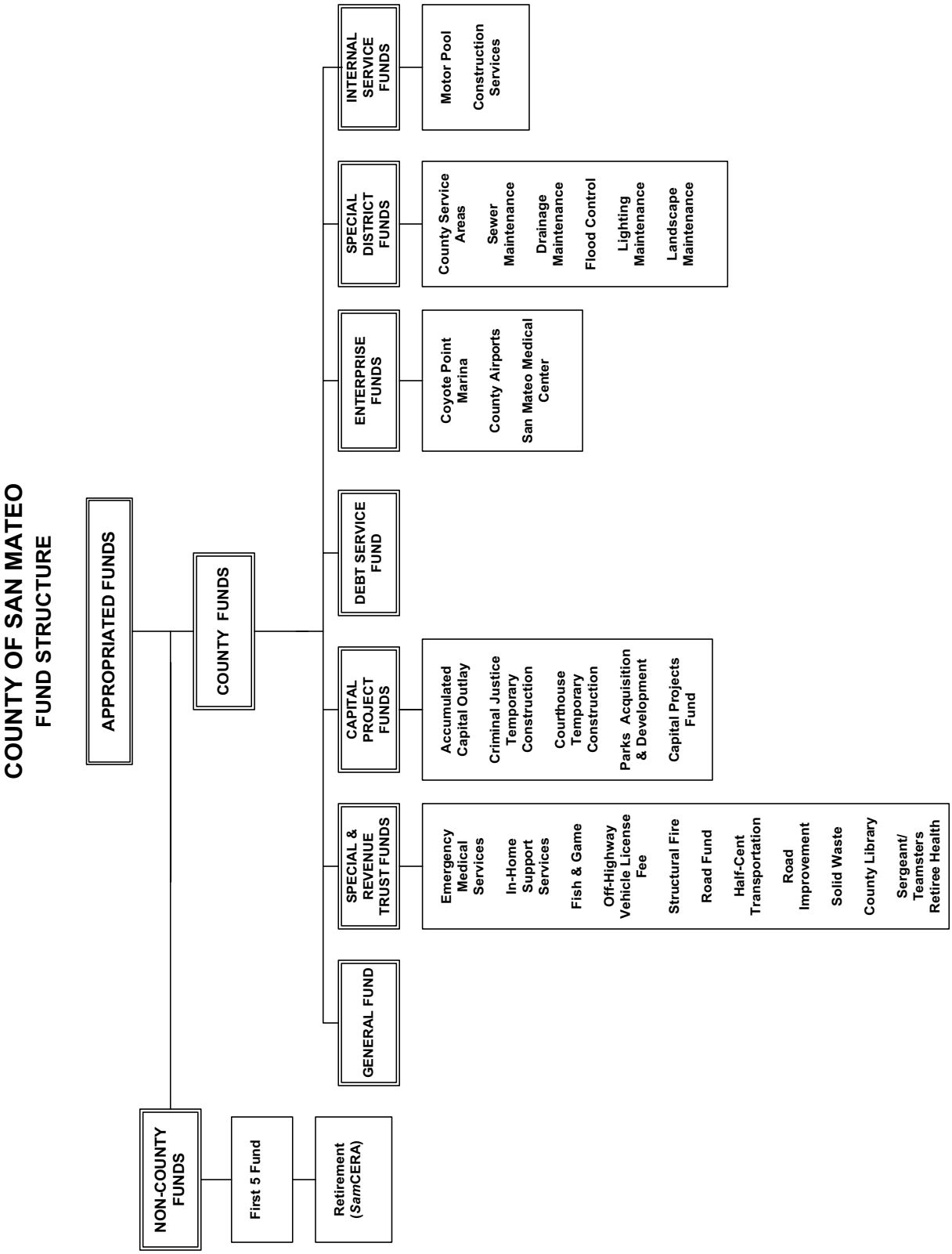

SAN MATEO COUNTY VOTERS
Board of Supervisors
Mark Church, Jerry Hill, Richard Gordon, Rose Jacobs Gibson, Michael Nevin
County Counsel
Thomas F. Casey III
County Manager/ Clerk of the Board
John L. Maltbie
Private Defender
John Digiacinto
(Bar Association)
Child Support Services
Peggy Jensen
Assessor-County Clerk-Recorder
Warren Slocum
Controller
Tom Huening
Coroner
Robert Foucrault
District Attorney/ Public Administrator
Jim Fox
Sheriff/Office of Emergency Svcs
Don Horsley
Treasurer-Tax Collector
Lee Buffington
Probation (appointed by Judiciary)
Loren Buddress
Superior Court (appointed by Judiciary)
Peggy Thompson
Environmental Services
Marcia Raines
Agricultural Commissioner/ Sealer
Animal Control
UC Cooperative Extension
Fire Protection
LAFCo
Library
Parks and Recreation
Planning and Building
Public Works
Neil Cullen
Administrative Services and Airports
Engineering and Resource Protection
Facility Services
Road Services
Employee and Public Services
Mary Welch
Human Resources/ Administration
Benefits
Employee Relations
Public Safety Communications
Purchasing/ Copy Center/ Mail Services
Revenue Services
Risk Management
Health Services
Charlene Silva
Aging and Adult Services
Food and Nutrition Services
Emergency Medical Services
Mental Health
Public Health
Environmental Health
San Mateo Medical Center
Nancy Steiger
Patient Care Services
Ambulatory and Medical Services
Long Term Care Services
Quality Management
Ancillary and Support Services
Administration and Financial Services
Human Services
Maureen Borland
Northern Region
Central Region
Southern Region
Office of Housing
Information Services
Chris Flatmoe
Administration
Business Systems
Communication Services
Health Applications
Production Services


COUNTY OF SAN MATEO
FUND STRUCTURE
APPROPRIATED FUNDS
NON-COUNTY FUNDS
First 5 Fund
Retirement (SamCERA)
COUNTY FUNDS
GENERAL FUND
SPECIAL & REVENUE TRUST FUNDS
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Fish & Game
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Structural Fire
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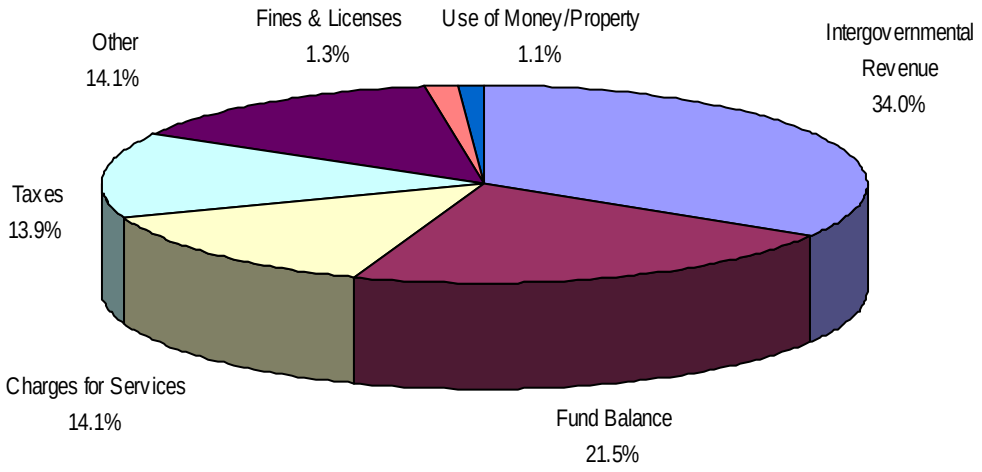
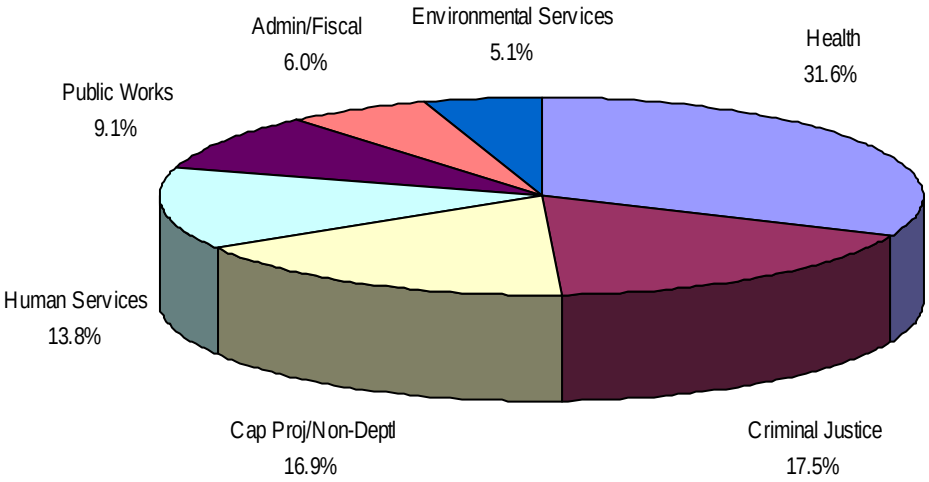
Drainage Maintenance
Flood Control
Lighting Maintenance
Landscape Maintenance
INTERNAL SERVICE FUNDS
Motor Pool
Construction Services

All County Funds
FY 2004-05 Adopted Sources



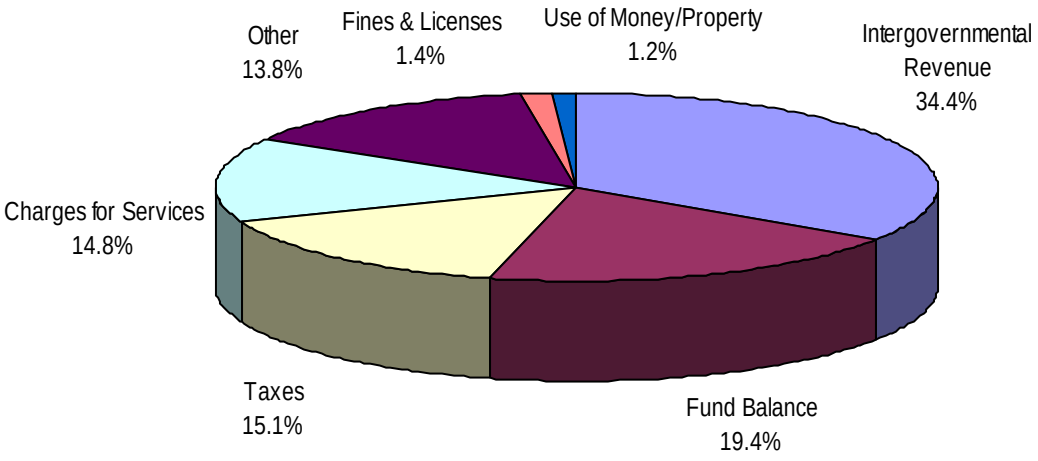
Sources of Funds	Adopted FY 2004-05	Percent of Total
Taxes	186,689,931	13.93%
Licenses, Permits and Franchises	9,989,402	.75%
Fines, Forfeitures and Penalties	7,770,109	.58%
Use of Money and Property	15,086,677	1.13%
Intergovernmental Revenues	454,919,334	33.95%
Charges for Services	188,918,504	14.10%
Interfund Revenue	74,909,227	5.59%
Miscellaneous Revenue	31,515,748	2.35%
Other Financing Sources	82,335,760	6.15%
Fund Balance	287,613,954	21.47%
TOTAL SOURCES	1,339,748,646	100.00%

All County Funds
FY 2004-05 Adopted Requirements



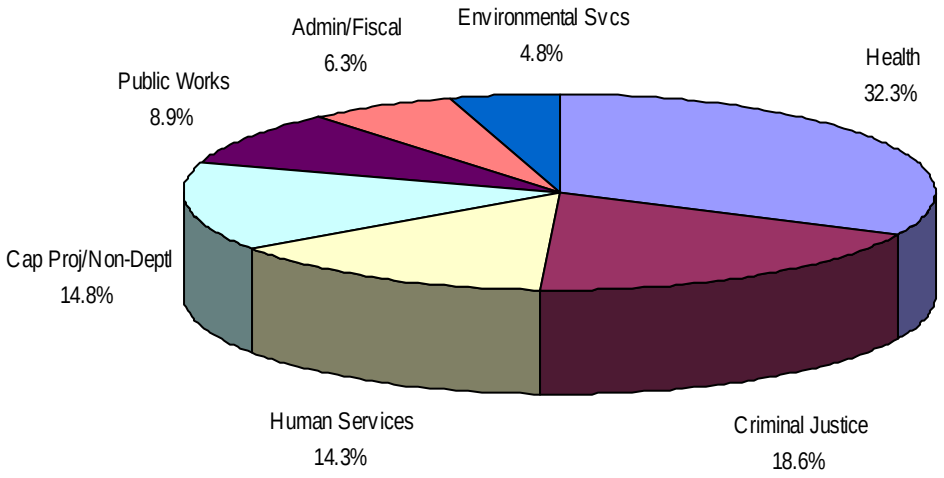
Use of Funds	Adopted FY 2004-05	Percent of Total
Administration and Fiscal	80,204,470	5.99%
Criminal Justice	234,664,866	17.51%
Environmental Services	67,997,102	5.08%
Public Works	121,893,331	9.10%
Health	422,748,352	31.55%
Human Services	185,376,051	13.84%
Capital Projects/Non-Deptl.	226,864,474	16.93%
TOTAL SOURCES	1,339,748,646	100.00%

All County Funds
FY 2005-06 Adopted Sources



Source of Funds	Adopted FY 2005-06	Percent of Total
Taxes	194,354,387	15.06%
Licenses, Permits and Franchises	10,131,225	.79%
Fines, Forfeitures and Penalties	7,770,109	.60%
Use of Money and Property	15,297,049	1.18%
Intergovernmental Revenues	443,562,848	34.36%
Charges for Services	191,188,824	14.81%
Interfund Revenue	75,005,740	5.81%
Miscellaneous Revenue	30,068,186	2.33%
Other Financing Sources	72,816,688	5.64%
Fund Balance	250,761,135	19.42%
TOTAL SOURCES	1,290,956,191	100.00%

All County Funds
FY 2005-06 Adopted Requirements



Use of Funds	Adopted FY 2005-06	Percent of Total
Administration and Fiscal	80,759,605	6.26%
Criminal Justice	240,231,831	18.61%
Environmental Services	62,471,585	4.84%
Public Works	114,526,356	8.87%
Health	417,361,410	32.33%
Human Services	185,071,071	14.34%
Capital Projects/Non-Deptl.	190,534,333	14.75%
TOTAL SOURCES	1,290,956,191	100.00%

County of San Mateo
Total Requirements - All Funds

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
TOTAL REQUIREMENTS						
Administration and Fiscal	75,771,178	73,792,586	77,546,996	80,204,470	2,657,474	80,759,605
Criminal Justice Agency	198,952,222	218,598,551	223,577,498	234,664,866	11,087,368	240,231,831
Environmental Services Agency	25,470,409	26,410,761	28,068,471	28,564,383	495,912	28,899,466
Public Works Agency	15,811,686	16,587,184	16,647,363	18,708,886	2,061,523	16,822,134
Health	196,718,016	213,376,166	214,572,614	219,101,959	4,529,345	210,752,895
Human Services Agency	155,823,711	169,464,875	184,947,537	185,376,051	428,514	185,071,071
Non-Departmental Services	108,332,023	100,677,211	135,380,425	159,057,849	23,677,424	130,598,364
Subtotal General Fund	776,879,246	818,907,335	880,740,904	925,678,464	44,937,560	893,135,366
Medical Center Enterprise Fund	144,371,991	172,991,083	167,661,272	187,734,884	20,073,612	190,364,330
Coyote Point Marina Operating Fund	3,120,160	3,225,752	3,110,200	2,266,676	(843,524)	1,854,924
County Airports Fund	3,217,484	3,598,210	4,433,954	6,167,838	1,733,884	3,442,491
Special Revenue and Trust Funds	101,220,512	96,487,297	87,313,512	85,109,961	(2,203,551)	82,132,188
Capital Projects Funds	21,352,476	23,758,368	28,175,995	29,865,528	1,689,533	18,244,413
Debt Service Fund	24,792,094	52,140,449	36,311,910	44,251,277	7,939,367	44,284,666
Special Districts Funds	56,657,958	46,579,346	46,479,095	42,827,051	(3,652,044)	41,984,547
Internal Service Funds	13,711,997	15,244,270	14,552,954	15,846,967	1,294,013	15,513,266
Total Non-General Fund	368,444,672	414,024,776	388,038,892	414,070,182	26,031,290	397,820,825
Total Requirements - All Funds	1,145,323,918	1,232,932,111	1,268,779,796	1,339,748,646	70,968,850	1,290,956,191
Total Sources - All Funds	1,223,251,238	1,337,471,541	1,268,779,796	1,339,748,646	70,968,850	1,290,956,191
AUTHORIZED POSITIONS						
Salary Resolution	5,062.0	5,331.0	5,302.0	5,260.0	(42.0)	5,252.0
Funded FTE	4,895.3	5,100.1	5,040.7	5,031.6	(9.1)	5,029.1

County of San Mateo
All Funds

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	177,577,071	212,337,942	178,681,644	186,689,931	8,008,287	194,354,387
Licenses, Permits and Franchises	8,307,998	8,832,353	10,254,034	9,989,402	(264,632)	10,131,225
Fines, Forfeitures and Penalties	7,995,174	8,431,922	7,637,458	7,770,109	132,651	7,770,109
Use of Money and Property	18,867,568	14,931,705	15,847,109	15,086,677	(760,432)	15,297,049
Intergovernmental Revenues	413,548,434	421,574,431	414,159,251	454,919,334	40,760,083	443,562,848
Charges for Services	146,379,386	171,534,439	171,729,137	188,918,504	17,189,367	191,188,824
Interfund Revenue	70,938,378	73,012,421	78,220,767	74,909,227	(3,311,540)	75,005,740
Miscellaneous Revenue	36,299,320	40,709,949	28,209,848	31,515,748	3,305,900	30,068,186
Other Financing Sources	69,173,347	90,672,691	80,076,273	82,335,760	2,259,487	72,816,688
Total Revenue	949,086,676	1,042,037,853	984,815,521	1,052,134,692	67,319,171	1,040,195,056
Fund Balance	274,164,562	295,433,687	283,964,275	287,613,954	3,649,679	250,761,135
TOTAL SOURCES	1,223,251,238	1,337,471,540	1,268,779,796	1,339,748,646	70,968,850	1,290,956,191
REQUIREMENTS						
Salaries and Benefits	420,179,043	475,397,885	493,143,047	526,841,254	33,698,207	549,979,649
Services and Supplies	282,645,555	291,877,985	321,242,840	334,526,532	13,283,692	316,767,805
Other Charges	219,810,744	254,307,606	262,613,137	256,014,205	(6,598,932)	251,714,683
Fixed Assets	25,237,811	26,547,313	52,397,538	43,730,070	(8,667,468)	10,345,497
Other Financing Uses	69,041,133	90,718,793	88,437,973	85,167,650	(3,270,323)	76,991,562
Gross Appropriations	1,016,914,286	1,138,849,583	1,217,834,535	1,246,279,711	28,445,176	1,205,799,196
Intrafund Transfers	(92,745,874)	(99,705,576)	(111,647,299)	(113,841,040)	(2,193,741)	(114,100,429)
Net Appropriations	924,168,412	1,039,144,007	1,106,187,236	1,132,438,671	26,251,435	1,091,698,767
Contingencies/Dept Reserves	221,155,506	193,788,104	162,592,560	207,309,975	44,717,415	199,257,424
TOTAL REQUIREMENTS	1,145,323,918	1,232,932,111	1,268,779,796	1,339,748,646	70,968,850	1,290,956,191
AUTHORIZED POSITIONS						
Salary Resolution	5,062.0	5,331.0	5,302.0	5,260.0	(42.0)	5,252.0
Funded FTE	4,895.3	5,100.1	5,040.7	5,031.6	(9.1)	5,029.1

County of San Mateo
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	155,239,956	188,002,427	156,015,890	163,346,403	7,330,513	170,268,109
Licenses, Permits and Franchises	3,887,882	4,871,087	5,154,034	5,126,498	(27,536)	5,244,321
Fines, Forfeitures and Penalties	6,950,755	7,331,752	6,624,088	6,735,109	111,021	6,735,109
Use of Money and Property	13,465,124	10,255,229	11,265,710	11,347,253	81,543	11,548,540
Intergovernmental Revenues	359,431,891	366,277,257	359,608,823	390,001,288	30,392,465	382,499,214
Charges for Services	72,729,127	75,849,003	74,248,116	79,137,156	4,889,040	76,202,186
Interfund Revenue	51,473,754	52,650,351	56,817,537	57,536,520	718,983	57,609,285
Miscellaneous Revenue	16,482,452	28,574,859	23,050,025	25,403,479	2,353,454	24,848,958
Other Financing Sources	4,933,861	2,093,359	415,000	455,000	40,000	455,000
Total Revenue	684,594,803	735,905,324	693,199,223	739,088,706	45,889,483	735,410,722
Fund Balance	170,211,933	187,541,681	187,541,681	186,589,758	(951,923)	157,724,644
TOTAL SOURCES	854,806,736	923,447,005	880,740,904	925,678,464	44,937,560	893,135,366
REQUIREMENTS						
Salaries and Benefits	328,667,769	361,677,295	375,976,359	398,538,598	22,562,239	415,483,906
Services and Supplies	191,269,513	199,217,149	232,825,282	237,316,276	4,490,994	219,480,680
Other Charges	177,367,772	190,879,659	207,025,222	196,486,998	(10,538,224)	192,584,323
Fixed Assets	2,323,303	2,509,629	3,300,348	3,067,499	(232,849)	703,106
Other Financing Uses	50,406,693	71,470,252	62,970,947	59,070,129	(3,900,818)	56,095,664
Gross Appropriations	750,035,050	825,753,984	882,098,158	894,479,500	12,381,342	884,347,679
Intrafund Transfers	(91,332,483)	(98,103,587)	(106,702,283)	(110,293,597)	(3,591,314)	(110,608,242)
Net Appropriations	658,702,587	727,650,398	775,395,875	784,185,903	8,790,028	773,739,437
Contingencies/Dept Reserves	118,176,679	91,256,937	105,345,029	141,492,561	36,147,532	119,395,929
TOTAL REQUIREMENTS	776,879,246	818,907,335	880,740,904	925,678,464	44,937,560	893,135,366
AUTHORIZED POSITIONS						
Salary Resolution	3,901.0	3,819.0	3,816.0	3,767.0	(49.0)	3,759.0
Funded FTE	3,822.8	3,726.3	3,737.1	3,675.2	(61.9)	3,672.6

Administration and Fiscal
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	437,942	494,669	536,026	591,495	55,469	605,979
Use of Money and Property	318,470	443,274	488,934	455,249	(33,685)	455,249
Intergovernmental Revenues	5,471,032	5,064,540	5,021,949	4,823,509	(198,440)	4,823,509
Charges for Services	22,838,792	22,320,875	18,821,060	21,272,941	2,451,881	22,762,772
Interfund Revenue	16,177,348	16,054,602	17,578,534	18,500,252	921,718	17,959,659
Miscellaneous Revenue	567,055	459,655	234,182	255,500	21,318	255,500
Other Financing Sources	44,241	1,428	100,000	100,000		100,000
Total Revenue	45,854,880	44,839,043	42,780,685	45,998,946	3,218,261	46,962,668
Fund Balance	13,454,650	12,754,922	12,754,922	12,717,783	(37,139)	10,317,344
TOTAL SOURCES	59,309,530	57,593,965	55,535,607	58,716,729	3,181,122	57,280,012
REQUIREMENTS						
Salaries and Benefits	53,653,971	57,514,322	61,014,806	62,062,813	1,048,007	65,065,451
Services and Supplies	28,844,381	29,059,295	34,609,646	33,420,879	(1,188,767)	31,929,270
Other Charges	17,809,320	17,585,193	18,536,603	19,204,292	667,689	18,989,978
Fixed Assets	1,273,417	344,243	686,600	1,560,393	873,793	50,000
Other Financing Uses	56,130	286,577	324,000	324,000		324,000
Gross Appropriations	101,637,220	104,789,630	115,171,655	116,572,377	1,400,722	116,358,699
Intrafund Transfers	(35,980,488)	(37,922,926)	(44,469,041)	(43,446,864)	1,022,177	(43,113,429)
Net Appropriations	65,656,732	66,866,705	70,702,614	73,125,513	2,422,899	73,245,270
Contingencies/Dept Reserves	10,114,446	6,925,881	6,844,382	7,078,957	234,575	7,514,335
TOTAL REQUIREMENTS	75,771,178	73,792,586	77,546,996	80,204,470	2,657,474	80,759,605
NET COUNTY COST	16,461,648	16,198,620	22,011,389	21,487,741	(523,648)	23,479,593
AUTHORIZED POSITIONS						
Salary Resolution	606.0	587.0	587.0	574.0	(13.0)	574.0
Funded FTE	591.2	572.8	572.8	560.2	(12.6)	560.2

Criminal Justice Agency
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	22,313	23,491	21,650	22,250	600	22,250
Fines, Forfeitures and Penalties	6,612,277	6,938,080	6,152,610	6,257,610	105,000	6,257,610
Use of Money and Property	174,198	181,993	105,962	121,510	15,548	121,510
Intergovernmental Revenues	91,666,122	92,286,300	93,341,736	95,956,073	2,614,337	93,718,073
Charges for Services	12,831,675	14,563,070	13,284,814	14,590,401	1,305,587	15,391,110
Interfund Revenue	10,050,568	9,593,067	9,465,498	10,634,985	1,169,487	10,634,985
Miscellaneous Revenue	1,747,223	892,402	968,781	866,476	(102,305)	811,476
Other Financing Sources	230,000	230,000	230,000	230,000		230,000
Total Revenue	123,334,375	124,708,403	123,571,051	128,679,305	5,108,254	127,187,014
Fund Balance	11,173,253	10,604,404	10,604,404	12,605,028	2,000,624	11,989,903
TOTAL SOURCES	134,507,628	135,312,807	134,175,455	141,284,333	7,108,878	139,176,917
REQUIREMENTS						
Salaries and Benefits	126,293,518	141,556,458	142,048,506	149,305,497	7,256,991	156,169,643
Services and Supplies	28,126,212	31,254,827	33,432,361	40,037,335	6,604,974	38,351,445
Other Charges	44,500,878	44,760,866	46,063,065	46,519,877	456,812	47,320,586
Fixed Assets	51,305	290,344	740,390	950,121	209,731	538,121
Other Financing Uses	380,747	441,531	1,769,212	905,032	(864,180)	905,032
Gross Appropriations	199,352,659	218,304,026	224,053,534	237,717,862	13,664,328	243,284,827
Intrafund Transfers	(3,887,257)	(4,156,874)	(4,886,958)	(7,999,589)	(3,112,631)	(7,999,589)
Net Appropriations	195,465,402	214,147,152	219,166,576	229,718,273	10,551,697	235,285,238
Contingencies/Dept Reserves	3,486,820	4,451,399	4,410,922	4,946,593	535,671	4,946,593
TOTAL REQUIREMENTS	198,952,222	218,598,551	223,577,498	234,664,866	11,087,368	240,231,831
NET COUNTY COST	64,444,594	83,285,744	89,402,043	93,380,533	3,978,490	101,054,914
AUTHORIZED POSITIONS						
Salary Resolution	1,319.0	1,294.0	1,294.0	1,264.0	(30.0)	1,264.0
Funded FTE	1,300.8	1,273.6	1,273.4	1,240.5	(32.9)	1,240.5

Environmental Services Agency
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	2,065,576	2,792,344	3,093,187	3,171,503	78,316	3,156,636
Fines, Forfeitures and Penalties	52,136	75,355	58,600	36,000	(22,600)	36,000
Use of Money and Property	127,340	106,627	112,750	81,750	(31,000)	81,750
Intergovernmental Revenues	5,899,302	6,036,141	5,939,499	5,624,786	(314,713)	5,674,341
Charges for Services	2,484,691	3,225,283	3,287,184	3,822,701	535,517	3,822,811
Interfund Revenue	5,521,459	6,056,850	6,389,905	6,337,186	(52,719)	6,662,337
Miscellaneous Revenue	453,230	435,961	319,248	423,622	104,374	230,482
Total Revenue	16,603,735	18,728,560	19,200,373	19,497,548	297,175	19,664,357
Fund Balance	2,256,166	2,225,840	2,225,840	1,544,354	(681,486)	1,383,920
TOTAL SOURCES	18,859,901	20,954,400	21,426,213	21,041,902	(384,311)	21,048,277
REQUIREMENTS						
Salaries and Benefits	11,879,242	12,403,161	12,733,371	12,996,521	263,150	13,455,072
Services and Supplies	13,382,309	14,670,058	15,970,890	15,987,242	16,352	15,508,244
Other Charges	2,340,712	2,089,345	2,179,541	2,004,659	(174,882)	2,005,506
Fixed Assets	394,567	323,878	411,526	84,985	(326,541)	84,985
Gross Appropriations	27,996,829	29,486,441	31,295,328	31,073,407	(221,921)	31,053,807
Intrafund Transfers	(2,808,809)	(3,477,505)	(3,628,682)	(3,324,240)	304,442	(3,182,447)
Net Appropriations	25,188,020	26,008,936	27,666,646	27,749,167	82,521	27,871,360
Contingencies/Dept Reserves	282,389	401,825	401,825	815,216	413,391	1,028,106
TOTAL REQUIREMENTS	25,470,409	26,410,761	28,068,471	28,564,383	495,912	28,899,466
NET COUNTY COST	6,610,509	5,456,362	6,642,258	7,522,481	880,223	7,851,189
AUTHORIZED POSITIONS						
Salary Resolution	143.0	138.0	138.0	133.0	(5.0)	130.0
Funded FTE	140.9	134.9	134.9	129.7	(5.2)	127.2
SOURCES						

Public Works Agency
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	306,223	314,321	330,000	311,000	(19,000)	311,000
Use of Money and Property	401,035	367,519	314,433	413,361	98,928	422,483
Intergovernmental Revenues	9,327	2,736				
Charges for Services	17,641	28,985	15,000	48,580	33,580	47,541
Interfund Revenue	12,759,751	14,294,601	15,237,536	15,121,851	(115,685)	15,410,058
Miscellaneous Revenue	209,507	3,181,249	177,699	151,156	(26,543)	151,156
Other Financing Sources	35,000	35,000	35,000	35,000		35,000
Total Revenue	13,738,485	18,224,412	16,109,668	16,080,948	(28,720)	16,377,238
Fund Balance	1,625,509	92,799	92,799	2,183,042	2,090,243	
TOTAL SOURCES	15,363,994	18,317,211	16,202,467	18,263,990	2,061,523	16,377,238
REQUIREMENTS						
Salaries and Benefits	13,962,647	14,654,063	15,538,999	15,813,681	274,682	16,405,391
Services and Supplies	12,122,454	11,704,949	11,397,173	11,780,328	383,155	10,866,285
Other Charges	3,405,328	3,415,890	3,544,034	3,583,947	39,913	3,583,947
Fixed Assets	27,206	27,349	85,000	98,000	13,000	30,000
Other Financing Uses	2,618,322	3,439,890	3,476,562	3,980,290	503,728	3,479,716
Gross Appropriations	32,135,958	33,242,141	34,041,768	35,256,246	1,214,478	34,365,339
Intrafund Transfers	(16,324,272)	(16,656,548)	(17,408,620)	(17,509,264)	(100,644)	(17,543,205)
Net Appropriations	15,811,686	16,585,593	16,633,148	17,746,982	1,113,834	16,822,134
Contingencies/Dept Reserves		1,591	14,215	961,904	947,689	
TOTAL REQUIREMENTS	15,811,686	16,587,184	16,647,363	18,708,886	2,061,523	16,822,134
NET COUNTY COST	447,862	(1,729,786)	444,896	444,896		444,896
AUTHORIZED POSITIONS						
Salary Resolution	185.0	173.0	173.0	167.0	(6.0)	164.0
Funded FTE	183.2	171.9	181.8	165.7	(16.2)	167.6

Health
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	725,573	891,337	843,171	700,250	(142,921)	818,456
Fines, Forfeitures and Penalties	286,342	318,317	412,878	441,499	28,621	441,499
Use of Money and Property	480,000	502,103	608,248	640,000	31,752	640,000
Intergovernmental Revenues	84,768,169	86,137,333	89,258,656	89,989,999	731,343	84,584,878
Charges for Services	33,061,585	34,376,568	36,983,760	37,758,786	775,026	32,534,205
Interfund Revenue	3,742,028	1,078,343	1,589,982	1,547,112	(42,870)	1,547,112
Miscellaneous Revenue	5,470,686	15,131,902	15,627,928	16,857,068	1,229,140	16,938,053
Other Financing Sources	745,786	146,349	50,000	90,000	40,000	90,000
Total Revenue	129,280,168	138,582,252	145,374,623	148,024,714	2,650,091	137,594,203
Fund Balance	6,409,753	7,774,057	7,774,057	8,959,764	1,185,707	8,329,513
TOTAL SOURCES	135,689,921	146,356,309	153,148,680	156,984,478	3,835,798	145,923,716
REQUIREMENTS						
Salaries and Benefits	69,671,414	75,135,381	79,051,135	83,166,831	4,115,696	87,142,552
Services and Supplies	69,914,604	70,199,431	72,743,197	73,619,029	875,832	61,974,831
Other Charges	28,434,562	27,521,158	29,433,551	29,719,352	285,801	29,652,406
Fixed Assets	48,102	60,607	238,048	150,000	(88,048)	
Other Financing Uses	38,384,009	51,207,495	44,021,490	43,332,922	(688,568)	43,152,000
Gross Appropriations	206,452,692	224,124,073	225,487,421	229,988,134	4,500,713	221,921,789
Intrafund Transfers	(15,155,315)	(17,621,381)	(17,788,281)	(17,712,493)	75,788	(17,990,378)
Net Appropriations	191,297,377	206,502,692	207,699,140	212,275,641	4,576,501	203,931,411
Contingencies/Dept Reserves	5,420,639	6,873,474	6,873,474	6,826,318	(47,156)	6,821,484
TOTAL REQUIREMENTS	196,718,016	213,376,166	214,572,614	219,101,959	4,529,345	210,752,895
NET COUNTY COST	61,028,095	67,019,857	61,423,934	62,117,481	693,547	64,829,179
AUTHORIZED POSITIONS						
Salary Resolution	925.0	875.0	875.0	876.0	1.0	874.0
Funded FTE	889.1	832.3	836.4	831.8	(4.6)	829.8

Human Services Agency
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	26,752	27,017	27,017	27,017		27,017
Intergovernmental Revenues	120,515,787	137,162,063	151,611,045	150,547,830	(1,063,215)	149,742,274
Charges for Services	1,471,440	1,310,527	1,856,298	1,643,747	(212,551)	1,643,747
Interfund Revenue	327,337	41,054	75,000	50,000	(25,000)	50,000
Miscellaneous Revenue	7,752,197	7,988,791	5,722,187	6,849,657	1,127,470	6,462,291
Total Revenue	130,093,513	146,529,452	159,291,547	159,118,251	(173,296)	157,925,329
Fund Balance	7,747,425	5,765,281	5,765,281	6,166,477	401,196	4,886,811
TOTAL SOURCES	137,840,938	152,294,733	165,056,828	165,284,728	227,900	162,812,140
REQUIREMENTS						
Salaries and Benefits	53,187,487	60,389,701	65,053,542	69,157,255	4,103,713	72,509,797
Services and Supplies	35,500,650	36,081,200	40,618,852	40,930,937	312,085	40,310,079
Other Charges	78,663,487	84,400,993	91,418,630	90,366,517	(1,052,113)	88,031,900
Fixed Assets	339,491	1,437,814	928,000	224,000	(704,000)	
Other Financing Uses	109,973	311,859	338,135	341,947	3,812	341,947
Gross Appropriations	167,801,087	182,621,568	198,357,159	201,020,656	2,663,497	201,193,723
Intrafund Transfers	(16,548,955)	(17,754,318)	(18,007,248)	(19,731,338)	(1,724,090)	(20,209,385)
Net Appropriations	151,252,132	164,867,249	180,349,911	181,289,318	939,407	180,984,338
Contingencies/Dept Reserves	4,571,579	4,597,626	4,597,626	4,086,733	(510,893)	4,086,733
TOTAL REQUIREMENTS	155,823,711	169,464,875	184,947,537	185,376,051	428,514	185,071,071
NET COUNTY COST	17,982,773	17,170,142	19,890,709	20,091,323	200,614	22,258,931
AUTHORIZED POSITIONS						
Salary Resolution	723.0	752.0	749.0	753.0	4.0	753.0
Funded FTE	717.6	740.7	737.7	747.3	9.6	747.3

Non-Departmental Services
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	155,239,956	188,002,427	156,015,890	163,346,403	7,330,513	170,268,109
Licenses, Permits and Franchises	330,255	354,924	330,000	330,000		330,000
Use of Money and Property	11,937,330	8,626,696	9,608,366	9,608,366		9,800,533
Intergovernmental Revenues	51,102,153	39,588,143	14,435,938	43,059,091	28,623,153	43,956,139
Charges for Services	23,302	23,695				
Interfund Revenue	2,895,262	5,531,834	6,481,082	5,345,134	(1,135,948)	5,345,134
Miscellaneous Revenue	282,554	484,900				
Other Financing Sources	3,878,834	1,680,581				
Total Revenue	225,689,647	244,293,202	186,871,276	221,688,994	34,817,718	229,699,915
Fund Balance	127,545,177	148,324,378	148,324,378	142,413,310	(5,911,068)	120,817,151
TOTAL SOURCES	353,234,824	392,617,580	335,195,654	364,102,304	28,906,650	350,517,066
REQUIREMENTS						
Salaries and Benefits	19,490	24,209	536,000	6,036,000	5,500,000	4,736,000
Services and Supplies	3,378,904	6,247,389	24,053,163	21,540,526	(2,512,637)	20,540,526
Other Charges	2,213,484	11,106,213	15,849,798	5,088,354	(10,761,444)	3,000,000
Fixed Assets	189,216	25,394	210,784		(210,784)	
Other Financing Uses	8,857,511	15,782,900	13,041,548	10,185,938	(2,855,610)	7,892,969
Gross Appropriations	14,658,605	33,186,105	53,691,293	42,850,818	(10,840,475)	36,169,495
Intrafund Transfers	(627,388)	(514,035)	(513,453)	(569,809)	(56,356)	(569,809)
Net Appropriations	14,031,217	32,672,070	53,177,840	42,281,009	(10,896,831)	35,599,686
Contingencies/Dept Reserves	94,300,806	68,005,141	82,202,585	116,776,840	34,574,255	94,998,678
TOTAL REQUIREMENTS	108,332,023	100,677,211	135,380,425	159,057,849	23,677,424	130,598,364
NET COUNTY COST	(244,902,802)	(291,940,369)	(199,815,230)	(205,044,456)	(5,229,226)	(219,918,703)

County of San Mateo
All Funds

FY 2004-05 Revenues by Type

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	% Change 2004-05
SOURCES						
Property Taxes - General Fund	125,684,154	133,679,791	132,972,376	140,167,338	7,194,962	5.4%
Property Taxes - Non-General Fund	19,886,846	21,055,269	20,535,072	21,299,183	764,111	3.7%
Property Taxes - Supplemental	7,475,306	6,288,089	4,307,439	4,149,611	(157,828)	(3.7%)
ERAF Shift		25,829,425				0.0%
Sales and Use Taxes	15,455,170	15,351,426	14,261,802	14,290,265	28,463	0.2%
Half-Cent Transportation Taxes	1,445,925	1,444,593	1,350,000	1,381,720	31,720	2.3%
Property Transfer Tax	5,849,734	7,002,464	4,117,096	4,168,734	51,638	1.3%
Transient Occupancy Tax	589,903	631,931	611,211	695,124	83,913	13.7%
Other Taxes	1,190,033	1,054,956	526,648	537,956	11,308	2.1%
Taxes	177,577,071	212,337,944	178,681,644	186,689,931	8,008,287	4.5%
Building Permits	1,276,067	1,582,375	1,909,466	1,903,503	(5,963)	(0.3%)
Development and Zoning Permits	1,212,979	1,652,372	1,656,742	1,575,100	(81,642)	(4.9%)
Franchise Fees	5,031,094	4,615,012	5,760,000	5,503,904	(256,096)	(4.4%)
Other Licenses and Permits	787,857	982,595	927,826	1,006,895	79,069	8.5%
Licenses, Permits and Franchises	8,307,997	8,832,354	10,254,034	9,989,402	(264,632)	(2.6%)
Court Fines and Forfeitures	7,519,040	7,632,526	7,170,260	7,322,390	152,130	2.1%
Other Penalties and Forfeitures	476,134	799,395	467,198	447,719	(19,479)	(4.2%)
Fines, Forfeitures and Penalties	7,995,174	8,431,921	7,637,458	7,770,109	132,651	1.7%
Interest Earnings	14,782,769	10,237,747	12,215,269	11,412,189	(803,080)	(6.6%)
Other Investment Income	1,256,034	1,881,004	1,000,000	1,000,000		0.0%
Rents and Concessions	2,828,766	2,812,955	2,631,840	2,674,488	42,648	1.6%
Use of Money and Property	18,867,569	14,931,706	15,847,109	15,086,677	(760,432)	(4.8%)
Motor Vehicle in Lieu	49,968,879	38,210,198	46,303,219	48,163,694	1,860,475	4.0%
Realignment	57,232,742	59,786,683	62,184,058	65,050,335	2,866,277	4.6%
Public Safety Sales Tax (Prop. 172)	68,354,685	64,430,963	65,465,128	65,320,980	(144,148)	(0.2%)
Social Services Programs	112,685,270	130,449,119	142,243,353	140,464,516	(1,778,837)	(1.3%)
Mental Health Services	13,908,351	14,349,565	18,062,959	17,558,541	(504,418)	(2.8%)
Public Health Services	13,369,388	13,809,750	14,689,909	15,029,112	339,203	2.3%
San Mateo Medical Center	21,327,333	24,771,182	22,879,059	30,663,494	7,784,435	34.0%
Other Federal and State Aid	76,701,786	75,766,971	42,331,566	72,668,662	30,337,096	71.7%
Intergovernmental Revenues	413,548,434	421,574,431	414,159,251	454,919,334	40,760,083	9.8%

County of San Mateo
All Funds

FY 2004-05 Revenues by Type

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	% Change 2004-05
SOURCES						
General Government Services	18,871,537	18,148,433	15,080,026	17,833,963	2,753,937	18.3%
Public Safety Services	15,280,290	17,108,278	16,481,880	17,576,095	1,094,215	6.6%
Planning and Building Services	1,143,968	1,594,296	1,583,867	2,065,054	481,187	30.4%
Parks Services	2,165,857	2,245,460	2,251,450	2,375,900	124,450	5.5%
Library Services	474,128	624,076	566,200	702,000	135,800	24.0%
Mental Health Services	21,523,910	23,785,328	24,910,547	24,571,729	(338,818)	(1.4%)
Public Health Services	3,348,521	2,652,689	3,213,969	3,864,917	650,948	20.3%
San Mateo Medical Center	63,337,896	84,392,743	86,596,436	98,423,793	11,827,357	13.7%
Other Health Services	8,182,695	7,935,036	8,854,244	9,312,640	458,396	5.2%
Sanitation Services	4,622,913	4,948,719	4,506,000	5,174,000	668,000	14.8%
Other Charges for Services	7,427,671	8,099,382	7,684,518	7,018,413	(666,105)	(8.7%)
Charges for Services	146,379,386	171,534,440	171,729,137	188,918,504	17,189,367	10.0%
Interfund Revenue	70,938,378	73,012,421	78,220,767	74,909,227	(3,311,540)	(4.2%)
Interfund Revenue	70,938,378	73,012,421	78,220,767	74,909,227	(3,311,540)	(4.2%)
Tobacco Settlement	8,637,644	7,454,854	8,165,526	7,331,989	(833,537)	(10.2%)
Foundation Grants	2,643,134	4,717,152	4,622,648	8,272,291	3,649,643	79.0%
Other Miscellaneous Revenue	25,018,542	28,537,943	15,421,674	15,911,468	489,794	3.2%
Miscellaneous Revenue	36,299,320	40,709,949	28,209,848	31,515,748	3,305,900	11.7%
Operating Transfers - Capital Projects	8,908,483	8,124,229	12,441,741	12,813,865	372,124	3.0%
Operating Transfers - Debt Service	10,404,903	23,589,500	20,878,251	20,985,094	106,843	0.5%
Other Financing Sources	49,859,961	58,958,962	46,756,281	48,536,801	1,780,520	3.8%
Other Financing Sources	69,173,347	90,672,691	80,076,273	82,335,760	2,259,487	2.8%
Total Revenue	949,086,676	1,042,037,857	984,815,521	1,052,134,692	67,319,171	6.8%
Fund Balance - General Fund	170,211,933	187,541,681	187,541,681	186,589,758	(951,923)	(0.5%)
Fund Balance - Non-General Fund	103,952,629	107,892,006	96,422,594	101,024,196	4,601,602	4.8%
Fund Balance	274,164,562	295,433,687	283,964,275	287,613,954	3,649,679	1.3%
TOTAL SOURCES	1,223,251,238	1,337,471,544	1,268,779,796	1,339,748,646	70,968,850	5.6%

Explanation of Major Revenue Sources:

Property Tax

Taxes are levied for each fiscal year on taxable real and personal property which is situated in the county as of the preceding January 1. For assessment and collection purposes, property is classified either as "secured" or "unsecured," and is listed accordingly on separate parts of the assessment roll. The "secured roll" is that part of the assessment roll containing State assessed property and real property having a tax lien which is sufficient, in the opinion of the Assessor, to secure payment of the taxes. Other property is assessed on the "unsecured roll" and includes aircraft and commercial equipment.

Secured property tax is the County's largest discretionary General Fund revenue source. Average growth in the last five years is 8.6%, while projections for the next five years reflect $9.4 million or 6.8% average annual growth, assuming no additional shifts to Educational Relief Augmentation Fund (ERAF). A growth factor of 6% was used for FY 2004-05.

About 90% of unsecured property tax is generated from businesses at the San Francisco International Airport. Average growth in the last five years was 5.9%, primarily due to the construction of the new international terminal. Projections for subsequent years are moderate, with average growth of 2.4%. This revenue has been reduced by 1% given reductions in valuation of business-related property.

Educational Revenue Augmentation Fund (ERAF) Shift

An operational audit conducted by the County Controller's Office identified prior year ERAF contributions for school funding over and above mandated levels, generating $37.5 million in unexpected one-time revenue in FY 2003-04 for local taxing agencies wherein the County received $25.8 million.

General Purpose Sales Tax (Non-Public Safety)

The State collects and rebates to the County a one percent tax on retail transactions within unincorporated areas of the County.

Sales tax receipts were flat compared to the prior year, which represents an improvement over recent years. Average decline in the last five years is 2.1%. FY 2004-05 includes growth but also reflects the annualized loss of jet fuel sales tax to the City of Oakland.

Approximately 60% of the County's sales tax revenue comes from point-of-sale transactions or sales occurring in businesses located in the unincorporated areas of the county; the remainder comes from a portion of sales tax generated in the cities. About 45% of point-of-sale revenues ($5 million annually) come from businesses at San Francisco Airport, mostly from car rental agencies and jet fuel (almost all jet fuel portion, approximately $1.5 million, will be going to City of Oakland beginning in FY 2004-05). Any decline in sales tax will have a negative impact on Public Safety Sales Tax revenue.

Transient Occupancy Tax (TOT)

A transient occupancy tax is levied on the charge for renting any hotel or motel accommodations within unincorporated areas of the county. The transient occupancy tax rate is 10%. Receipts for FY 2003-04 were 7.1% higher compared to the previous year. Average growth for the last five years is 4.3%, primarily due to the opening of the Costanoa Lodge and Camp in the unincorporated coast. No growth has been included in FY 2004-05, but moderate growth at 3% annually over the next five years is projected.

Planning and Development Permits and Fees

Planning and Building fees for FY 2003-04 were calculated to essentially eliminate the General Fund contribution to the operation of Development Review Services, after including other resources such as miscellaneous revenue from non-fee sources and the projected fund balance at the start of the current fiscal year. Staff felt that before asking the development community to pay higher fees, other resources needed to be exhausted first. That meant, however, that the Planning and Building Division would end this fiscal year without the usual substantial fund balance, which is the starting point for the FY 2004-05 budget. In addition, the Division has cost increases to absorb, such as significantly higher salary and benefits costs.

The County Manager's Office has underscored its desire to see the Planning and Building Division become self-supporting through fee revenues. It has been recommended to discontinue the past practice of multi-year fee schedules adopted shortly following each new labor contract and reflecting the annual cost of living increases incorporated into those contracts. Instead, annual adoption of fee schedules each spring is recommended, with the fees set at the level necessary to recover the cost of operations proposed for the next fiscal year.

For FY 2004-05 fees have been calculated to cover the cost of operations within the Development Review Services Program at the current level of staffing (26 FTE), after having made all feasible reductions such as the discontinuance of maintenance support to Geographic Information Systems (GIS) and the deferment of computer equipment replacements and upgrades. However, there has been some reduction in permit activity that would warrant reduction in staffing if service were maintained at current levels. For that reason, the recommended strategy is to reduce staffing through attrition by holding vacancies (if necessary) until the end of next fiscal year and then assessing the appropriate level of staffing under the circumstances that prevail at that time, and setting staffing levels and fees accordingly for FY 2005-06.

Interest Earnings and Other Investment Income

Earnings include the interest earned on bank deposits and other investments, as well as gains and losses on the sale of securities and investments. Gross earnings for FY 2003-04 were down 30.7% from the previous year. This decline is expected to continue as Fund Balances are used on a short-term basis to balance the budget over the next three years. Other investment income includes net earnings from the prepayment of retirement contributions.

Vehicle License Fees (Non-Realignment VLF)

The Vehicle License Fee ("VLF") is an annual fee on the ownership of a registered vehicle in California. Automobiles, motorcycles, pick-up trucks, commercial trucks and trailers, rental cars and taxicabs are all subject to the VLF. VLF revenues are distributed by the State to cities and counties based on population, where the vehicle is registered and other factors. Approximately three-fourths of VLF revenues can be used for any purpose, with the remaining funds used to pay for "realignment" of health and social services programs (see below).

Receipts for FY 2003-04 from this revenue source were down 23.5% from last year, primarily due to the 90-day backfill "gap" and the delay in receiving catch-up backfill payments from the State Controller's Office. The total General Fund VLF loss was $11.8 million in FY 2003-04, which has been addressed in the budget by utilizing reserves. The State budget contains VLF backfill for FY 2004-05 in the form of property tax, less $6.7 million for the County in each of the next two fiscal years as part of the proposed agreement with local government. The County will use Reserves to make up the short-term loss in VLF. A conservative annual growth rate of 2% over prior year estimates (adjusted to make whole) has been included in revenue projections from this source.

Realignment VLF and Sales Tax

During FY 1991-92, the State experienced a budget deficit and revenue increases were used to balance the budget. Among the most significant was the shift of responsibility from the State to counties for health, mental health and various social services programs, accompanied by a source of revenue to pay for the funding changes.

The changes are known as Realignment and the new revenues allocated to counties to fund these programs were ½ percent sales tax and increase in the Vehicle License Fee. The allocation mechanism is complex and formula driven. The formula involves a base year amount and subsequent year growth formulas.

Growth in this formula is driven by the State economy (sales tax revenue) and proportional caseload growth of each county. San Mateo County is experiencing increases in certain caseloads and is anticipating growth in these revenue sources in FY 2004-05.

Public Safety Half-Cent Sales Tax (Proposition 172)

Receipts from this revenue source for FY 2003-04 were down 5.7% compared to the previous year primarily due to a drop in the County's factor (from 2.92% to 2.64% of statewide taxable sales). Remaining reserves balances in the Public Safety Sales Tax Trust Fund were used to cover this budget shortfall. Average growth for the last five years was 2.1%. The budget for FY 2004-05 is flat. Receipts are expected to grow in subsequent years given projected growth in both county and statewide taxable sales. This revenue has been the primary funding source of negotiated labor increases in Criminal Justice departments such as the Sheriff, Probation, District Attorney and Coroner.

The County began receiving revenue from this tax in FY 1993-94 after the ballot initiative passed. Approximately 27% of Criminal Justice and 41% of Public Safety Communications expenditures are funded by this sales tax, which is distributed to the County based on its portion of statewide taxable sales.

Social Services Programs

This includes Federal and State revenues received by the Human Services Agency to fund employment services, protective services and financial assistance programs for eligible residents. Public assistance programs supported by this revenue source include: CalWORKs, MediCal, Food Stamps, General Assistance, Child Welfare Services, Foster Care, and the Workforce Investment Act (WIA). The goal of these public assistance programs is to assist in meeting the basic needs of eligible individuals, and to support their efforts to become productive and self-sufficient members of the community.

There is a net decrease of $1,778,837 (not including $715,622 in additional Realignment revenue) in this funding source due to reductions of $317,607 in Housing and Urban Development revenue based on anticipated housing project completions; elimination of $1,286,125 in funding for one-time costs of establishing the Health Insurance Telecenter; expiring Workforce Investment Act and Center for Substance Abuse Treatment grants in the amount of $2.6 million; a decrease of $112,420 in Food Stamps Employment and Training revenue; adjustments in the amount of $2.8 million to child care allocations; and a reduction of $1.1 million in Proposition 36 substance abuse treatment services revenue. Increases include $1 million in state funding for SAFE Harbor facility renovations; an increase of $1.4 million in Workforce Investment Act and state allocations for employment services programs, including six new positions; $1.1 million in reimbursement of CalWORKs assistance payments based on projected case costs; $294,000 in reimbursements for three new eligibility supervisory positions added mid-year; an increase of $271,675 in child care revenue; an increase of $159,578 in State Department of Rehabilitation revenue; and a net increase in reimbursements of $2 million for child welfare services and $126,555 in adoptions assistance program costs.

Mental Health Services

The net decrease of $504,418 in Intergovernmental Revenues (not including $1,894,249 in additional Realignment revenue), is due to reductions in State Mandated Cost Reimbursements ($953,156) and Short Doyle ($439,949), offset by increases in various State and Federal subventions ($905,566) and additional AFDC Assistance Payment funding ($47,304). Furthermore, Charges for Services are expected to decrease $338,818 primarily due to a 1.5% decrease in Federal Medi-Cal payments due to a reduced Federal revenue sharing ratio.

Public Health

The increase of $339,203 in Intergovernmental Revenues (not including $277,012 in additional Realignment revenue) is due to increases in grant funding for California Children's Services ($346,000); Women, Infants, and Children ($295,000); Bioterrorism ($221,000); Child Health and Disability Prevention ($98,000); and AIDS funding ($57,000); offset by reductions in Community Oriented Health Services (COHS), Federal funding for Community Access Program for Health Administration, termination of the state-funded Youth Social Marketing Program, and various other State and Federal grants ($679,000). An increase in Charges for Services of $650,948 includes additional revenue from Targeted Case Management (TCM), Medi-Cal Administrative Activities (MAA), and Medi-Cal reimbursements through the Health Plan of San Mateo.

San Mateo Medical Center

There is a net increase of $7.8 million in Intergovernmental Revenues due to additional Long Term Care Supplemental funding based on a higher patient census at Burlingame Long Term Care ($8 million) and increased funding from the Health Plan of San Mateo ($1.4 million), offset by a net decrease of $1.6 million due to revision of earlier funding to more conservatively estimate anticipated revenue from certain sources such as SB 855 (Disproportionate Share Hospital Payments) and SB 1732 (Construction Renovation Reimbursement Program). In addition, Charges for Services increase $11.8 million primarily due to reduction of bad debt and adjustments to Contractual Allowances revenue; increased patient volume, including higher census at Burlingame Long Term Care and visits at the Ron Robinson Senior Care Center; reduction in Well Program revenue; and increases in Medi-Cal inpatient per diems, Medi-Care case rates and co-pay revenue.

Tobacco Settlement

On August 5, 1998 the State of California and participating California Counties and Cities entered into a Memorandum of Understanding (MOU) which allocates a portion of tobacco settlement proceeds to the participating counties and cities. On December 9, 1998 the Master Settlement Agreement (MSA) between participating States and various tobacco companies received court approval. The Board has allocated most of these funds to the operations of the San Mateo Medical Center. Under the settlement, California is expected to receive approximately $25 billion through 2025. Tobacco sales, however, have declined since the settlement. San Mateo County revised share of payments for FY 2003 through FY 2011 is as follows:

	Original Distribution	*Revised Distribution 12/10/02*	*Difference*
FY 2003	10,522,000	8,550,056	(1,971,944)
FY 2004	8,782,000	7,504,155	(1,277,845)
FY 2005	8,782,000	7,601,989	(1,180,011)
FY 2006	8,782,000	7,726,303	(1,055,697)
FY 2007	8,782,000	7,844,543	(937,457)
FY 2008	8,956,000	8,517,661	(438,339)
FY 2009	8,956,000	8,645,255	(310,745)
FY 2010	8,956,000	8,760,067	(195,933)
FY 2011	8,956,000	8,885,458	(70,542)
TOTAL	81,474,000	74,035,487	(7,438,513)

Operating Transfers/Other Financing Uses

Contributions from the General Fund to the Medical Center Enterprise Fund for indigent health care services are budgeted as Other Financing Sources. Contributions have been maintained at the same level as budgeted in the prior year. Funding for capital projects and debt service payments from the General Fund and other sources are transferred to the Capital Projects Fund and Debt Service Fund. There were reductions in capital projects in FY 2004-05 due to budget constraints. There were minor increases to debt service. Other Financing Sources are increased in Public Works to transfer funds between special districts for completion of various flood control projects.

County of San Mateo
All Funds

FY 2004-05 Expenditures by Type

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	% Change 2004-05
Operating Expenditures						
Regular Salaries	289,278,747	312,513,910	336,264,722	351,023,971	14,759,249	4.4%
Extra Help	19,447,323	20,754,503	12,286,986	12,302,409	15,423	0.1%
Overtime	13,478,099	14,265,590	10,023,357	10,881,592	858,235	8.6%
Retirement	38,101,217	61,401,952	62,519,331	77,348,379	14,829,048	23.7%
Health Benefits	29,803,979	34,463,371	35,829,183	38,172,726	2,343,543	6.5%
Statutory Compensation	28,745,520	30,553,132	31,032,910	32,608,795	1,575,885	5.1%
Other Benefits	1,324,159	1,445,426	5,186,558	4,503,382	(683,176)	(13.2%)
Salaries and Benefits	420,179,044	475,397,884	493,143,047	526,841,254	33,698,207	6.8%
Office Expense	15,657,974	16,554,635	18,365,427	17,379,417	(986,010)	(5.4%)
Drugs/Medical Supplies	34,773,349	39,582,373	37,741,138	38,882,930	1,141,792	3.0%
Non-Capital Equipment	3,704,833	4,541,254	4,571,590	4,006,690	(564,900)	(12.4%)
Facility/Equipment Maintenance	21,042,433	20,159,924	24,929,117	22,189,565	(2,739,552)	(11.0%)
Utilities Expense	9,520,972	10,018,403	9,263,602	13,221,868	3,958,266	42.7%
Contracts for Services	112,714,076	111,874,011	116,969,447	119,763,035	2,793,588	2.4%
Interagency Agreements	27,963,408	26,837,976	29,619,645	31,793,696	2,174,051	7.3%
Public Assistance Programs	66,193,833	71,363,833	77,721,421	76,355,910	(1,365,511)	(1.8%)
State Trial Court Contributions	16,151,552	17,599,047	17,850,763	18,508,207	657,444	3.7%
Medical Center Contributions	50,293,003	61,292,751	52,387,250	51,822,833	(564,417)	(1.1%)
Other Contributions	11,165,249	13,501,877	15,606,909	16,927,401	1,320,492	8.5%
Internal Services/Overhead	120,799,037	132,068,678	136,636,145	135,872,043	(764,102)	(0.6%)
Debt/Capital Financing	21,648,924	30,173,380	33,910,462	36,402,092	2,491,630	7.3%
Other Financing Uses/Transfers	9,058,920	9,716,996	10,811,094	5,613,558	(5,197,536)	(48.1%)
Other Operating Expense	50,809,869	71,619,247	85,909,940	86,969,142	1,059,202	1.2%
Operating Sub-Total	991,676,476	1,112,302,269	1,165,436,997	1,202,549,641	37,112,644	3.2%
Intrafund Transfers	(92,745,874)	(99,705,576)	(111,647,299)	(113,841,040)	(2,193,741)	2.0%
Operating Total	898,930,602	1,012,596,693	1,053,789,698	1,088,708,601	34,918,903	3.3%
Non-Operating Expenditures						
Capital Improvements	21,084,865	22,122,397	41,854,273	34,765,800	(7,088,473)	(16.9%)
Capital Purchases	4,152,946	4,424,917	10,543,265	8,964,270	(1,578,995)	(15.0%)
Expenditure Total	924,168,413	1,039,144,007	1,106,187,236	1,132,438,671	26,251,435	2.4%
Reserves/Conting.- General Fund	118,176,679	91,256,937	105,345,029	141,492,561	36,147,532	34.3%
Reserves/Conting.- Non-General Fund	102,978,827	102,531,167	57,247,531	65,817,414	8,569,883	15.0%
TOTAL REQUIREMENTS	1,145,323,919	1,232,932,111	1,268,779,796	1,339,748,646	70,968,850	5.6%

County of San Mateo
All Funds

FY 2004-05 Changes in Projected Fund Balance

Agency/Budget Unit	Beginning Balance	Revenues	Expenditures	Ending Balance	Percent Change
General Fund					
General Fund	186,589,758	739,088,706	784,185,903	141,492,561	(24.2%)
Special Revenue and Trust Funds					
Emergency Medical Services Fund	882,226	1,445,529	1,067,460	1,260,295	42.9%
IHSS Public Authority fund	1,346,434	12,237,320	12,446,211	1,137,543	(15.5%)
Fish and Game Propagation Fund	77,863	6,500	25,000	59,363	(23.8%)
Off-highway Vehicle License Fund	297,687	27,500	74,000	251,187	(15.6%)
Structural Fire Protection Fund	1,513,956	5,584,901	6,137,708	961,149	(36.5%)
Road Fund	1,386,538	13,789,011	14,775,549	400,000	(71.2%)
Half-Cent Transportation Fund	2,657,638	2,236,282	3,201,112	1,692,808	(36.3%)
Road Improvement Fund	3,949,612	551,000	1,670,000	2,830,612	(28.3%)
Solid Waste Fund	10,964,776	5,468,321	11,234,687	5,198,410	(52.6%)
County Library Fund	5,944,200	14,561,778	15,999,735	4,506,243	(24.2%)
Sergeants/Teamsters Retiree Health Fund	140,889	40,000	51,230	129,659	(8.0%)
Enterprise Funds					
Coyote Point Marina Operating Fund	1,101,126	1,165,550	1,591,379	675,297	(38.7%)
County Airports Fund	1,772,568	4,395,270	4,688,405	1,479,433	(16.5%)
Medical Center Enterprise Fund	767,172	186,967,712	187,734,884	0	(100.0%)
Special District Funds					
County Service Area #1 Fund	1,035,687	1,624,902	1,978,515	682,074	(34.1%)
Public Works Special District Funds	27,673,661	12,492,801	27,339,878	12,826,584	(53.7%)
Debt Service and Capital Project Funds					
Debt Service Fund	23,266,183	20,985,094	21,535,094	22,716,183	(2.4%)
Accumulated Capital Outlay Fund	7,635		7,635	0	(100.0%)
Criminal Justice Temporary Construction Fund	2,066,511	1,240,000	2,314,689	991,822	(52.0%)
Courthouse Temporary Construction Fund	2,855,738	1,240,000	2,538,114	1,557,624	(45.5%)
Parks Acquisition and Development Fund	3,187,300	3,303,769	6,435,063	56,006	(98.2%)
Capital Projects Fund	869,144	15,095,431	15,964,575	0	(100.0%)
Internal Service Funds					
Motor Pool Internal Service Fund	6,919,971	4,608,995	5,123,844	6,405,122	(7.4%)
Construction Services Fund	339,681	3,978,320	4,318,001	0	(100.0%)
Total All Funds	287,613,954	1,052,134,692	1,132,438,671	207,309,975	(27.9%)

Explanation of estimated Fund Balance changes during the budget year, plus or minus 10% and $100,000:

General Fund

- General Fund - Beginning Fund Balance is equivalent to 25.2% of total revenues. It is anticipated that Fund Balance will be used as part of a three-year plan to balance the budget in order to continue vital health, human services and public safety programs that would otherwise be reduced or eliminated as a result of losses proposed in the State budget. Growth in property tax and other general purpose revenue, along with continued management of costs by keeping the modified hiring freeze in effect and setting annual reduction targets for departments, are anticipated over the next three years so that use of Fund Balance will be limited to one-time costs such as capital improvements, equipment replacement and technology upgrades. The three-year plan also calls for maintenance of Non-Departmental reserves and contingencies at a minimum 6% of General Fund net appropriations.

Special Revenue and Trust Funds

- Emergency Medical Services Fund - Increase in Fund Balance is due to projected revenues from the Emergency Medical Services Appropriation (EMSA) in FY 2004-05, and will be used for payments to physicians providing emergency services to indigent patients.
- IHSS Public Authority Fund - Reduction in Fund Balance is due to increases in the number of Independent Provider hours and in the rate for contract services as well as minor increases in administrative costs.
- Structural Fire Protection Fund - Reduction in Fund Balance is due to appropriations budgeted for fire protection services including personnel costs associated with the California Department of Forestry (CDF) contract.
- Road Fund - Reduction in Fund Balance is due to the appropriation of planned capital expenditures.
- Half-Cent Transportation Fund - Reduction in Fund Balance is due to the appropriation of planned capital expenditures.
- Road Improvement Fund - Reduction in Fund Balance is due to the appropriation of planned capital expenditures.
- Solid Waste Fund - Reduction in Fund Balance due to ongoing commitments in excess of revenue stream.
- County Library Fund - Reduction in Fund Balance is due to appropriations budgeted for increased personnel costs, and for the Library's new Integrated Library System.

Enterprise Funds

- Coyote Point Marina Operating Fund - Reduction in Fund Balance is due to appropriations budgeted for the Marina dredging project.
- County Airports Fund - Reduction in Fund Balance is due to the appropriation of planned capital expenditures.
- Medical Center Enterprise Fund - Reduction in Fund Balance is due to appropriation of capital equipment purchases.

Special District Funds

- Public Works Special District Funds - Reduction in Fund Balance is due to the appropriation of planned capital expenditures for utility districts (sewer, drainage, lighting, and flood control) and increasing contract costs for fire protection and police services.
- County Service Area #1 Fund - Reduction in Fund Balance is due to appropriations budgeted for fire protection and police services including increased personnel costs.

Debt Service and Capital Project Funds

- Criminal Justice Temporary Construction Fund - Reduction in Fund Balance is primarily due to the re-appropriation of $740,000 for the Hall of Justice Seismic Retrofit Project to complete the final phase of the project.
- Courthouse Temporary Construction Fund - Reduction in Fund Balance is primarily due to the re-appropriation of $920,000 for the Hall of Justice Seismic Retrofit Project plus a new appropriation of $475,000 to complete the final phase of the project.
- Parks Acquisition and Development Fund - Reduction in Fund Balance is due to appropriations budgeted for the restoration and development of several park facilities and park projects.

Internal Service Funds

- Construction Services Fund - Reduction in Fund Balance is due to reappropriation of one-time projects to be completed in FY 2004-05.

County of San Mateo
All Funds

FY 2004-05 and 2005-06 Authorized Position Summary

Agency/Budget Unit	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
General Fund						
Administration and Fiscal						
Board of Supervisors	15	15	15	15		15
County Manager/Clerk of the Board	24	23	23	23		23
Assessor-County Clerk-Recorder	123	123	123	123		123
Controller's Office	44	41	41	41		41
Treasurer-Tax Collector	28	28	28	28		28
County Counsel	38	38	38	38		38
Employee and Public Services	180	175	175	171	(4)	171
Information Services Department	154	144	144	135	(9)	135
Criminal Justice						
District Attorney/Public Administrator	123	123	123	123		123
Department of Child Support Services	130	112	121	112	(9)	112
Sheriff's Office	624	595	595	585	(10)	585
Probation Department	427	440	440	429	(11)	429
Coroner's Office	15	15	15	15		15
Environmental Services Agency						
Environmental Services Administration	4	3	3	3		3
Agricultural Commissioner/Sealer	33	33	33	28	(5)	25
U.C. Cooperative Extension	2	2	2	2		2
Local Agency Formation Commission	1	1	1	1		1
Planning and Building	45	44	44	44		44
Parks and Recreation	58	55	55	55		55
Public Works Agency						
Administrative Services	31	29	29	28	(1)	28
Engineering Services	48	40	40	36	(4)	36
Facilities Maintenance and Operations	95	95	95	94	(1)	91
Vehicle and Equipment Services	3	3	3	3		3
Utilities	8	6	6	6		6
Health Services Agency						
Health Services Administration	21	20	20	21	1	21
Emergency Medical Services-GF	5	5	5	5		5
Aging and Adult Services	120	117	117	115	(2)	115
Environmental Health Services	75	76	76	75	(1)	73
Food and Nutrition Services	72	35	35	35		35
Mental Health Services	296	295	295	295		295
Public Health Services	275	272	272	273	1	273
Correctional Health Services	61	55	55	57	2	57
Human Services Agency						
Human Services Agency	723	752	749	753	4	753
Total General Fund	3,901	3,819	3,816	3,767	(49)	3,759

County of San Mateo
All Funds

FY 2004-05 and 2005-06 Authorized Position Summary

Agency/Budget Unit	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Non-General Fund						
Special Revenue and Trust Funds						
Road Fund	79	84	84	79	(5)	79
Half-Cent Transportation Fund	5	5	5	5		5
Solid Waste Fund	10	10	10	10		10
County Library Fund	123	123	123	124	1	124
Enterprise Funds						
Coyote Point Marina Operating Fund	5	5	5	5		5
County Airports Fund	9	8	8	8		8
Medical Center Enterprise Fund	885	1,232	1,206	1,216	10	1,216
Special Districts Funds						
Sewer District Maintenance Fund	7	7	7	7		7
Internal Service Funds						
Motor Pool Internal Service fund	12	12	12	12		12
Construction Services Fund	26	26	26	27	1	27
Total Non-General Fund	1,161	1,512	1,486	1,493	7	1,493
Total All County Funds	5,062	5,331	5,302	5,260	(42)	5,252
Non-County Funds (Information Only)						
First 5 San Mateo County	8	8	8	10	2	10
Retirement (*Sam*CERA)	11	11	11	13	2	13

Explanation of Position Changes:

Administration and Fiscal

Assessor-County Clerk-Recorder: Deletes one vacant Senior Appraiser, one vacant Office Specialist, and one vacant Office Assistant; adds one Principal Auditor-Appraiser, one Records Center Supervisor and one Records Center Assistant, for no net change in total positions.

County Counsel: Deletes one vacant Legal Secretary and adds one Deputy County Counsel IV, for no net change in total positions.

Employee and Public Services: Deletes two filled Management Analysts, one filled Administrative Services Manager, and one vacant Communications Dispatcher, for a reduction of four positions.

Information Services Department: Deletes three vacant Systems Engineers, two vacant Associate Systems Engineers, one vacant Advisory Systems Engineer, one vacant Production Technician, one Records Center Supervisor and one Records Center Assistant, for a reduction of nine positions.

First 5 San Mateo County: Adds one Office Assistant II and one Community Program Specialist III-U, for an addition of two positions.

Retirement: Adds two Retirement Analysts, for an addition of two positions.

Criminal Justice

Department of Child Support Services: Deletes one vacant Child Support Attorney-U, one vacant Child Support Manager, one filled Information Technology Manager, two vacant Child Support Customer Services Specialists, one vacant Office Assistant II, one filled Child Support Supervisor, one filled Child Support Technician, and one vacant Lead Legal Office Assistant, for a reduction of nine positions.

Sheriff's Office: Deletes one filled Public Information Officer, one filled Special Projects Manager, one filled and one vacant Crime Analyst, one vacant Deputy Sheriff, one vacant Lieutenant–U, one vacant ID Technician, one vacant Utility Worker, one vacant Public Services Assistant, one vacant Community Resources Specialist, one vacant Forensic Specialist and one vacant Office Specialist; and adds one Senior Accountant and one Management Analyst III, for a net reduction of 10 positions.

Probation Department: Deletes seven vacant Group Supervisor Is, four vacant Group Supervisor IIs, two vacant Group Supervisor IIIs, one vacant Probation Services Manager I, one vacant Legal Office Services Supervisor and one vacant Accountant I; splits one full-time Deputy Probation Officer III into two part-time positions; and adds one Deputy Probation Officer I, one Deputy Probation Officer II and two Deputy Probation Officer IIIs, for a net reduction of 11 positions.

Environmental Services

Agricultural Commissioner/Sealer: Deletes three filled Biologist/Standards Specialists, one vacant Biologist/Standards Specialist and one vacant Pest Detection Specialist, for a reduction of five positions.

County Library: Adds one Information Technology Technician.

(Net change is a reduction of four positions at the Agency level.)

Public Works

Administrative Services: Deletes one vacant Fiscal Office Assistant II position.

Engineering Services: Deletes four vacant Associate Engineers.

Facilities Maintenance and Operations: Deletes one vacant Custodian position.

Road Construction and Operations: Deletes three vacant Road Maintenance Worker positions, one vacant Road Maintenance Supervisor and one vacant Utility Worker II, for a reduction of five positions.

Construction Services: Adds one Plumber position.

(Net change is a reduction of ten positions at the Agency level.)

Health Services

Health Services Administration: Adds two Community Program Specialist positions and deletes one vacant Staff Nurse-U, for a net addition of one position.

Aging and Adult Services: Deletes one vacant Health Services Manager I and one vacant Social Worker III, for a reduction of two positions.

Environmental Health Services: Deletes one vacant Hazardous Materials Specialist IV-Unclassified.

Mental Health Services: Deletes one vacant Mental Health Program Specialist and one vacant Residential Counselor II; adds one Supervising Mental Health Clinician-E and one Clinical Services Manager II, for no net change in total positions.

Public Health Services: Deletes two vacant Community Worker IIs, one vacant Psychiatric Social Worker II, one vacant Dietitian, one vacant Fiscal Office Specialist, two vacant Community Program Specialist unclassified positions, one vacant Health Services Manager I, one vacant Program Services Manager I and one vacant Office Assistant II; adds one Financial Services Manager II, one Supervising Physician, one Clinics Manager, one Clinical Services Manager I-Nursing, one Public Health Nurse, two Staff Nurses, one Office Specialist, one Dietetic Technician, one Patient Services Assistant II and one Medical Services Assistant II, for a net addition of one position.

Correctional Health Services: Deletes one filled Medical Services Assistant II and one vacant Licensed Psych Technician and transfers one Supervising Physician to Public Health; adds two Marriage and Family Therapist IIs, one Psychologist II, one Supervising Psychologist-E and one Radiology Technician II; for a net addition of two positions.

(Net change is an increase of one position at the Agency level.)

San Mateo Medical Center

San Mateo Medical Center - Deletes two Clinical Services Manager II-Nursing positions (one filled and one vacant), three vacant Medical Services Assistant IIs, two vacant Management Analyst IIIs, one Community Worker II-U, one vacant Administrative Assistant II-E, one vacant Patient Services Assistant II, two vacant Medical Office Specialists, one vacant Data Entry Operator II, one vacant Payroll/Personnel Services Specialist, two vacant Pharmacists, one vacant Health Services Manager I, one vacant Clinical Services Manager I-Nursing, one vacant Office Specialist, two vacant Fiscal Office Specialists, one vacant Medical Office Services Supervisor, one vacant Hospital Central Services Specialist, two vacant Licensed Vocational Nurses and four vacant Custodians; adds 16 Staff Nurses, three Staff Physicians, three Patient Services Assistant IIs, two Medical Technician IIs, two Laboratory Assistant IIs, one Therapy Aide, one Supervising Therapist Personally Handicapped Children – E, one Imaging Specialist, one Administrative Services Manager I, three Patient Services Specialists, one Pharmacy Technician, one Adult Psychiatrist, one Senior Capital Projects Manager, one Resource SP PT Fin Svc Sy, one Charge Nurse and one Utility Worker II, for a net addition of 10 positions.

Human Services

Human Services: Deletes four vacant Employment Services Specialists, two vacant Human Services Analyst's, one vacant Community Program Specialist, one vacant Case Management/Assessment Specialist; adds one Psychiatric Social Worker, three Human Services Supervisors, one Social Worker Supervisor, three Social Worker IIs, one Administrative Secretary II, one Accountant II-U, one Community Worker II-U and one Office Assistant I-U, for a net addition of four positions.

ADMINISTRATION AND FISCAL
Summary of Priorities and Performance Goals

Assessor-County Clerk-Recorder

Develop and Implement New Technologies and eGovernment Solutions
- Acquire and implement a new voting system to comply with the Help America Vote Act (HAVA) of 2002 by the March 2006 Gubernatorial Primary Election
- Integrate the Geographic Information System (GIS) with recorder system

Improve and Expand Community Partnerships
- Develop a Poll Worker Academy to improve service to voters
- Continue to work in partnership with city building officials to implement electronic transfer of building permit data
- Continue to work in partnership with County/city Finance Officers Group to improve financial data exchanges
- Collaborate with the Assessment Appeals Board to reduce the appeal resolution timeline

Controller's Office

Meet or Exceed Performance Targets
- Conduct customer surveys to collect statistical data to determine the level of satisfaction rating and identify those services that need to be modified or improved
- Maintain a flexible, supportive work environment to keep morale high and turnover low
- Maintain high customer satisfaction and high quality service
- Complete the Property Tax Upgrade Project
- Increase training opportunities for IFAS (Integrated Financial and Administrative Solution) users
- Offer interactive web-based services to County customers, such as Appropriation Transfer Requests forms, W-4 payroll deduction forms, e-mail notification for online approvals or purchase requests, etc. via the Controller's intranet
- Actively participate in the Requirements and Implementation Phase of the Automated Time Keeping and Attendance Process which will increase the accuracy and timeliness of payroll time and data input by eliminating manual timecards; increase data collection accuracy; and reduce time coding errors, retroactive time reporting corrections and number of manual payroll checks issued
- Continue providing quality and accessible County financial information for the public such as the Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR)
- Complete automation of the tax apportionment process (Phase II)
- Automate the roll maintenance process

Reduce Liabilities, Protect Resources and Enhance Revenue
- Develop Contracts Management processes and training and automate other accounting cycle processes
- Provide the electronic invoice receipt and payment feature for departments (opportunity to eliminate manual accounts payable entry and check-writing for departments)
- Promote effective and efficient operational strategies Countywide by working with County management to reduce risks, maximize opportunities and improve/streamline County processes resulting in revenue enhancements and cost reductions
- Install web-based, eCommerce-oriented IFAS 7i

County Manager/Clerk of the Board

Promote the County's Interests and Secure Federal/State Funding
- Work to pass housing and special park bills
- Secure Federal funding for Section 8 Housing, Youth Services Center, San Mateo Medical Center (SMMC) improvements and Crime Lab
- Participate in California Youth Authority/Juvenile Justice System Reform task force
- Continue to work on Realignment equity, Educational Revenue Augmentation Fund (ERAF) and Trial Court Funding
- Develop a Memorandum of Understanding (MOU) with SMMC for indigent health care services
- Secure additional disproportionate share funding for SMMC

Continue Countywide Training and Improvements to Policies and Practices
- Develop Fee Policy and prepare consolidated budget/financial policies document

- Conduct user fee analysis and explore further opportunities for full cost recovery
- Continue offering existing Fiscal Officers Training Academy (FOTA) classes and begin development of Budget Monitoring module
- Continue work on improving contracts review and approval process
- Explore cost-effective options for replacement or upgrade of budget system due to vendor phase-out

Improve Performance Data Reliability and Usage
- Jointly design and implement program assessments/data reviews with departments on a pilot basis
- Increase use of performance benchmarking
- Continue to provide OBM Basics, Performance Measurement training for managers
- Develop and conduct the first training session on Managing with Data
- Continue to improve customer survey use and reporting of results
- Provide training on use of performance measures database and report

Refine and Streamline Countywide Processes
- Develop an Agenda Flow process that will improve the Agenda packet procedure
- Collaborate with outside agencies to obtain agenda packets in pdf format for online posting
- Continue to reduce the number of days to complete Board meeting minutes
- Review the feasibility of transferring historical data to the Department's Electronic Document Management System (FileNet) in order to publish these documents online
- Continue to develop strategies to inform the public of the availability of the agenda and supporting documents available online
- Continue implementation and update of recruitment and appointment procedures for Boards and Commissions
- Develop database/program that will offer capability of historical tracking of membership information including names, positions and terms and allow the Board of Supervisors and County staff to access database information
- Develop strategies to inform the public of the availability of the Boards and Commissions recruitment information and application online

Manage Capital Projects and Leased Facilities
- Coordinate activities related to the construction of the Youth Services Center
- Continue to negotiate new leases and lease renewals that link long-term occupancy costs to current market conditions

Treasurer-Tax Collector

Streamline the Collection/Deposit Process
- Print and mail bills as early as possible
- Communicate to depositing departments refined policies and procedures regarding submitting deposit permits in a timely manner
- Research technology and security upgrades in the cashiering area
- Upgrade and enhance the CASHNET cashiering system or replace system
- Explore the option of converting checks into an electronic transaction file or Automatic Clearing House (ACH) transmission
- Develop interface ability between the Interactive Voice Response (IVR) System for credit cards and the Tax Collector's database restricting payments to the correct per parcel amount and denying the systems current ability to accept partial payments
- Explore automated roll correction/Board changes with the Assessor and Controller
- Continue to refine the filter mechanism on the Secured tax roll name and address update process to ensure only valid corrections generate a duplicate bill
- Continue to develop and refine the Secured tax roll extension process on the Tax Collector's AS/400 server
- Continue to train staff to educate them on legislation impacting the workplace

Improve Customer Service
- Continue to distribute customer service surveys to pool participants and make available to customers in lobby areas
- Implement customer suggestions, if any, when financially and administratively feasible
- Improve and enhance comprehensive financial reports and spreadsheets for pool participants via email

Enhance Revenue
- Perform technology upgrades or enhance existing features, as funding allows, of investment resource equipment
- Explore benefits of becoming a pilot program for Union Bank of California in implementing Check 21 legislation to reduce float
- Complete Development of a universal scan line to facilitate bill payment processing for other County departments
- Pursue approval to increase licensing fees to a level in line with surrounding cities and counties

County Counsel

Achieve 95% Overall Customer Satisfaction Rating with Legal Services

- Emphasize continuing education to develop a higher level of expertise and meet client needs by participating in both outside and in-house continuing legal education courses
- Provide training on legal issues to clients
- Keep clients better informed of matters by advising clients periodically of the progress on matters
- Develop closer working relationships with clients by ensuring greater availability for face-to-face meetings

Win or Resolve at Least 93% of General Litigation Cases with Approval of Client

- Seek removal of clients from litigation as early as feasible
- Provide periodic updates to clients regarding progress of litigation
- Assess risks of a favorable or unfavorable result as early in the litigation process as possible to provide guidance on the advisability of settlement or alternative dispute resolution (arbitration, mediation or early neutral evaluation)
- Vigorously represent the client in alternative dispute resolution
- Use dispositive motions, where appropriate, to resolve cases prior to trial
- Vigorously represent the client in the event of trial

Employee and Public Services

Improve Customer Satisfaction and Overall Performance in All Programs

- Implement the new activities in the 2002-04 EPS Plan
- Complete the implementation of the upgrade of the personnel/payroll system in conjunction with the Controller's Office, Information Services and all County departments
- Expand the online requisition/certification system to all departments
- Explore an online Tuition Reimbursement registration, approval and payment system
- Continue to provide education and outreach to nonprofit agencies, cities and special districts regarding the services provided by the County, including training, vendor agreements and recruitment advertising
- Continue to explore the expansion of web-based service delivery to customers, such as online registration and enrollment for benefits
- Explore the feasibility of implementing additional retention/career development programs
- Provide systematic Quality Assurance feedback to staff in the areas of Law Enforcement Mutual Aid Communications, Emergency Medical Dispatch and Emergency Fire Dispatch
- Study the feasibility of upgrading the automated telephone system to support state-of-the-art operations including mapping, Global Positioning System (GPS) and wireless 9-1-1 callers
- Assist the Sheriff's Office in the integration of Mobile Data Terminals in patrol cars
- Develop a "9-1-1 for Kids" Program targeted at pre-school and grade-school children
- Develop instructional pamphlets to educate elderly and bilingual residents on what to expect when they call 9-1-1 for police, fire and medical service
- Continue to provide technical assistance to departments on policies and procedures, product lines, vendor agreements and use of systems
- Continue to provide training on procurement policy, practices and procedures
- Continue to meet with departments on a regular basis to identify how to improve procedures and how to better understand future departmental needs

Reduce Liabilities, Protect Resources and Enhance Revenue

- Implement an online payment system for Revenue Services
- Explore an automated liability claims management system for Risk Management
- Design mandated training for managers and employees to educate them on laws and regulations affecting the workplace
- Certify and implement the nationally recognized Fire Call taking/Dispatching system in order to standardize call screening, dispatch delivery and equipment allocation
- Assume full communications and dispatch responsibilities for the South San Francisco Fire Department, completing countywide fire service communications consolidation
- Pursue grant opportunities to equip a law enforcement emergency back-up communications facility
- Certify as a nationally recognized "Center of Excellence" in Emergency Medical Dispatch in order to ensure quality patient care and efficient resource utilization

- Implement a new payment system that allows debtors to pay outstanding invoices online
- Continue to work with the Probation Department to automate the account referral process
- Pilot a direct payment deposit program with the Treasurer's Office in conjunction with the online payment system
- Expand outreach program beginning with a pilot in the City of San Carlos in an effort to increase the number of licensed pets in the County
- Develop an online payment process for Animal Licensing
- Establish a Countywide vendor agreement for the purchase of recycled printer cartridges
- Consolidate cell phone contracts under a single vendor
- Continue to research the cost/benefit of new technologies and fiscally sound equipment upgrades that improve efficiency and lower cost margins
- Replace the current mass production copy machine with one that enables online job ordering

Information Services Department

Reduce Cost of PC Acquisition and Cost of Standard Maintenance

- Continue to explore alternative technologies and ownership strategies
- Continue to develop and promote remote desktop administration in an effort to reduce the maintenance cost of PC's

Maintain Network and Server Availability

- Continue to develop internal depth-of-support able to handle network and server support calls through the highest level of difficulty
- Continue the network assessment program enabling departments to have a formal review of their Information Technology (IT) infrastructure with recommendations based upon the department's business needs in advance of their budget cycle
- Continue the in-house IT Technician development program that offers department based IT personnel with advanced training and skills

Promote Web Based IT Security

- Implement agent based virus protection software on all of the County Windows and Novell servers and Windows workstations
- Implement a centralized method of providing critical security updates to Windows based workstations and servers available to all County Departments
- Filter 100% of incoming e-mail for viruses and Spam

Ensure IT Projects Follow Established Project Management Procedures

- Continue to train staff in the Project Management Program
- Continue to refine aspects of the Project Management Program processes and procedures

Ensure IT Projects are Completed on Time and Within Budget

- Develop, implement and provide staff training in project estimation methodology for IT projects
- Ensure that clear change control and scope management procedures are established and practiced
- Continue to communicate with departments on project status, including steps necessary to keep projects on track

CRIMINAL JUSTICE
Summary of Priorities and Performance Goals

District Attorney/Public Administrator

Provide Victim Center Services to at least 95% of Victims in All Cases and 58% of Victims in Felony Cases
- Maintain the level of outreach to victims by contacting 5,225 victims of crime in all cases and 1,300 victims in felony cases

Reduce Gang Proliferation
- Prosecute 100% of gang-related cases referred to the District Attorney's Office that meet the standard for filing
- Continue to work cooperatively with law enforcement to identify and prosecute gangs

Aggressively Prosecute Elder Abuse
- Prosecute 100% of elder abuse related cases referred to the District Attorney's Office that meet the standard for filing
- Continue to participate in outreach to educate the faith community on elder abuse
- Continue to provide training to law enforcement to identify situations when senior citizens are at risk of physical or financial abuse

Aggressively Prosecute Public Corruption
- Spot-check 10% of Statements of Economic Interest for officials who file in San Mateo County
- Begin investigations into allegations of theft of public monies within 5 days of notification

Close 90% of Public Administrator Estates Within 12 Months
- Run quarterly reports to determine the current status of open estates
- Deliver Inventory and Appraisal documents to the Deputy Public Administrators within 30 days of receipt of property

Department of Child Support Services

Increase Total Child Support Collections to $30 million

Increase the Percent of Child Support Owed that is Paid to 57%
- Increase staff efficiency and effectiveness on the new automated system through systems analysis, business practice review and on-going training workshops
- Become and remain current on casework by promptly filling all fiscal and casework positions, developing an expedited training process and re-establishing a Special Projects Team
- Continue targeted programs to establish collectable orders and modify arrears when appropriate using the Foster Care Reunification Project, the Incarcerated Parent Project and the Compromise of Arrears Program
- Develop and promote e-business payment options for employers and parents including electronic transfer of wage assignments, one-time and recurring credit card payments and recurring e-checks via the web

Maintain a Customer Service Satisfaction Rating of 4.0 on a Scale of 1 to 5
- Complete development and seeding of the audit tool to enable staff to print accurate and easy to read accounting statements on demand for clients and the court
- Continue to offer clients the opportunity to resolve visitation, custody and parenting issues through the Family Mediation Program
- Provide ombudsman, complaint resolution and State hearing services
- Expand web page functionality to include an interactive application and connections to the Superior Court Family Law online legal forms system
- Evaluate responses to customer service surveys, recognize staff that are commended and follow-up on complaints
- Continue to have wait times of less than 1 minute and abandonment rates under 5% in the Call Center

Sheriff's Office

Countywide and Homeland Security

- Maintain effective security for San Mateo Medical Center and Health Services despite budget constraints, and implement an effective security program for the Burlingame Long Term Care Center
- Successfully apply for and manage Countywide homeland security-related grants with a potential value of approximately $5.2 Million through the Office of Emergency Services
- Establish a minimum level of competency, training and equipment for emergency or catastrophic event response among all levels of Patrol Bureau staff and assigned members of the event-based Mobile Response Teams
- If grant funding is achieved, establish a new Bay Area-wide Counter-terrorism Intelligence Center, in cooperation with the FBI and Department of Homeland Security, and participating local and State agencies
- Work with CalTrain officials to increase the level of security on peninsula commuter trains, including the implementation of two K-9 explosive detection dog teams

Detention and Custody Services

- Successfully and safely manage the Maguire and Women's correctional facilities despite record-high inmate population levels
- Develop a proposal to the Courts for a collaborative Sheriff-Probation GPS-enhanced electronic monitoring program which can safely and effectively manage low-to-medium risk offenders as an alternative to in-custody detention
- Work with the County Manager and Board of Supervisors to identify and develop funding options for a new sentenced inmate facility within the County, pursuant to the County Jail Master Plan

Community Law Enforcement Activities

- Continue efforts to establish a Teen Center and reduce gang affiliations and criminal activities in North Fair Oaks
- Develop a plan to address day-worker loitering in the North Fair Oaks area
- Pursue opportunities for providing new or enhanced contractual services to San Mateo County agencies
- Seek consensus through the City/County Manager's and Police/Sheriff's Associations to develop a proposal for a countywide major crimes task force

Technology and Infrastructure

- Seek approval from the Forensic Laboratory Advisory Steering Committee for implementation of a regional Santa Clara – San Mateo County Forensic Laboratory Network, to allow cost effective utilization of existing lab staff and physical resources to provide timely, high-quality forensic services to County law enforcement agencies
- Implement remaining components of the Records Management System, including the Laboratory Information Management System (LIMS) and mobile data terminal installations in patrol vehicles
- Work with the San Mateo Community College District to fully finance and complete construction of a new Regional Police Training Academy on the College of San Mateo campus

Probation Department

Better Identify Youth and Offender Populations Needing Targeted Probation Services

- Develop and implement adult and juvenile risk assessment and classification instruments
- Re-evaluate and prioritize probation services for highest risk populations
- Secure funding for transitional services for youth returning to their communities from custody

Improve Department Infrastructure

- Implement performance standards for all positions
- Finish updating policy and procedure manuals
- Provide more accurate performance data through use of new database

Develop Staff Capabilities

- Comply with mandated training requirements through use of low-cost or free training
- Implement mentoring program for increased officer development
- Stabilize staff following significant program modifications/reductions

Oversee Construction and Transition to Youth Services Center

- Analyze Department's transition cost
- Develop strategy for move to the new facility
- Create efficiencies and cost savings by working with affected agencies to coordinate transition

Coroner's Office

Maintain Customer Survey Rating of at least 94% Good or Better

- Develop and implement a web-based Coroner's Case Management System (CCMS) to be more cost efficient and allow for the inclusion of photographs
- Improve process of notifying mortuaries when individuals are ready for release

Close 75% of All Cases within 30 Days

- Evaluate and streamline case processing

Complete Disaster Readiness within Two Years

- Evaluate emergency equipment needs
- Seek grant funding for equipment and training
- Provide bio-hazard training for Pathology technicians
- Work with local fire departments for shared resources
- Become actively involved in disaster training drills
- Develop a response plan in case of an airport disaster

Release 94% of Pathology Cases within One Day

- Train Autopsy Technicians to perform such tasks as taking x-rays during an autopsy to save time and money
- Provide additional training to develop new job skills and retain staff
- Examine the physical constraints at the morgue and identify alternatives for improvement
- Review exceptions to the 24 hours turnaround times

Limit Autopsies to 20% of Reported Deaths

- Conduct clinical inspections where appropriate
- Collect and review all possible medical records

ENVIRONMENTAL SERVICES AGENCY
Summary of Priorities and Performance Goals

Improve Customer Satisfaction and Overall Performance in All Programs

- Continue stakeholder meetings at the Coyote Point Marina in conjunction with the Capital Plan
- Continue to seek stakeholder input on Parks and Recreation planning projects
- Focus on improving customer satisfaction in the Development Review Program
- Work with the U.C. Cooperative Extension to develop better performance measures
- Continue training opportunities as resources allow, particularly in the Fire Protection Program

Focus on Developing Long-Range Solutions

- Work with member cities to pass an improved animal control ordinance and plan for cost-effective, long-range plans for the provision of animal control services
- Continue to research and support a long-term funding mechanism for the Parks and Recreation Division
- Continue discussions with the Library Joint Powers Authority on revisions to the JPA Agreement
- Work with California Division of Forestry Staff to develop a plan to continue providing adequate service given budget constraints due to state wage and benefit increases

PUBLIC WORKS
Summary of Priorities and Performance Goals

Maintain Customer Satisfaction and Overall Performance in All Programs

- Implement new noise complaint recording and tracking systems at the Airport
- Upgrade the cost accounting management system (WinCAMS)
- Improve document management and streamline administrative processes
- Create electronic templates for standard engineering calculations
- Continue to explore new methods and materials to extend pavement life
- Expand the customer base for the Construction Services Program
- Stabilize participation and expand program offerings in the Commute Alternatives Program
- Implement a bar coding system for vehicle and equipment repair orders

Continue to Conserve Natural Resources and Maintain and Improve the County's Infrastructure

- Complete the development and implementation of watershed protection standards
- Continue ditch paving efforts to reduce erosion, sedimentation and the need for weed abatement measures
- Develop, implement and maintain waste reduction and recycling programs at County facilities
- Achieve formal acknowledgment from the State of California that the County has complied with the terms of the time extension granted by the California Integrated Waste Management Board, and is in compliance with the waste diversion mandates of state law (AB 939)
- Identify operational and low to no cost energy savings measures for several County buildings and undergo a cooperative effort with PG&E to identify other ways to save energy
- Utilize the Pavement Management System (PMS) to assist in identifying surface preparation projects
- Complete construction of channel and bridge improvements in the Colma Creek Flood Control Zone
- Implement the Sewer Construction Improvement Plan
- Complete the implementation of the Computerized Maintenance Management System (CMMS)
- Develop a capital improvement plan for airport funded projects and infrastructure improvements
- Improve planning and implementation of Congestion Management Programs
- Explore options for providing alternative fuel vehicles (different manufacturers and models)
- Upgrade assigned compact vehicle class to hybrids

HEALTH SERVICES AGENCY
Summary of Priorities and Performance Goals

Implement Program Improvements
- Enhance communicable disease service capacity in Public Health
- Develop a Correctional Health treatment center or a cost-effective alternative for contracted inpatient inmate mental health services
- Develop and implement strategies for sustaining the Children's Health Initiative in collaboration with the Health Plan of San Mateo, the Hospital Consortium, and other community organizations and funders

Reduce Health Disparities
- Follow up the Healthy Communities Summit by identifying strategies for reducing health disparities
- Develop an action plan for implementing identified strategies

Identify and Implement New Initiatives
- Pediatric Obesity Prevention
- Chronic Disease Management
- Children's System of Care Improvements

Ensure Service Coordination with San Mateo Medical Center (SMMC)
- Continue working with SMMC on high priority programs, including the Ron Robinson Senior Care Center, Long-term Care and Mental Health services, expanded communicable disease capacity, and AIDS services
- Develop housing and skilled nursing placement opportunities for mentally ill, aging, and disabled individuals with behavioral problems

Maximize Revenues and Flexibility of Available Funding
- Increase enrollment in Medi-Cal and Healthy Families for eligible Public Health, Mental Health, and Aging and Adult clients
- Evaluate and develop options for maximizing Medi-Cal billing and claiming in Public Health
- Expand strategies for claiming Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) revenues
- Develop strategies for Prenatal to Three Initiative replacement funding
- Enhance billing and collection activities in Mental Health

Improve Technology and Reporting
- Develop data linkages among Health Services, SMMC, and the Human Services Agency to integrate client services information
- Complete implementation for the Mental Health system replacement for HIPAA compliance, enhanced patient information to improve clinical effectiveness, and enhanced billing functioning and capability
- Update the Agency's Strategic Plan for information technology

SAN MATEO MEDICAL CENTER
Summary of Priorities and Performance Goals

Cultivate Growth and Development
- Implement operational plan for Burlingame Long Term Care
- Develop and implement formalized programs for seniors
- Develop operational plans for labor and delivery services
- Provide an expanded array of imaging services
- Further expand volume of patients served
- Improve customer service

Enhance Utilization of Human Resources
- Develop new recruitment strategies and approaches for hard-to-fill positions
- Continue management training program and communications initiatives

Assure Service Excellence
- Improve patient satisfaction levels
- Refine key clinical indicators

Improve Quality Assessment/Utilization Management
- Reduce administrative days
- Move to a state of ongoing regulatory readiness
- Monitor WELL program-specific utilization
- Conduct evaluations of high cost outsourced services for potential cost reduction and conversion to in-house programs

Ensure Financial Strength
- Achieve net income target
- Improve the revenue management cycle
- Reduce the Net County Cost of indigent care

HUMAN SERVICES AGENCY
Summary of Priorities and Performance Goals

Program Support
- Support delivery of high quality customer service to achieve overall customer satisfaction of 90% or better

Community Capacity Building
- Provide assistance to 96% of clients in need of food and 63% of clients in need of housing
- Fund 53 affordable housing units and develop a range of housing options

Economic Self-Sufficiency
- Assist 62% of PeninsulaWorks participants to obtain jobs and 60% of CalWORKs participants to leave cash aid with employment
- Provide employment services to 20,000 PeninsulaWorks participants

Family Strength
- Ensure that children served do not experience a recurrence of maltreatment
- Maintain percentage of clients reducing or abstaining from alcohol or drug use at 70% at 3-months post-intake and 60% at 9-months post-intake
- Provide child care assistance to 3,500 children

LONG-TERM FINANCIAL POLICIES

The primary fiscal agents for the County—the Board of Supervisors, County Manager, Controller, Assessor and Treasurer have made public access to financial information a priority. The County's budget, Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR) are available on the County website, www.co.sanmateo.ca.us. Residents can look up the assessed value of their property or pay their property taxes online. Board meetings (including budget hearings) air on Peninsula TV, a local access cable channel operated by a consortium of public agencies.

COUNTY RESERVES POLICY

The Board of Supervisors approved the County Reserves Policy in April 1999. The creation of the policy was initiated by the County's Fiscal Officers to help reduce the negative impact on the County during times of economic uncertainty and potential losses of funding from other governmental agencies. Fund Balance and Reserves are viewed as one-time sources of funding which are only used for one-time purposes or as part of a multi-year financial plan to balance the budget. The County avoids operating deficits that are created through dependency on one-time funding for ongoing expenditures. The policy establishes minimum requirements for Departmental Reserves, General Fund Appropriation for Contingencies, Reserves for Countywide Capital Improvements and Reserves for Countywide Automation Projects, and provides guidelines for the use of these funds.

Departmental Reserve Requirements

1. Use of One-Time Funds - One-time funds will not be used to fund ongoing operations, unless in the context of a multi-year financial plan to balance expenditures and reserves.

2. Minimum Departmental Reserve Requirements - Departments shall maintain reserves at a minimum of two (2) percent of Net Appropriations. Departmental Reserves will only be used for the following:

   a. One-time emergencies
   b. Unanticipated mid-year losses of funding
   c. Short-term coverage of costs associated with unanticipated caseload increases
   d. Short-term coverage of costs to avoid employee lay-offs provided there is a long-term financial plan

   If reserves are used during the fiscal year, the first priority for excess Fund Balance is to replenish this amount so that the minimum requirement is met.

   For those departments that do not currently maintain reserves, the two-percent minimum will be created to the extent that fund balance is generated by the fiscal year ending June 30, 2001.

   Any exceptions to the use of Net Appropriations as the base for minimum reserve calculation will be made on the basis of materiality of adjustment and impact on direct ongoing operations.

3. Guidelines for Fund Balance in Excess of Minimum Reserve Amount

   Fund Balance generated in excess of the two (2) percent minimum departmental reserves can only be allocated to the following:

   a. Purchase of fixed assets
   b. Sinking fund for future replacement of assets
   c. Deferred maintenance
   d. One-time departmental projects
   e. Reserve for audit disallowances
   f. Local match for grants
   g. Seed money for new departmental programs provided there is a plan that includes identification of future ongoing funding sources and outcome measures
   h. Short-term coverage of operational costs in order to maintain program integrity and prevent employee lay-offs in conjunction with sections 1 and 2 above.

4. Deferred or Incomplete Projects

   Unexpended one-time funds from deferred or incomplete projects can be carried over to the next fiscal year at 100% of the amount not spent. These will be exempt from the 75/25 fund balance policy.

5. Service Departments and Non-General Fund Departments

   a. Service departments do not need to set aside reserves. Fund balances generated by service departments shall be evaluated by the Service Charges Committee at the end of each fiscal year to recommend how they should be applied the following year. Application of funds will be done in a way that maximizes cost reimbursement through claiming and fairly allocates any impacts on the A-87 cost plan.
   b. Internal Service Funds can maintain reserves for future replacement costs, such as for vehicles or equipment.
   c. As a goal, County Enterprise Funds, Special Revenue Funds and Special Districts should generate revenue sufficient to support the full direct and indirect costs of these funds above and beyond General Fund subsidy or contribution levels approved by the Board.

General Fund Non-Departmental Reserve Requirements

1. Appropriation for Contingencies – shall be maintained at three (3) percent of total General Fund net appropriations for one-time emergencies and economic uncertainties. In order to maintain the highest possible credit rating, the first priority for excess Fund Balance at the end of each fiscal year is to replenish this amount so that it is maintained at the 3 percent level.
2. Reserve for Capital Improvements – in order to preserve the County's capital assets, a minimum reserve of $1 million which will include half of the Capital Facilities Surcharge, shall be maintained and appropriated annually for countywide capital improvements as specified in the County's Capital Improvement plan. The ten-year plan will be updated annually during the budget process.
3. Reserve for Countywide Automation Projects – a minimum reserve of $1 million shall be maintained and appropriated annually for countywide automation projects that will generate long-term ongoing savings and reductions to net county cost. Projects will be determined during the budget process.
4. Amounts in Excess of Above Requirements - Fund Balance generated in excess of the above requirements can only be allocated or maintained as reserves for the following one-time or short-term purposes:
   a. Debt retirement
   b. Litigation
   c. Local match for grants involving multiple departments
   d. Seed money for new programs involving multiple departments provided there is a plan that includes identification of future ongoing funding sources and outcome measures; proposals should be submitted to the County Manager's Office in a Decision Package format for review and recommendation to the Board as part of the regular agenda review or budget process
   e. Other purposes deemed to be fiscally prudent for the County as identified and recommended by the County Manager's Office to the Board of Supervisors.

FUND BALANCE POLICY

Fund Balance is a funding source that represents three components: (1) Carryover Fund Balance from the previous fiscal year, (2) additional revenue received in excess of Estimated Revenue or budgeted amounts in the current fiscal year and (3) unspent Appropriations and Reserves in the current fiscal year. Fund Balance can be set aside in Reserves or can also be appropriated for one-time or short-term purposes.

The Board-approved County Reserves Policy recognizes Fund Balance and Reserves as one-time sources of funding and provides specific guidelines on reserves requirements and appropriate uses of this funding. In calculating Fund Balance, the following guidelines should be used:

- General Fund Departments can retain 75% of their year-end fund balances and 100% of unspent Contingencies and Reserves. Non-General Fund Departments and Zero Net County Cost departments can retain 100% of fund balances unless there is agreement to do otherwise.
- The remaining 25% of non-reserved departmental fund balance will go into General Fund Reserves and Contingencies, or appropriated for one-time items such as Countywide technology and capital improvement projects, or appropriated to help balance the budget on a short-term basis.
- Unspent appropriations for technology projects and other one-time special projects can be carried over by departments at 100%.
- Departments with negative Fund Balances are responsible for absorbing 100% of the shortfall.
- The County Reserves Policy requires General Fund departments to maintain a minimum reserves amount equivalent to 2% of Net Appropriations.

INVESTMENT POLICY

California Government Code statutes and the County's Investment Policy govern the County's investment pool activity. Those statutes and policy authorize the County Treasurer to invest in securities issued by the U.S. Government Treasury and its Agencies, certain corporate bonds and notes, bankers' acceptances, certificates of deposit, commercial paper, repurchase agreements, and the State of California Local Agency Investment Fund (LAIF) and securities lending transactions.

The County Investment Policy is reviewed and approved annually by the Board of Supervisors. All amendments to the policy must be approved by the Board. The Board has established an eight member County Treasury Oversight Committee pursuant to State law. The Oversight Committee meets at least quarterly to evaluate general strategies, to monitor results and to evaluate the economic outlook, portfolio diversification, maturity structure and potential risks to the funds. It will also consider cash projections and needs of the various participating entities, control of disbursements and cost-effective banking relationships.

The County's investment policy has the following objectives: safety, liquidity, yield and public trust. On January 7, 2004, the Board made its annual review and approved the County Investment Policy. The County pool attempts to match maturities with capital expenditures and other planned outlays. It is designed as an income fund to maximize the return on investible funds over various market cycles, consistent with limiting risk and prudent investment principles. Yield is considered only after safety and credit quality have been met. The purpose of the fund is to provide investors with a reasonably predictable level of income.

The Treasurer prepares a monthly report for the County pool participants, the Board of Supervisors and members of the Oversight Committee stating the type of investment, name of the issuer, maturity date, par and dollar amount of the investment. The report also lists average maturity and market value. In addition, the Treasurer prepares a cash flow report which sets forth projections for revenue inflows and interest earnings as compared to the projections for the operating and capital outflows of depositors. The projection will be for at least the succeeding twelve months. An annual audit of the portfolios, procedures, reports and operations related to the County pool will be conducted in compliance with California law.

The maximum allowable maturity of instruments in the County pool at the time of investment is 15 years and the maximum dollar weighted average maturity of the fund is five years. Subject to California law, funds deposited in the County pool under the County Investment Policy may only be reclaimed at the rate of 20% of the principal balance per month, exclusive of apportionment, payrolls and day-to-day operations, unless specifically authorized by the Treasurer. Gains and losses in the County pool are proportionately allocated to each depositor quarterly, each being given credit for accrued interest earnings and capital gains based on their average daily pool balance. The minimum balance for an outside agency to maintain an account in the County pool is $100,000.

The Treasurer honors all requests to withdraw funds for normal cash flow purposes. Any requests to withdraw funds for purposes other than cash flow are subject to the limit of 20% of the principal balance per month described above and to the consent of the Treasurer. Such requests are subject to the Treasurer's consideration of the stability and predictability of the County pool or the adverse affect on the interests of the other depositors in the County pool.

The Treasurer may not leverage the County pool through any borrowing collateralized or otherwise secured by cash or securities held unless authorized by the County Investment Policy in accordance with California law. The Investment Officer is prohibited from doing personal business with brokers that do business with the County.

The fund also permits investments in repurchase agreements in an amount not exceeding 100% of the fund value. Collateralization on repurchase agreements is set at 102%. Reverse repurchase agreements are limited to 20% of the fund and must have a maximum maturity of 92 days or maturity date equal to, or shorter than, the stated final maturity of the security underlying the reverse repurchase agreement itself. Currently there are no reverse repurchase agreements in the County pool and the County does not generally invest in reverse repurchase agreements. The County has not been required to make any collateral calls with respect to reverse repurchase agreements previously maintained in the fund.

The County Investment Policy permits certain securities lending transactions up to a maximum of 20% of the County pool. The program is conducted under a Custody Agreement by and between the County and The Bank of New York, as custodian. Currently, voluntary participants account for 32.8% of the County pool's asset value; however, a contract with the Bay Area Air Quality Management District ("BAAQMD"), which accounts for 3.1% of the total portfolio, mitigates the risk of immediate withdrawal by the BAAQMD. This contract is currently pending renewal. The other voluntary investors, including the San Mateo County Transportation Authority, have monthly limitations on withdrawals of 20% of its asset value, as do all participants as described above.

DEBT LIMIT

In 1997, the County Board of Supervisors adopted an ordinance (the “Debt Limit Ordinance”), which provides that annually at the time of approving the County budget, the Board of Supervisors will establish the County debt limit for such fiscal year. Pursuant to the Debt Limit Ordinance, the debt limit is applicable to non-voter approved debt that is the obligation of the County, including lease revenue obligations such as the Bonds. It does not include any voter approved debt or any debts of agencies, whether governed by the Board of Supervisors or not, other than the County. It also excludes any debt which is budgeted to be totally repaid from the current fiscal year budget. The Debt Limit Ordinance provides that the annual debt limit shall not exceed the amount of debt which can be serviced by an amount not to exceed four percent (4%) of the average annual County budget for the current and the preceding four fiscal years. The annual debt limit once established may be exceeded only by a four-fifths (4/5) vote of the Board of Supervisors and upon a finding that such action is necessary in the best interests of the County and its citizens.

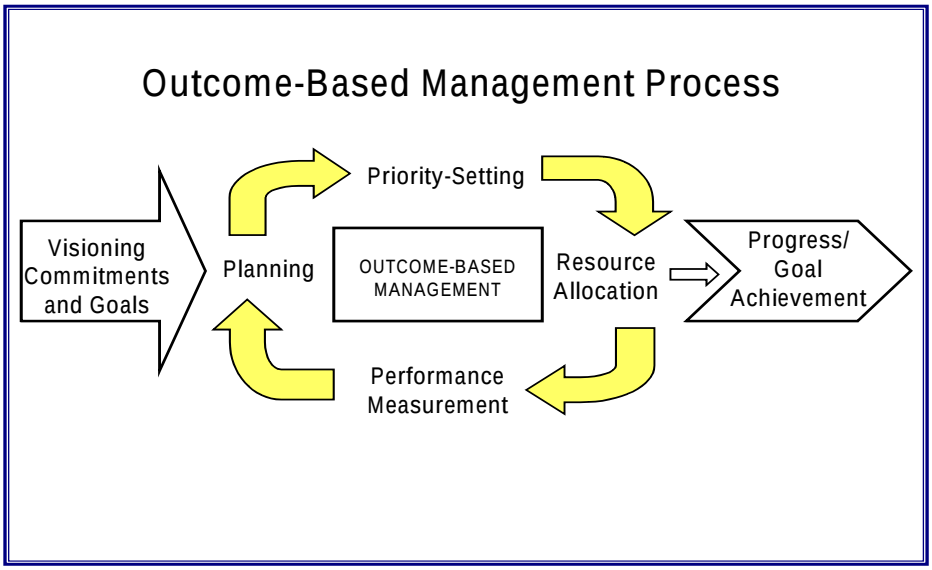
DEVELOPMENT OF FEE POLICY

The County is currently in the process of developing a Fee Policy. A working group of Fiscal Officers from various departments will develop a policy using models already in effect in other jurisdictions, such as the City of San Luis Obispo, and identifying County services where full cost recovery is possible in order to generate additional revenue for future budgets. It is anticipated that a policy in place for development of the FY 2005-06 budget.

COUNTY BUDGET PROCESS

The County budget process is an integral part of Outcome-Based Management (OBM), which requires resources in County programs and services to be allocated toward meeting performance targets and improving overall performance. Using the commitments and goals identified by the community during the County Shared Vision 2010 Process as the long-term direction for County programs and services, all resources are now being allocated toward those areas that can significantly contribute to progress and the achievement of these long-term goals.

The budget process is fluid and ongoing as shown below. During each fiscal year, County departments continuously monitor operational and financial performance, plan for improvements given baseline and anticipated trends affecting performance, and incorporate priorities for the following two fiscal years in their program plans and budgets.



Mid-Year Financial Status

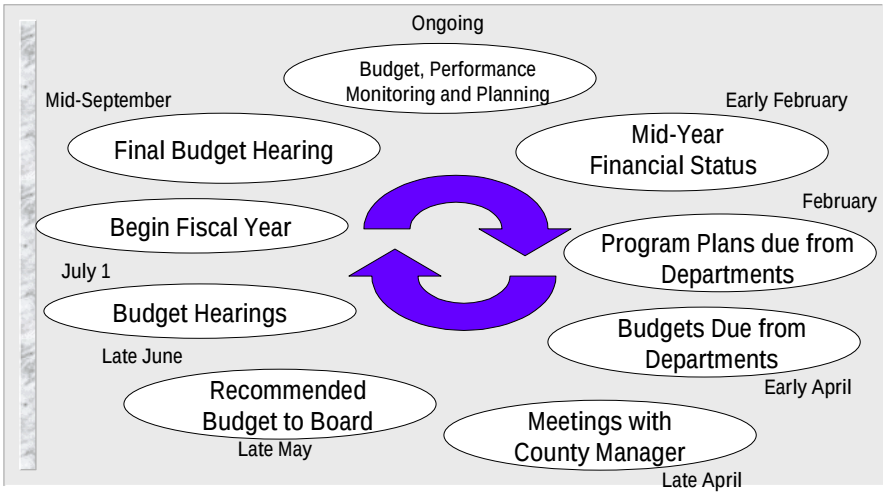
The fiscal year begins July 1 and ends June 30. A mid-year report to the Board of Supervisors is prepared by the County Manager's Office in late January/early February to provide information regarding current financial status of all departments and funds, identify issues that can significantly affect current and subsequent budgets, and make recommendations regarding actions that need to be taken in order to address estimated year-end shortfalls or mitigate projected deficits. Given this and other information, the Board of Supervisors provides direction regarding the development of the Recommended Budget.

Annual Budget Process/Kick-Off

Though the County's annual budget presents information covering two years, the County nonetheless develops annual budgets, beginning with the mid-year financial status report to the Board of Supervisors in late January/early February followed by budget instructions, departmental budget submissions, reviews by the County Manager's Office, meetings with departments, and presentation of the annual Recommended Budget for Board consideration.

The budget cycle begins with the development of budget instructions, including policy guidelines for formulating budgets, budget targets, and the budget calendar for the upcoming cycle. During this time frame, new Fiscal Officers attend Budget Development Overview courses offered through the County's Fiscal Officer's Training Academy (FOTA). In addition, a budget kick-off with all Fiscal Officers occurs the third Wednesday in January and budget system refresher courses are offered to all Fiscal Officers the first week of February.

County Budget Process



Program Plans and Preliminary Budget Meetings

County departments submit their Program Plans to the County Manager's Office in February. The plans contain the following information for each program:

- Program Outcome Statement (statement of purpose)
- Headline Performance Measures
- Services and Accomplishments
- Story Behind Baseline Performance
- Program Priorities
- Performance Measures with Baseline and Target Data

The plans are reviewed by County Manager Analysts to ensure that program outcomes, priorities and performance targets are contributing to the achievement of the Visioning Goals, and that selected performance measures can successfully communicate the progress being made toward these community goals. Departments meet with the County Manager in late February/early March to review program plans and obtain further direction on budget priorities and actions identified to improve performance. After this preliminary meeting, departments finalize their budget changes and submit their complete budget packages in early April to the County Manager's Office.

Agency/Department/Program Budgets and Final Budget Meetings

Budgets are reviewed by County Manager Analysts to ensure they are accurate, meet Net County Cost targets and reflect the priorities agreed upon during the preliminary budget meeting with the department. A final budget meeting with the County Manager is scheduled in late April to resolve any outstanding issues or discuss additional budget items that have been identified since the initial meeting in February.

Recommended Budget and Budget Hearings

The Recommended Budget document is prepared and submitted by the County Manager to the Board of Supervisors in late May. The public has the opportunity to review the budget and speak before the Board of Supervisors during public hearings held in late June. After budget deliberations, the Board adopts the Recommended Budget before the new fiscal year begins on July 1. The Board also adopts a resolution extending the adoption of the final budget to October 2 in order to incorporate any adjustments resulting from the adoption of the State Budget.

Once adopted, the Recommended Budget is uploaded to the County's financial system (IFAS) in early July so that budget monitoring for the new fiscal year can begin.

September Adjustments and Adopted Budget

After fiscal year-end closing activities are completed and the State Budget is approved, final adjustments to Fund Balances and significant changes to the County budget as a result of state budget adjustments are submitted to the Board of Supervisors for a final budget hearing in

September. Changes approved by the Board are included in the Adopted Budget which is published by the 1st of November. The Adopted Budget is uploaded to the County's financial system (IFAS) immediately after the September final budget hearing to update the Working Budget used for budget monitoring purposes.

Budgetary Basis for Accounting

In accordance with the provisions of Sections 29000 and 29143, inclusive, of the California Government Code and other statutory provisions, commonly known as the County Budget Act, the County prepares a balanced budget for each fiscal year on or before August 30. Budgeted expenditures are enacted into law through the passage of an Appropriation Ordinance. This ordinance mandates the maximum authorized expenditures for the fiscal year and cannot be exceeded except by subsequent amendments to the budget by the County's Board of Supervisors. A Balanced Budget is defined as a budget where Total Sources, including Fund Balances, equal Total Requirements, including Reserves and Contingencies, for each appropriated fund (see fund structure chart on Page B-2).

An operating budget is adopted each fiscal year for all Governmental Funds except for the Joint Powers Funding Authority. Expenditures are controlled at the object level within budget units for the County. The object level within a budget unit is the level at which expenditures may not legally exceed appropriations. Any amendments or transfers of appropriations between object levels within the same budget unit or between departments or funds are authorized by the County Manager's Office, those in excess of $50,000 must be approved by the Board of Supervisors. Pursuant to Board Resolution, the County Manager is authorized to approve transfers and revision of appropriations up to $50,000 within a single budget unit as deemed necessary and appropriate. Supplemental appropriations normally financed by unanticipated revenues or reserves during the year must also be approved by the Board of Supervisors, regardless of amount. Budgeted amounts in the budgetary financial schedules are reported as originally adopted and as amended during the fiscal year by resolutions approved by the Board of Supervisors.

The County uses an encumbrance system as an extension of normal budgetary accounting for the general, special revenue, and other debt service funds to assist in controlling expenditures. Under this system, purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of applicable appropriations. Encumbrances outstanding at year-end are recorded as reservations of fund balance since they do not constitute expenditures or liabilities. Encumbrances are combined with expenditures for budgetary comparison purposes. Unencumbered appropriations lapse at year-end. Encumbered appropriations are carried forward in the ensuing year's budget.

The budget approved by the Board of Supervisors for the General Fund includes budgeted expenditures and reimbursements for amounts disbursed to or received from other governmental funds. Revenues received from other governmental funds for reimbursement of services are generally budgeted in Interfund Revenues, such as facilities maintenance. Transfers to and from other governmental funds to provide reimbursement of costs are generally budgeted in Other Financing Uses or Other Financing Sources.

The budgets for the governmental funds may include an object level known as "intrafund transfers" in the charges to appropriations. This object level is an accounting mechanism used by the County to show reimbursements between operations within the same fund. An example of an intrafund transfer would be a General Fund department, such as the Sheriff's Office, reimbursing the Facilities Maintenance Section of Public Works - this would represent a transfer between General Fund budget units for services performed.

The amounts reported on the budgetary basis differ from the basis used to present the basic financial statements in accordance with accounting principles generally accepted in the United States of America (GAAP). Annual budgets are prepared on the modified accrual basis of accounting except that current year encumbrances are budgeted as expenditures, certain transactions are accounted for in different periods between budgetary and GAAP reporting basis, and transactions from sub-funds reclassified from County Agency funds are reported in GAAP reporting basis. The financial statements are reported on the modified accrual basis for governmental funds (i.e., General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Fund) and on the full accrual basis for proprietary funds (i.e., Enterprise Funds, Internal Service Funds) and fiduciary funds (Special District Funds).

Budget Calendar / Key Dates

At the start of the budget cycle, an extensive calendar is prepared detailing all of the key dates from December through October. The following schedule is a list of the key dates that was distributed to Department Heads and Fiscal Officers at the start of the FY 2004-05 and 2005-06 budget development cycle.

Key Budget Meetings/Deliverables	2004 Dates
Year-End Estimates due from departments	January 9
Fiscal Officers Meeting: Budget Kick-Off (Board Chambers)	January 21
Mid-Year Budget Status (Board Report)	January 27
Net County Cost Targets to departments	Week of February 2
Mid-Year Performance Data due from departments	February 13
Program Plans due from departments	February 20
Preliminary Department Budget Meetings with County Manager	March 8-12
Mid-Year Performance Status (Board Report)	March 30
Program Budgets/Overviews due from departments	April 9
Final Department Budget Meetings with County Manager	April 26-30
Recommended Budget to Board (also on County website)	May 28
Recommended Budget Hearings	June28-30
Year-End Analysis/Final Fund Balances due from departments	August 6
Year-End Performance Data due from departments	August 13
Final Budget Hearings/September Revisions and Year-End Performance Status (Board Report)	September 28
Adopted Budget available	October 29

Budget Units (Appropriation Authority Level)

The following schedule on the next two pages lists the budget units that require a separate legal appropriation from the Board of Supervisors.

BUDGETS	Budget Unit Number	Budget Unit Level
ADMINISTRATION AND FISCAL		
Board of Supervisors-District 1	1110B	Division
Board of Supervisors-District 2	1120B	Division
Board of Supervisors-District 3	1130B	Division
Board of Supervisors-District 4	1140B	Division
Board of Supervisors-District 5	1150B	Division
County Manager/Clerk of the Board	1200B	Department
Assessor-Clerk-Recorder	1300D	Department
Controller's Office	1400B	Department
Treasurer-Tax Collector	1500B	Department
County Counsel	1600B	Department
Employee and Public Services	1700D	Department
Information Services	1800B	Department
Grand Jury	1920B	Department
CRIMINAL JUSTICE		
District Attorney/Public Administrator	2510B	Department
Child Support Services	2600B	Department
County Support of the Courts	2700B	Department
Private Defender Program	2800B	Department
Sheriff	3000B	Department
Message Switch	1940B	Department
Probation	3200B	Department
Coroner's Office	3300B	Department
ENVIRONMENTAL SERVICES		
Administration	3500B	Division
Agricultural Commissioner/Sealer	3520B	Division
Animal Control Services	3530B	Division
U.C. Cooperative Extension	3540B	Division
Structural Fire Special Revenue Fund	3550B	Division
County Service Area #1	3560B	Division
Fire Protection-General Fund	3580B	Division
LAFCo	3570B	Division
County Library	3700B	Division
Planning and Building	3800B	Division
Parks and Recreation	3900B	Division
Fish and Game Propagation	3950B	Division
Off-Highway Vehicle License	3960B	Division
Parks Acquisition and Development	3970B	Division
Coyote Point Marina	3980B	Division

BUDGETS	Budget Unit Number	Budget Unit Level
PUBLIC WORKS		
Administrative Services	4510B/P	Division
Engineering Services	4600B/P	Division
Facilities Services	4730B/P	Division
Road Construction and Operations	4520B/P	Division
Construction Services	4740B/P	Division
Vehicle and Equipment Services	4760B/P	Division
Waste Management	4820B/P	Division
Transportation Services	4830B/P	Division
Utilities/Special Districts	4840B/P	Division
Airports	4850B/P	Division
HEALTH SERVICES AGENCY		
Health Services Administration	5500B	Division
Emergency Medical Services	5600B	Division
Emergency Medical Services Fund	5630B	Division
Aging and Adult Services	5700B	Division
IHSS Public Authority	5800B	Division
IHSS General Fund Contribution	6900B	Division
Environmental Health	5900B	Division
Food and Nutrition Services	6000B	Division
Mental Health Services	6100B	Division
Public Health Services	6200B	Division
Correctional Health Services	6300B	Division
Medical Center Operating Budget	6600D	Department
Medical Center Capital Purchases	6750D	Department
Contributions to Medical Center	5850D	Department
HUMAN SERVICES AGENCY		
Human Services Agency	7000D	Agency
NON-DEPARTMENTAL		
Non-Departmental Services-Gen Fund	8000B	Department
Sergeants/Teamsters Retiree Health Fund	8050B	Fund
Appropriation for Contingencies	8100B	Department
Accumulated Capital Outlay Fund	8200B	Fund
Courthouse Construction Fund	8300B	Fund
Criminal Justice Facilities Fund	8400B	Fund
Capital Projects Fund	8500B	Fund
Debt Service Fund	8900B	Fund

GLOSSARY OF BUDGET TERMS

A-87 - A-87 is an Office of Management and Budget (OMB) circular or guideline that sets forth principles and standards for the determination of costs applicable to County programs funded by the Federal and State government. Under the circular, the County has to observe uniformity in its allocation of costs, that is, the County cannot be selective in the allocation process whereby externally (State and Federal) funded programs are not charged equitably. Also referred to as the *Countywide Cost Allocation Plan*, the County uses A-87 guidelines to obtain reimbursement from Federal, State and non-General Fund programs for departments that do not charge directly for services rendered. For example, the Controller's Office does not charge departments for payroll services. However, the cost of providing payroll services to Non-General Fund Departments and programs receiving funds from the Federal and State government for this specific purpose is recovered through A-87. A-87 revenue received by Administration and Fiscal departments and Public Works is centrally budgeted in the Non-Departmental Services budget unit under Interfund Revenues.

Adopted Budget - The Budget that is finally adopted by the Board of Supervisors in September after the State budget is adopted and the impact of the State budget can be assessed and included in the County budget.

Appropriation - An expenditure authorization granted by the Board of Supervisors from a specific fund to a specific Budget Unit. Appropriation authority is granted at the object level: Salaries and Benefits, Services and Supplies, Other Charges, Fixed Assets, Other Financing Uses and Intrafund Transfers.

Authorized Positions (Salary Resolution) - The number of permanent full-time and permanent part-time positions authorized by the Board of Supervisors (excludes extra-help). This represents the maximum number of permanent positions which may be filled at any one time.

BRASS – Budget Reporting and Analysis Support System. The County's budget development software application.

Budget - An itemized summary of probable expenditures and income for a given period.

Budget Unit - A distinct fiscal and organizational entity within the County budget which has a mission and/or funding source sufficiently unique to require a separate legal appropriation from the Board of Supervisors. Budget Units are generally at the department or major division level of an organization.

Budget Unit Summary - Format used in budget book to show major categories of revenues and appropriations for a budget unit.

CAFR – the Comprehensive Annual Financial Report represents the culmination of all budgeting and accounting activities engaged in by management during the prior year, covering all funds of the County, its component units and its financial transactions.

CalWORKs – California Work Opportunity and Responsibilities to Kids; California's welfare-to-work program established by the State Welfare to Work Act of 1997. The program, which replaced AFDC, makes welfare a temporary source of assistance by putting a five-year life-time limit on a receipt of benefits and mandating work requirements

Capital Project - A major one-time outlay of funds for land and/or building acquisition or construction, structural improvements or non-structural renovations to County facilities. Large-scale projects may extend over more than one fiscal year. Capital Projects may be financed from a variety of funding sources and are budgeted in the Fixed Assets expenditure category.

Contingencies – An appropriation category for economic uncertainties, emergencies and unanticipated mid-year funding losses. The minimum General Fund appropriation for contingencies required under the County Reserves Policy is three percent of General Fund net appropriations. Funds budgeted in this category can not be expended without $4/5^{th}$ approval from the Board of Supervisors.

Departmental Reserves – An appropriation category for departments to budget funds which are unexpended in previous years and/or unobligated in the current year. The minimum Departmental Reserves requirement under the County Reserves Policy is two percent of budgeted Net Appropriations. Funds budgeted in this category can not be expended without approval from the Board of Supervisors.

Discretionary Services – Services that are not required by local, State or Federal mandates; services that are mandated but without specified service levels; and services that are provided at levels higher than mandated or in excess of maintenance-of-effort (MOE) requirements.

ERAF - Education Revenue Augmentation Fund. In 1992-93 and 1993-94, in response to serious budgetary shortfalls, the State Legislature and administration permanently redirected over $3 billion of property taxes from cities, counties and special districts to schools and community college districts. These redirected funds reduced the state's funding obligation for K-14 school districts by a commensurate amount. The term "ERAF" is often used as a shorthand reference for this shift of property taxes. ERAF actually is an acronym for the fund into which redirected property taxes are deposited in each county. In 1996-97, cities, counties and special districts deposited about $3.4 billion of property taxes into ERAF. The amount of required ERAF contributions grows annually along with property tax growth rate. To mitigate the ongoing impact of the 1993-94 property tax shift, the Legislature proposed and the voters approved Proposition 172. This measure provides counties and cities and cities with a share of a half-cent of sales tax for public safety purposes.

Enterprise Fund - (1) A fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g., water, gas and electric utilities, airports, parking garages or transit systems). In this case the governing body intends that costs (i.e., expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. (2) A fund established because the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

Expenditure - Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Extra Help - Temporary employees of the County who are not included in the Salary Ordinance. These employees do not receive benefits (i.e., medical, dental, life insurance and paid vacation time).

Fiduciary Funds – Funds that account for resources that governments hold in trust for individuals or other governments.

Final Budget Change – A common description of any change made after the Recommended Budget has been submitted to the Board of Supervisors. Changes usually include corrections and updated revenue/appropriation amounts, and are brought to the Board in the form of "colored sheets" during June budget hearings and September for final budget approval.

Fiscal Year - A 12-month accounting period which differs from the calendar year. In the County, the fiscal year runs July 1 through the following June 30. During the fiscal year, revenues are realized, obligations are incurred, encumbrances are made and appropriations are expended.

Fixed Assets - Long-lived tangible assets (over the value of $5,000) obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include buildings, equipment, and improvements other than buildings and land. In the private sector, these assets are referred to most often as property, plant and equipment.

Full-Time Equivalent (FTE) - This represents the budgeted number of full-time equivalent staffing. A full-time equivalent position is equal to 2,080 hours a year (40 hours/week x 52 weeks). For example: Two full-time positions (40 hours per week), two part-time positions (20 hours per week) and one (.80) part-time position (32 hours per week), equals 3.8 FTE. However, this would represent five authorized positions in the salary resolution.

FTE Equivalent	
2 - Full-time positions (40 hours a week) =	2.0
2 - Part-time position (20 hours a week) =	1.0
1 - Part-time position (32 hours a week) =	.8 (32/40 =.8)
TOTAL: 3.8	

Fund - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance - The difference between fund assets and fund liabilities remaining at year-end. For budgetary purposes, this represents the sum of over-realized or unanticipated revenues and unspent appropriations or reserves at the end of each fiscal year.

Funding Adjustments – The section of the Program Plan and Budget that follows the Resource Allocation Summary table and describes key changes to Total Sources and Total Requirements, and the impact of those changes on a programs financial and operational performance from one budget year to the next. Types of changes include adjustments to Salaries and Benefits for negotiated increases and position changes, changes to operating levels, one-time expenditure outlays for goods or contractual services, and increased revenues from new or increased fees.

GASB 34 – An accounting standard issued by the Government Accounting Standards Board. It sets standards for the financial statements issued by all state and local government entities in the U.S. The standard sets accounting rules for these financial statements and for the accounting data financial statements contain. GASB 34 requires that the cost of fixed assets, i.e. plant, property and equipment, be recognized through depreciation over the life of the assets.

GFOA – Government Finance Officers Association

GIS – Geographic Information System. The GIS is a collection of map data layers representing various geographic features such as parcels, districts, jurisdictions, streets, landmarks, etc., and the attributes describing the spatial features. The creation of the San Mateo County GIS was a joint effort by Public Works, Assessor/Clerk/Recorder/Elections, Environmental Services
and Information Services.

General Fund - The major County operating fund used to account for all financial sources and uses, except those required to be accounted for in another fund.

Gross Appropriations - Total authorized appropriations for a budget unit. It is the sum of Salaries and Benefits, Services and Supplies, Other Charges, Fixed Assets and Other Financing Uses.

HPSM (Health Plan of San Mateo) – The Health Plan of San Mateo (HPSM) is a Medi-Cal county-wide health system, contracted by the State of California. All clients served by the County who are determined to be eligible for Medi-Cal obtain health care services through HPSM.

Headline Measures – The two most meaningful measures to track a program's success, these are presented in graph form for each program presented in the County budget. Headline measures are chosen from the How Well We Do It (service quality) or Is Anyone Better Off? (outcomes) performance measure categories.

Healthy Families – California's non-Medi-Cal health care program for children with monthly family income too high to qualify for Medi-Cal without share of cost, up to 200% of the Federal Poverty Level.

Healthy Kids – County-sponsored health care program provided through the Children's Health Initiative (CHI) for children with monthly family income too high to qualify for Medi-Cal or Healthy Families without share of cost, up to 400% of the Federal Poverty Level.

IFAS - Integrated Fund Accounting System. Financial software that is maintained by the Controller's Office and used by the County for daily accounting purposes such as general ledger, accounts payable, job costing, purchasing and deposits, as well as budget monitoring.

Interfund Revenue - Transfers of costs between different funds; is recorded as revenue by the organization on the receiving end of the transfer.

Intergovernmental Revenues - Revenues from other governmental jurisdictions in the form of grants, entitlements, shared revenues or payments in lieu of taxes. The County receives Intergovernmental Revenue from Federal, State and other local government agencies.

Internal Service Charge - Annual budgetary charges from servicing departments (such as Information Services, Public Works, Employee and Public Services), reimbursing costs incurred in the provision of internal County services to the departments receiving the services. For servicing organizations, the reimbursement is reflected as Intrafund Transfers offsetting their Gross Appropriation (from General Fund departments) or as Revenue (from non-General Fund departments). Services provided by these departments include technology support, telephone services, facilities maintenance and insurance.

Internal Service Funds – One or more funds that account for the goods and services provided by one department to another within government on a cost-reimbursement basis. Departments that use internal services (e.g. vehicle/fleet maintenance) would have an amount budgeted in Other Charges for such services.

Intrafund Transfers - Accounting mechanism to show expenditure transfers or reimbursements between operations *within the same fund* (the most common example is the General Fund). This mechanism is used to better reflect location of department costs. For example, the Board of Supervisors/Assessment Appeals Board receives reimbursement classified as an intrafund transfer from the Assessor-County Clerk-Recorder for processing assessment appeals.

Maintenance of Effort (MOE) - A statutory obligation to provide a minimum amount of funding or other effort toward a specific program area or budget.

Mission (or Mission Statement) – The purpose or mission of a specific department or agency, it consists of the department/agency name, what it does, who it serves and why it exists (purpose). All programs, services, objectives and performance measures of a given department or agency are directly related to the achievement of its mission. The mission of a budget unit is described in terms of overall service to the public and, if applicable, a legal or constitutional mandate.

Net Appropriations - Gross appropriations net of Intrafund Transfers. The Net Appropriation is used when summing up the County General Fund budget to eliminate double budgeting of expenditures reimbursed by other General Fund departments which are also included in Gross Appropriations.

Net County Cost – Total Requirements less Total Sources. This figure represents the part of a budget unit's appropriation that is financed by the General Fund's non-departmental revenues, such as property taxes, sales taxes and interest earnings.

Object Level (of Appropriations/Expenditures) - Major classification category of proposed or actual expenditure as defined by State regulations. Object levels include Salaries and Benefits, Services and Supplies, Other Charges, Fixed Assets, Intrafund Transfers and Other Financing Uses. Appropriations are legally adopted at the object level within the County budget.

One-Time Expenditures - Used to describe and differentiate non-recurring expenditures from routine ongoing costs within a given budget. Typically, equipment purchases and capital improvement projects are one-time expenditures. This category may also include single-year appropriations for special purposes.

Other Charges - An Object Level of expenditure which reflects costs not directly provided by an operating department. Includes certain selected expense categories (e.g., telephone, data processing, radio, rent, program service providers (PSPs), support costs for juvenile court wards, welfare recipients, jail inmates or interagency payments).

Other Financing Sources – An Object Level of expenditure which reflects transfers from one Fund to another for purposes such as capital projects and debt service. The General Fund's contribution to the San Mateo Medical Center is budgeted in Other Financing Sources of the Medical Center Enterprise Fund.

Outcome Based Management (OBM) – County management system that integrates Shared Vision 2010 Goals into a department's existing planning, priority-setting, performance measurement and budget development/resource allocation processes so that all programs and services provided by the County continue to make progress toward goal achievement.

Performance Measures – Indicators used to show (1) what/how much a program does – workload and effort, (2) how well the program provides services – service quality, and (3) whether anyone is better off – effectiveness and outcome of the program.

Performance Measures Summary Table – The section of the Program Plan and Budget that reflects all performance measures for the program with two years of historical data, current year estimates and performance targets for the next two fiscal years.

Program – operating unit(s) within a department that provides services to accomplish a specific outcome or purpose under the direction of a manager who plans the activities of the program, monitors its performance, and is held accountable for its success.

Program Outcome Statement – The purpose or mission of a specific program, it consists of the program name/identity, what it does, who it serves and why it exists (purpose and outcome).

Program Priorities – The section of the Program Plan and Budget that identifies specific priorities and actions to be taken by program staff in order to make progress and improvement in the two upcoming years for which the budget is prepared.

Proposition 172 – Common name for half-cent Public Safety Sales Tax, this revenue source provides funding for over 50% of criminal justice expenditures.

Realignment Revenue – Refers to the shift or realignment of responsibility from the state to counties for health, mental health and various social service programs, accompanied by a source of dedicated revenue. The revenues allocated to counties to fund these programs include a ½ cent sales tax, a portion of the Vehicle License Fees and the state General Fund. The cornerstone to realignment is increased county flexibility, discretion and effectiveness. The state's role under realignment is one of oversight, technical assistance and assessment.

Recommended Budget - The Recommended Budget is submitted for approval by the County Manager to the Board of Supervisors in May of each year. Public hearings are held on the budget in June prior to the beginning of the new fiscal year on July 1. The Recommended Budget may include reductions to meet budget targets or to address revenue changes, as well as specific additional funding for proposed projects, activities or purchases.

Reserves (same as Contingencies/Department Reserves) - Those portions of fund balance that are not appropriated for expenditure or legally segregated for a specific purpose. Reserves are not appropriated for designated expenditures and require a 4/5ths vote by the Board of Supervisors to be transferred into appropriations such as Salaries and Benefits, Services and Supplies or Fixed Assets.

Resource Allocation Summary – Total Sources, Total Requirements, Net County Cost and Authorized Positions/FTE summary that is provided in each program budget.

Revenue - Source of income to an operation from any funding source other than Fund Balance.

Revenue Class - The revenue equivalent of an "object level" of expenditure. Revenue is divided into descriptive classes for budgetary classification. Major classes include Taxes, License and Permits and Franchises; Fines, Forfeitures and Penalties; Use of Money and Property; Intergovernmental Revenues; Charges for Services; Interfund Revenues; Miscellaneous Revenue and Other Financing Sources. Revenue estimates are adopted by the Board of Supervisors at the Revenue Class level. Revenue "Sub Accounts" represent the line-item detail for specific revenue sources within a Revenue Class.

Salaries and Benefits - An Object Level of expenditure reflecting the County's compensation costs for employees. Salaries includes all types of cost attributable to personnel services of full-time, part-time, temporary, and extra-help employees, including overtime, vacation pay, sick leave pay and various types of premium pay. Benefits include the County's share of the costs for health, dental, life insurance, retirement, Social Security and Workers' Compensation.

Salary Ordinance - The master legal roster of all authorized positions in the County, delineated by budget unit. The ordinance is maintained by Employee and Public Services. Each year the Ordinance is completely updated to reflect budget changes. The Master Salary Ordinance as well as all amendments to the Ordinance must be adopted by the Board of Supervisors; changes can occur during the year as required.

Service Charges - Charges from servicing organizations for support services provided to a budget unit. These include: radio, telephone, auto insurance, liability insurance, rent, food services (jail and hospital), information system services and revenue collection services.

Services and Supplies - An Object Level of Expenditure reflecting purchase of goods and services. Includes a wide variety of expense categories required to support the purposes of a given activity (i.e., office supplies, travel and contract services).

Shared Vision 2010 – A community visioning process undertaken by the Board of Supervisors in 2000 to work in partnership with the community to achieve a citizen-developed vision for the future. The Outcome-Based Management (OBM) system has been implemented in all County programs and services to ensure alignment and progress toward the goals identified in the Shared Vision 2010 process.

Special Districts - An independent unit of local government organized to perform a single government function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are water districts, drainage districts, flood control districts, hospital districts, fire protection districts and transit authorities.

Special Funds - Funds used to account for proceeds from specific revenue sources that are legally restricted as to how the revenues may be spent. The Parks Acquisition Fund is an example of this type of fund. It can only be spent for acquiring park land and developing park facilities.

Special Revenue Fund – A fund used to account for revenues legally earmarked for a particular purpose. For example, if property tax revenues are earmarked for library services, a Library Fund would account for the revenues and expenditures associated with such purposes.

Story Behind Baseline Performance – The section of the Program Plan and Budget that describes (1) the current services provided by the program, (2) strengths, opportunities and specific accomplishments leading to improved performance in the prior and current year and (3) limitations and challenges facing the program over the next two years that could affect its performance. A program's priorities are determined by reflecting on baseline performance and taking action toward progress and improvement in the two upcoming years for which the budget is prepared.

TANF – Temporary Assistance for Needy Families

Total Requirements – Reflects all expenditure appropriations, intrafund transfers and reserves.

Total Sources - Reflects all revenues and fund balance utilized to finance expenditure needs.

Trust Fund – A fund established to receive money that the local government holds on behalf of individuals or other governments; the government holding the money has little or no discretion over it. Examples include employee pension funds and taxes collected for other governments.

Use of Money and Property - Revenue account that contains funds received from interest, rent payments or proceeds from the sale of property.

WIA – Workforce Investment Act

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COUNTY OF SAN MATEO PROFILE

County Geography, History, Economics and Government

San Mateo County was established on April 19, 1856. Located between San Francisco and Santa Clara counties on the San Francisco Bay, the County covers 531 square miles and boasts 54-miles of spectacular coastline bluffs and beaches, with 74 percent of its land in agricultural use, watershed, open space, wetlands or parks. Mild climate, abundant natural resources, picturesque landscape of oak-tree dotted rolling green foothills, creeks and majestic stands of old redwoods best describes San Mateo County, making it one of the most attractive communities in California. Historically, as it is equally true today, generations have made a commitment to protect and preserve the County's natural resources.

History

In 1769, while searching for Monterey Bay, a Spanish exploration team led by Captain Gaspar de Portola instead found San Francisco Bay. The Spanish expedition found the peninsula inhabited by several small bands of Costanos Indians. As a result of that contact, many Costanos soon contacted disease that eventually contributed to their extinction. During the 23-years of Mexican rule, numerous large land grants were secured from the Mexican Government. San Mateo County became the site of 17 large ranchos. By 1846, American troops had defeated Mexico and just two years later gold was discovered drawing the "forty-niners" in search of fortune. The territory's population grew and by 1850, Congress granted California statehood.

By 1860, the San Francisco peninsula had 3,214 residents. After the Southern Pacific peninsula line was completed the railroad brought something new to the Peninsula, the commuter. Many of the "Bonanza and Railroad Kings" purchased the old Mexican land grants. In fact, of the "Big Four" all but Collin Huntington made their home in San Mateo County. Leland Stanford, Charles Crocker and Mark Hopkins all constructed great mansions on estates.

Up until 1856, San Mateo was part of San Francisco County when the County was created out of a political deal. In an effort to eliminate city government corruption a state legislative proposal was introduced to merge the City and County of San Francisco. That legislation only won approval when an amendment was added to also require splitting San Francisco into a second county. In 1856, the County Charter was approved and a battle for the location of the county seat ensued. After three elections and a state Supreme Court decision, Redwood City became the San Mateo County seat.

Population

San Mateo County is the 13th largest county in California with a population of 712,400. Of this, approximately 63,500 live in the unincorporated area of the County. According the most recent 2000 U.S. federal census data, San Mateo County is one of the most ethnically diverse communities in the nation: 49.8 percent of County residents are Caucasian, 21.8 percent are Hispanic, 21 percent Asian/Pacific Islander, 3.3 percent African American and 4.1 percent are other.

According to the California Department of Finance, the state's population exceeded 36 million persons on January 1, 2004 representing a 1.5 percent increase over the previous year while San Mateo County's population grew by .5 percent during the same period.

SAN MATEO CITY/COUNTY POPULATION

City	2000	2001	2002	2003	2004
Atherton	7,194	7,175	7,150	7,125	7,175
Belmont	25,123	25,100	25,000	25,100	25,100
Brisbane	3,597	3,600	3,620	3,600	3,640
Burlingame	28,158	28,200	28,100	27,900	27,950
Colma	1,187	1,190	1,190	1,180	1,280
Daly City	103,625	103,600	103,300	103,000	103,300
East Palo Alto	29,506	30,400	31,600	31,350	31,500
Foster City	28,803	28,750	28,600	29,450	29,450
Half Moon Bay	11,842	11,900	12,050	12,150	12,250
Hillsborough	10,825	10,850	10,850	10,850	10,850
Menlo Park	30,785	30,800	30,700	30,450	30,400
Millbrae	20,718	20,700	20,600	20,450	20,450
Pacifica	38,392	38,450	38,300	38,150	38,200
Portola Valley	4,462	4,450	4,460	4,440	4,480
Redwood City	75,402	75,300	75,500	75,100	75,100
San Bruno	40,165	40,100	39,900	40,450	41,250
San Carlos	27,718	27,700	27,600	27,450	27,650
San Mateo	92,482	92,400	93,000	92,600	93,100
South San Francisco	60,552	60,600	60,300	60,100	60,400
Woodside	5,352	5,350	5,325	5,300	5,400
Unincorporated	61,275	62,600	62,900	63,000	63,500
Total	707,163	709,100	709,900	709,200	712,400

*Source: California Department of Finance, Demographic Research Unit *Totals may not equal sum due to rounding*

he California Department of Finance projects that by the year 2020 San Mateo County will grow to 834,500 a 16.4 percent crease over current population estimates. The County's median age is 36.8 and has an aging population with the single rgest age cohort of 65 and over at 14.5 percent.

Major Employers

The 20 largest employers in the County and their respective number of employees as of January 2002 are set forth in the following table:

COUNTY OF SAN MATEO
LARGEST EMPLOYERS

Employer	Type of Business	Number of San Mateo County Employees
United Airlines	Airline	13,300
Oracle Corporation	Software	8,000
County of San Mateo	Government	5,234
Genentech Inc.	Biotechnology	4,129
Siebel Systems	Software	1,926
Applied Biosystems	Biotechnology	1,762
United State Postal Service	Mail Services	1,637
Stanford Linear Accelerator	Research	1,450
San Francisco International Airport	Transportation	1,429
SRI International	Research/Consulting	1,200
Catholic Healthcare West	Health Care	1,154
Franklin Templeton	Investments	1,100
Visa USA/Visa International	Financial	900
Electronics For Imaging	Medical	900
Gap Inc.	Retail	870
Mervyns/Target Stores	Retail	750
SamTrans District	Transportation	741
Electronic Arts	Software	697
PG&E	Utilities	681
SBC Communication	Communications	576

Source: San Francisco Business Times 2004 Book of Lists

Income and Housing

The *median* family income is $80,737; the *per capita* income in San Mateo County is $57,906 -- one of the highest in California, while the *average* household income is $129,000 -- making it one of the highest in the nation. Historically, San Mateo County has enjoyed a low unemployment rate. Hit hard by the 2001 tech wreck, the County saw its unemployment spike to 5.2 percent in 2002-03. The County lost about 10,000 jobs while the Bay Area Region as a whole lost nearly 325,000 during that same period.

COUNTY OF SAN MATEO
Per Capita Income
(in thousands of dollars)

1996	1997	1998	1999	2000	2001
39,306	40,913	45,097	49,715	61,083	57,906

Source: Bureau of Economic Analysis

California, and specifically the Bay Area, consistently has among the highest housing costs in the nation. As of March 2004 the median home price in San Mateo County rose to $729,000 from $640,000 just a year ago. The median home cost requires an annual income of $205,000, which puts home ownership out of reach for 85 percent of County residents. Moreover, the monthly rent for an average 2-bedroom unit is $1,775 per month. The inability of families in San Mateo County to afford appropriate housing is the single greatest impediment in achieving self-sufficiency and continues to make affordable housing development a top County priority.

COUNTY OF SAN MATEO
MEDIAN HOME PRICE

	1985	1990	1995	2000	2004
San Mateo County	$198,600	$380,500	$337,400	$523,000	$729,000
California	$127,000	$189,000	$187,900	$243,390	$453,590

Source: California Association of Realtors

Commercial Activity

Commercial activity is an important contributor to San Mateo County's economy. The following table shows the County's taxable transactions from year 1997 to 2001:

COUNTY OF SAN MATEO
TAXABLE TRANSACTIONS BY TYPE OF BUSINESS
FOR CALENDAR YEARS 1997 THROUGH 2001
(in thousands of dollars)

Type of Business	1997	1998	1999	2000	2001
Apparel Stores	$281,475	$299,827	$310,526	$349,256	$327,455
General Merchandise	1,073,307	1,120,778	1,177,150	1,255,633	1,259,242
Specialty Stores	1,073,828	1,049,819	1,295,940	1,538,989	1,267,916
Food Stores	347,240	353,091	374,116	405,860	415,023
Packaged Liquor Stores	50,755	54,627	61,313	64,959	68,360
Eating/Drinking Places	772,148	808,464	886,670	980,888	982,152
Home Furnishing	347,749	388,867	439,933	486,075	439,347
Building Materials	547,692	601,021	700,538	813,509	873,013
Service Stations	564,835	499,582	604,221	801,639	739,561
Cars, Boats, Plane, Parts & Dealers	1,287,966	1,433,172	1,629,982	1,900,036	1,843,498
Total Retail Outlets	6,346,995	6,609,248	7,516,398	8,596,944	8,215,567
Business & Personal Services	488,513	549,468	556,940	616,464	591,870
All Other Outlets	3,898,308	3,876,287	4,056,713	4,830,608	4,052,152
Total /All Outlets $10,733,816	$11,035,003	$12,130,051	$14,044,016	$12,859,589	

*Source: Taxable Sales in California, State Board of Equalization * most recent information*

Transportation

San Francisco International Airport

The San Francisco International Airport (SFO) is located in an unincorporated area of the County. According to the Airports Council International, SFO is the fifth busiest airport in the nation in terms of passenger volume and 13th busiest in cargo volume. The Airport Commission reports that air traffic in 2003 included 24.3 million passengers, a decrease of nearly 2.2 million passengers or 8.3 percent from the previous year. Seventy-four major passenger and commuter airlines fly from the Airport and approximately 34 of them serve international destinations.

In 2003, the Airport handled 481,396 metric tons of cargo and mail, a decrease of approximately 12,985 metric tons or 2.5 percent over the previous year. Although SFO is owned and operated by the City and County of San Francisco, it plays a very significant part in the economy of the County. Air transportation is the County's single largest industry. Over 23,000 people are employed at SFO by the airlines, cargo carriers, restaurants, aviation suppliers and other SFO-related business and support services. A new $1 billion, 26-gate international terminal was opened in December of 2000 and construction of a ground transportation center, light rail and elevated circulation road at the Airport was recently completed.

An already sluggish airline industry was dealt a damaging blow by the events of September 11, 2001. In the after math of the terrorist attacks the nation's second largest airline, United Airlines was pushed into bankruptcy. United Airlines, the largest carrier at San Francisco International Airport representing half of all passengers and flights, with 16,000 Bay Area employees, was forced to eliminate thousands of jobs nation wide, resulting in hundreds of layoffs in San Mateo County.

San Francisco International Airport
Passenger, Cargo Mail Data
Fiscal Years 1993 through 2003

Fiscal Year	Passengers Enplanements and Deplanements	Freight and Express Air Cargo Enplaned and Deplaned (Metric Tons)	U.S. and Foreign Mail (Metric Tons)
1993	31,993,602	486,588	120,517
1994	33,814,456	508,970	130,916
1995	36,262,745	558,273	138,045
1996	37,799,907	555,771	141,637
1997	39,100,617	589,742	153,586
1998	37,799,907	621,538	165,336
1999	39,158,482	618,285	182,158
2000	40,242,096	680,191	190,586
2001	34,643,312	516,184	118,959
2002	31,456,342	501,201	88,529
2003	23,909,179	407,551	90,796

Source: *San Francisco Airport Commission*

The Port of Redwood City is also located in the County. The Port has a deep-water channel and handles bulk cargo including lumber and scrap metal. In fiscal year 2002-03, the Port handled a record 1,111,400 metric tons of cargo, 23.5 percent higher than the prior year of 900,000 tons.

The Bay Area Rapid Transit (BART) District connects the County to downtown San Francisco and the East Bay. BART has stations in Daly City, Colma, South San Francisco, San Bruno, Millbrae and the San Francisco International Airport, at the new International Terminal. The system will serve approximately 70,000 new daily riders by 2010, eliminate 10,000 daily auto trips to SFO and provide congestion relief on one of the County's main transportation corridors. The project features an intermodel cross platform connection linking commuter rail, rapid rail and the County's bus system with the connecting track into the airport. Riders are able to buy passes that allow them to use conveniently any combination of transit system in the Bay Area.

County of San Mateo Government

Unique to just two counties in California, the San Mateo County Charter require each of the five members of the Board of Supervisors to be elected at-large by all voters of the County, but requires each supervisor to reside within one of five geographic supervisorial districts. Supervisors are elected to four-year terms and are limited to no more than three terms. The Board of Supervisors makes policy for county government activity, except for those functions reserved for other elected officials. The Board legislates and sets policy and administers county government by ordinances and regulations.

In addition to the five Board seats, there are six elected officials who are chosen by general election every four years. They are Assessor-County Clerk-Recorder, Controller, Coroner, District Attorney/Public Administrator, Sheriff and the Tax Collector-Treasurer. The Clerk of the Superior Court and the Chief Probation Officer are appointed by the Superior Court. All other department heads are appointed by and report directly to the County Manager, who is appointed by the Board of Supervisors.

Board of Supervisors

Mark Church, 1st District
Incorporated: San Mateo (west portion, adjacent to Hillsborough), Burlingame, Hillsborough, Millbrae, San Bruno, South San Francisco (east of El Camino Real) Unincorporated: Burlingame Hills, Highlands/Baywood Park, San Francisco Airport

Jerry Hill, 2nd District
Belmont, Foster City, San Mateo

Rich Gordon, 3rd District
Pacifica, Montara, Moss Beach, El Granada, Princeton, Half Moon Bay, Redwood Shores (community of Redwood City), Harbor Industrial, San Carlos, Woodside, Portola Valley, Atherton, Devonshire, Palomar Park, Emerald Lake Hills, Sequoia Tract, West Menlo Park, Stanford Lands, Ladera, Los Trancos Woods, La Honda, Skyline, Pescadero, Menlo Oaks

Rose Jacobs Gibson, 4th District
Incorporated: Redwood City, Menlo Park, East Palo Alto.
Unincorporated: North Fair Oaks, Oak Knoll

Mike Nevin, 5th District
Incorporated: Brisbane, Colma, Daly City, South San Francisco (west of El Camino Real) Unincorporated: Broadmoor, Country Club Park

Elected Department Heads

Warren Slocum, Assessor-County Clerk-Recorder
Tom Huening, Controller
Robert Foucrault, Coroner
Jim Fox, District Attorney/Public Administrator
Don Horsley, Sheriff
Lee Buffington, Treasurer-Tax Collector

Visioning Project

In 2000, the San Mateo County Board of Supervisors asked the community to identify the strategic priorities for the future of the county. "*What is the most important goal that San Mateo County should set for the year 2010?* The question was asked and answered at eight community forums conducted throughout the county. Through citizen participation 10 commitments and 25 goals are reflected in the County's *Shared Vision 2010.* In 2005, the Board of Supervisors will report on the progress made keeping the 10 commitments and achieving the 25 goals set in *Shared Vision 2010.* Additionally, the Board will once again conduct a public dialogue to prioritize the goals, as well as develop new strategies to realize the ambitious plan. These 10 commitments and 25 goals can be found on the reverse side of each section divider of this recommended budget.

2004 Priority County Projects

San Mateo Medical Center

Located in the heart of the County, the County operates one of just 23 remaining public hospitals in California. A ten-year long project, the County recently completed a ten-year, $124 million reconstruction of the San Mateo Medical Center making the facility the only hospital in the County to meet seismic safety requirements. Last year, as part of the system of care, the County acquired the Burlingame Long Term Center, a 281-bed skilled nursing facility. It specializes in long-term care of frail elderly in the Medi-Cal and Medicare programs. Additional improvements to both health facilities are required to meet the changing health care demands of the County including a labor and delivery unit and Geriatric Assessment Center.

Youth Services Center

Despite the ongoing economic challenge, the Board of Supervisors recently approved a $125 million Youth Services Center project to replace an inadequate 55-year old Hillcrest Juvenile Hall to serve the most at-risk and troubled youth in the County. The new campus will consist of a complex of buildings including a 180-bed Juvenile Hall, probation office, juvenile court, community school, a 30-bed girls camp and a 24-bed group home. In May 2002, the County was awarded a federal juvenile justice grant of $21 million and recently received a $635,000 appropriation toward the construction of the health facility included in the project. The balance of the project is funded with the sale of lease revenue bonds.

Housing Programs

In 2002, the San Mateo County Board of Supervisors allocated $3 million to seed the Housing Endowment and Trust of San Mateo County (HEAT-SMC), a joint powers authority to coordinate financial resources of public and private sector entities interested in addressing the critical, regional need of affordable housing. HEAT was awarded $2 million from the State Housing Bond.

Children's Health Initiative

Consistent with the national average, 1 in 5 County residents do not have health insurance or are underinsured. In 2003,steps were taken to address community-wide concern for the 17,000 County children who lacked access to comprehensive health insurance coverage. Called the *Children's Health Initiative*, this broad-based local coalition collaborated to provide easier access to two existing government funded insurance programs, Medi-Cal and Healthy Families, and developed and implemented a third new program, *Healthy Kids*. Beginning in FY 2002-03, the County has made annual appropriations of $2.5 million for *Healthy Kids* to ensure that all children have health insurance and access to health care.

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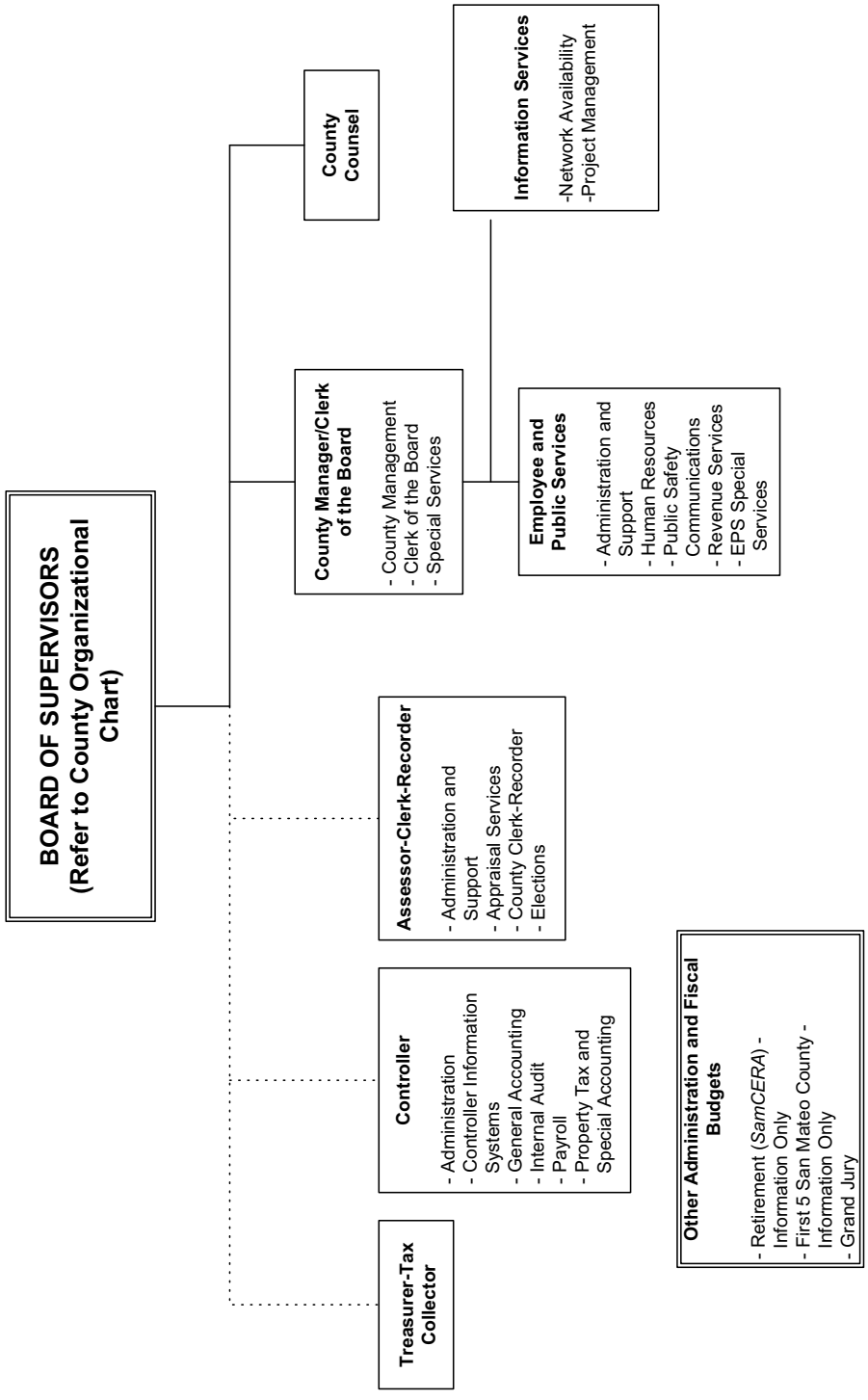
Administration & Fiscal

Adopted Budget
FY 2004-2005
FY 2005-2006

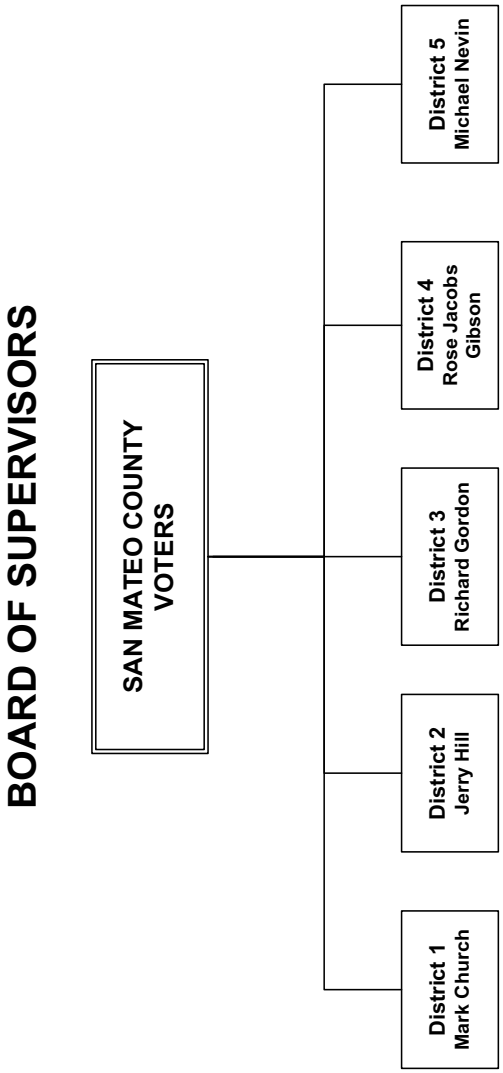
People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

ADMINISTRATION AND FISCAL



Administration and Fiscal
FY 2004-05 and 2005-06 All Funds Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
General Fund Budgets						
Board of Supervisors	1,756,336	1,852,592	1,902,664	1,971,598	68,934	2,025,908
County Manager/Clerk of the Board	6,184,166	6,004,390	6,939,279	7,862,165	922,886	7,635,766
Assessor-County Clerk-Recorder	20,326,764	20,826,404	20,241,612	19,364,697	(876,915)	20,113,838
Controller's Office	6,310,671	5,302,328	5,840,889	5,763,068	(77,821)	5,962,744
Treasurer - Tax Collector	5,838,926	4,786,998	5,757,589	6,799,321	1,041,732	6,701,853
County Counsel	4,924,378	4,363,605	4,912,114	5,803,545	891,431	6,087,361
Employee and Public Services	15,759,147	15,960,213	16,888,613	16,850,142	(38,471)	17,354,438
Information Services Department	14,486,355	14,271,126	14,621,554	15,315,838	694,284	14,417,324
Grand Jury	184,436	424,930	442,682	474,096	31,414	460,373
Total General Fund	75,771,178	73,792,586	77,546,996	80,204,470	2,657,474	80,759,605
Total Requirements	75,771,178	73,792,586	77,546,996	80,204,470	2,657,474	80,759,605
Total Sources	59,309,530	57,593,965	55,535,607	58,716,729	3,181,122	57,280,012
Net County Cost	16,461,648	16,198,620	22,011,389	21,487,741	(523,648)	23,479,593
AUTHORIZED POSITIONS						
Salary Resolution	606.0	587.0	587.0	574.0	(13.0)	574.0
Funded FTE	591.2	572.8	572.8	560.2	(12.6)	560.2
FOR INFORMATION ONLY:						
First 5 San Mateo County	41,895,927	43,718,631	43,572,322	46,044,166	2,471,844	41,950,932
Retirement Office (*Sam*CERA)	1,880,376	1,948,799	1,994,500	2,763,310	768,810	2,435,740


BOARD OF SUPERVISORS
SAN MATEO COUNTY VOTERS
District 1 Mark Church
District 2 Jerry Hill
District 3 Richard Gordon
District 4 Rose Jacobs Gibson
District 5 Michael Nevin

Board of Supervisors (1100D)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

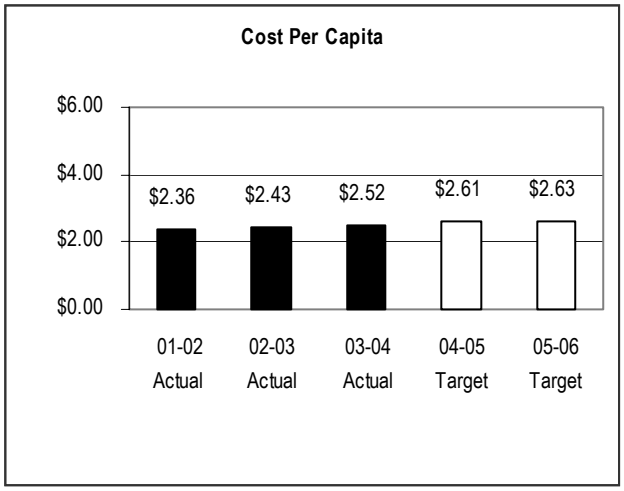
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	7,177	397				
Total Revenue	7,177	397				
Fund Balance	124,578	89,675	89,675	75,058	(14,617)	39,724
TOTAL SOURCES	131,755	90,072	89,675	75,058	(14,617)	39,724
REQUIREMENTS						
Salaries and Benefits	1,438,071	1,531,013	1,554,470	1,622,097	67,627	1,675,342
Services and Supplies	132,734	133,719	148,724	151,579	2,855	151,579
Other Charges	157,500	150,653	162,263	159,263	(3,000)	159,263
Net Appropriations	1,728,306	1,815,385	1,865,457	1,932,939	67,482	1,986,184
Contingencies/Dept Reserves	28,030	37,207	37,207	38,659	1,452	39,724
TOTAL REQUIREMENTS	1,756,336	1,852,592	1,902,664	1,971,598	68,934	2,025,908
NET COUNTY COST	1,624,581	1,762,520	1,812,989	1,896,540	83,551	1,986,184
AUTHORIZED POSITIONS						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	15.0	15.0	15.0		15.0

Budget Unit Locator

County
Administration and Fiscal
▷ **Board of Supervisors**
County Manager/Clerk of the Board
Assessor-County Clerk-Recorder
Controller's Office
Treasurer-Tax Collector
County Counsel
Employee and Public Services
Information Services Department
Grand Jury
First 5 San Mateo County
Retirement (*Sam*CERA)

Budget Unit Description

The Board of Supervisors establishes legislative policy for the efficient administration of County government and ensures the delivery of services required for the general health, welfare and public safety of the residents and taxpayers of San Mateo County. The Board's five members are elected to four-year terms and supported by a staff of ten. Board members are elected countywide to serve the district in which they reside. The Board of Supervisors exercises legislative and quasi-judicial authority, and works with County departments, other local government agencies and citizens to achieve the goals identified in its *Shared Vision 2010* report. This commitment includes holding community forums, monitoring goals and reporting progress to the citizens of the County.



Net County Cost

The portion of this budget unit's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $1,896,540 or 96.2%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases. Adjustments to Fund Balance include elimination of prior year one-time contribution to the General Fund, partially offset by a minor increase in Reserves.

Revenue/Sources	(68,516)
Appropriations	67,482
Intrafund Transfers	0
Reserves	1,452
Net County Cost	137,450
Positions	0

2. **Additional Fund Balance**

Use of one-time Fund Balance has been included to cover cost increases.

Revenue/Sources	53,899
Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	(53,899)
Positions	0

TOTAL FY 2004-05 FUNDING ADJUSTMENTS

Revenue/Sources	(14,617)
Appropriations	67,482
Intrafund Transfers	0
Reserves	1,452
Net County Cost	83,551
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of negotiated labor increases, merit increases and higher benefit costs; and minor adjustment to the Reserves account. A net decrease in Fund Balance is due to the elimination of the one-time contribution toward prior year cost increases.

Revenue/Sources	(35,334)
Appropriations	53,245
Intrafund Transfers	0
Reserves	1,065
Net County Cost	89,644
Positions	0

BOS District 1 (1110B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	1,325					
Total Revenue	1,325					
Fund Balance	14,985	31,212	31,212	21,116	(10,096)	7,989
TOTAL SOURCES	16,310	31,212	31,212	21,116	(10,096)	7,989
REQUIREMENTS						
Salaries and Benefits	273,998	301,525	309,847	324,733	14,886	334,691
Services and Supplies	23,999	26,139	31,592	31,592		31,592
Other Charges	30,965	28,727	33,142	33,142		33,142
Net Appropriations	328,962	356,391	374,581	389,467	14,886	399,425
Contingencies/Dept Reserves	6,982	7,473	7,473	7,789	316	7,989
TOTAL REQUIREMENTS	335,944	363,864	382,054	397,256	15,202	407,414
NET COUNTY COST	319,634	332,652	350,842	376,140	25,298	399,425
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 2 (1120B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	1,720					
Total Revenue	1,720					
Fund Balance	21,842	7,586	7,586	7,846	260	7,837
TOTAL SOURCES	23,562	7,586	7,586	7,846	260	7,837
REQUIREMENTS						
Salaries and Benefits	296,516	314,309	310,076	321,561	11,485	332,606
Services and Supplies	22,172	21,964	26,318	29,173	2,855	29,173
Other Charges	29,179	29,466	30,059	30,059		30,059
Net Appropriations	347,866	365,739	366,453	380,793	14,340	391,838
Contingencies/Dept Reserves	3,111	7,311	7,311	7,616	305	7,837
TOTAL REQUIREMENTS	350,977	373,050	373,764	388,409	14,645	399,675
NET COUNTY COST	327,415	365,464	366,178	380,563	14,385	391,838
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 3 (1130B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	1,325					
Total Revenue	1,325					
Fund Balance	30,845	24,464	24,464	20,819	(3,645)	7,821
TOTAL SOURCES	32,170	24,464	24,464	20,819	(3,645)	7,821
REQUIREMENTS						
Salaries and Benefits	265,065	290,575	299,937	317,123	17,186	327,397
Services and Supplies	25,655	26,220	30,859	30,859		30,859
Other Charges	34,101	31,801	35,811	32,811	(3,000)	32,811
Net Appropriations	324,821	348,596	366,607	380,793	14,186	391,067
Contingencies/Dept Reserves	6,823	7,311	7,311	7,616	305	7,821
TOTAL REQUIREMENTS	331,644	355,907	373,918	388,409	14,491	398,888
NET COUNTY COST	299,474	331,443	349,454	367,590	18,136	391,067
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 4 (1140B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	1,424					
Total Revenue	1,424					
Fund Balance	30,158	6,097	6,097	12,632	6,535	7,843
TOTAL SOURCES	31,582	6,097	6,097	12,632	6,535	7,843
REQUIREMENTS						
Salaries and Benefits	294,722	302,533	309,576	319,288	9,712	330,636
Services and Supplies	33,451	30,938	29,965	29,965		29,965
Other Charges	31,188	30,636	31,540	31,540		31,540
Net Appropriations	359,361	364,107	371,081	380,793	9,712	392,141
Contingencies/Dept Reserves	4,092	7,401	7,401	7,616	215	7,843
TOTAL REQUIREMENTS	363,453	371,508	378,482	388,409	9,927	399,984
NET COUNTY COST	331,871	365,411	372,385	375,777	3,392	392,141
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 5 (1150B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	1,383	397				
Total Revenue	1,383	397				
Fund Balance	26,748	20,316	20,316	12,645	(7,671)	8,234
TOTAL SOURCES	28,131	20,713	20,316	12,645	(7,671)	8,234
REQUIREMENTS						
Salaries and Benefits	307,771	322,071	325,034	339,392	14,358	350,012
Services and Supplies	27,458	28,458	29,990	29,990		29,990
Other Charges	32,067	30,024	31,711	31,711		31,711
Net Appropriations	367,295	380,553	386,735	401,093	14,358	411,713
Contingencies/Dept Reserves	7,022	7,711	7,711	8,022	311	8,234
TOTAL REQUIREMENTS	374,317	388,264	394,446	409,115	14,669	419,947
NET COUNTY COST	346,186	367,551	374,130	396,470	22,340	411,713
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

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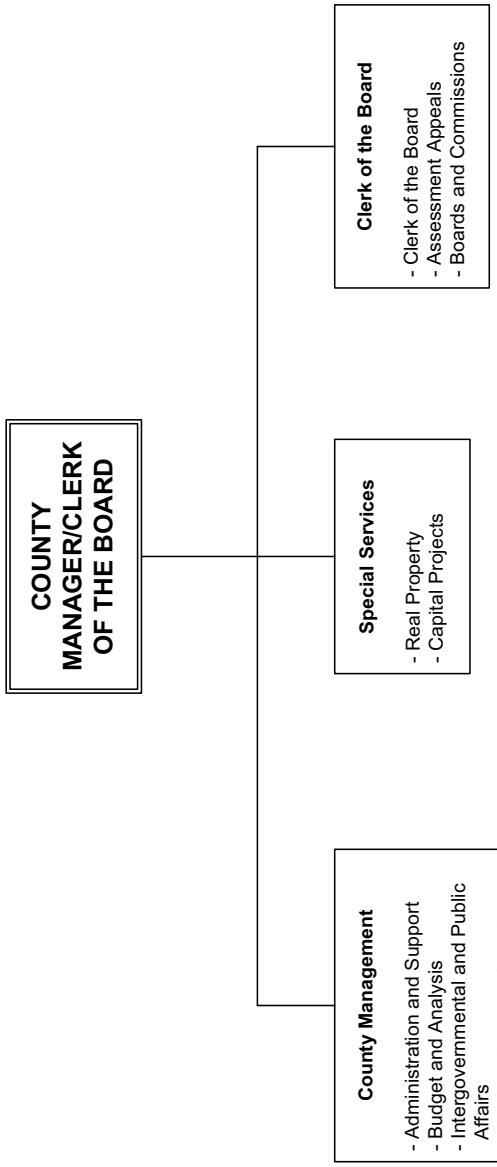
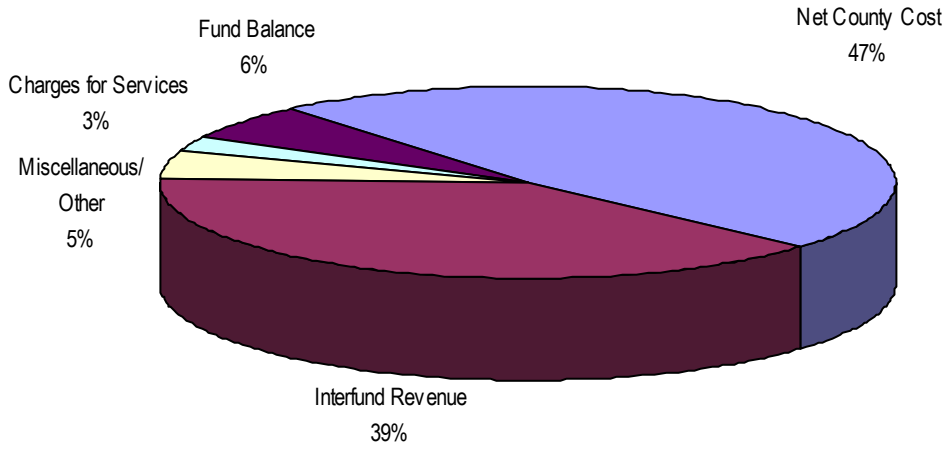
COUNTY MANAGER/CLERK OF THE BOARD

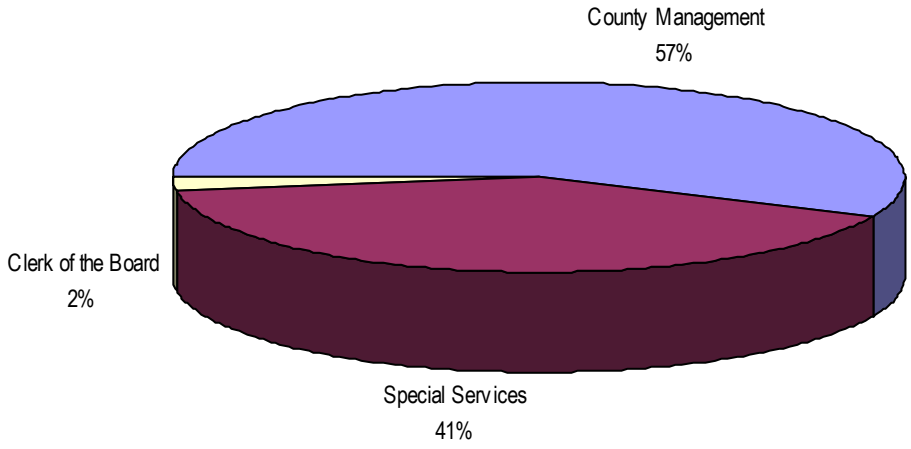


County Manager/Clerk of the Board (1200B)

FY 2004-05 Adopted Sources



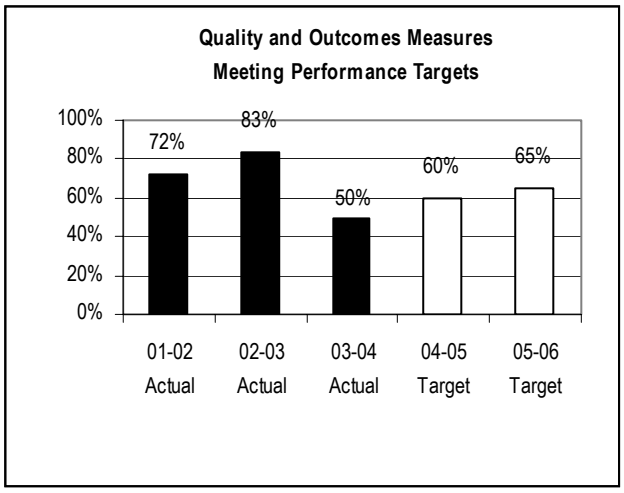
FY 2004-05 Adopted Requirements

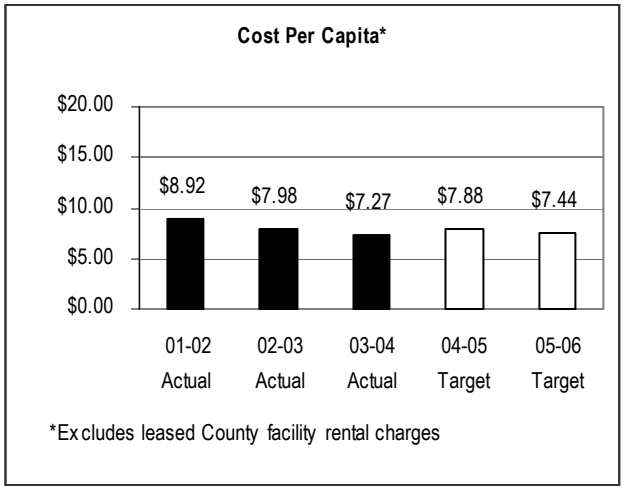


Department Locator

County
- Administration and Fiscal
  - Board of Supervisors
  - ▷ **County Manager/Clerk of the Board**
  - Assessor-County Clerk-Recorder
  - Controller's Office
  - Treasurer-Tax Collector
  - County Counsel
  - Employee and Public Services
  - Information Services Department
  - Grand Jury
  - First 5 San Mateo County
  - Retirement (*Sam*CERA)

Department Measures





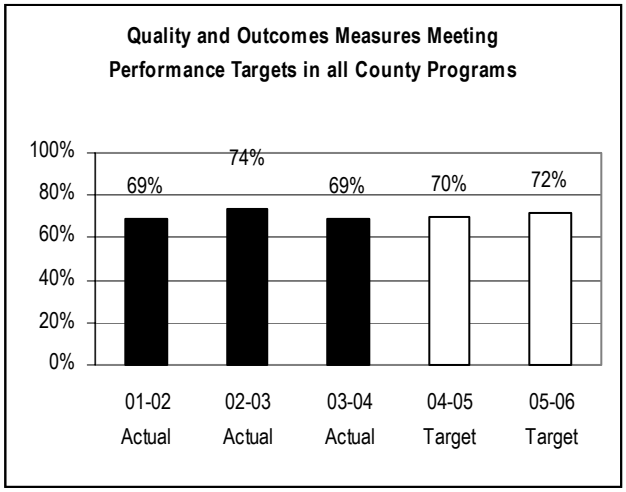
Department Mission Statement

The County Manager/Clerk of the Board implements the policies and goals established by the Board of Supervisors for the residents of San Mateo County by planning, directing and coordinating the work of County departments; preparing and monitoring the County budget; administering the legislative program and coordinating Countywide public affairs and events; preparing agenda items and providing support to the Board for its public meetings; and managing major capital projects and County real property requirements.

Contributions to Shared Vision 2010 Goals

The County Manager/Clerk of the Board contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 1:** As the primary resource for citizens interested in serving on Boards and Commissions, the Clerk of the Board provides information to residents regarding Boards and Commissions and processes their applications.
- **Goal 2:** In collaboration with the Board of Supervisors and County departments, the Intergovernmental and Public Affairs Unit provides residents with the opportunity to learn about the local government process by semiannually offering a 12-week Citizens Academy. PenTV provides educational programming including the airing of Board of Supervisors meetings.
- **Goal 20:** County Management considers future impact rather than temporary relief or immediate gain in policy recommendations.
- **Goal 21:** The Budget and Analysis Unit has implemented Outcome-Based Management (OBM) to integrate the County's Shared Vision 2010 Goals into the planning and resource allocation processes of County departments. It ensures that program plans and budgets are in alignment with County goals, and monitors the performance of programs and services to track progress toward goal achievement.
- **Goal 22:** County Management collaborates with other local governments to develop solutions that provide better service to the public through joint powers and shared agreements such as Animal Control, Library and Emergency Services. The Real Property Unit currently provides services to other local governments.



Story Behind Baseline Performance

The County Manager/Clerk of the Board includes the following programs:

- County Management
- Clerk of the Board
- Special Services

Accomplishments that have contributed to improved performance and progress this past year include:

Provided Resources and Training
- Provided State budget update and legislative training session with cities, non-profits and Santa Clara and Alameda counties
- Conducted Countywide Media Training Workshop
- Provided training sessions for the County's Management Development/Mentoring Program
- Provided Outcome-Based Management (OBM) Basics and Performance Measurement training for managers
- Coordinated and provided two Fiscal Officers Training Academy classes: Budget Development Overview and Position Control
- Increased number of documents on the intranet, including Administrative Memoranda and budget information

Represented the County's Interests in State/Federal Deliberations
- Passed Child Care Pilot (AB1326), Retirement Benefit Changes (AB398) and Aging and Long Term Uniform Intake Pilot (AB786)
- Defeated SB593 which would have transferred assessing authority from County Assessor to the State Board of Equalization
- Defeated realignment equity proposal
- Conducted an informational Request for Proposal for selection of Federal lobbyist
- Concluded the year-long Access to Education Task Force with issuance of final report
- Secured $640,000 in Federal funds through Health Services Agency grant
- Initiated the San Mateo County Transit Oriented Affordable Housing Pilot Project (AB269)
- Worked to relocate State Parole Office away from the County's Child Care Center

Enhanced Public Education and Communication
- Conducted Fall 2003 Citizens Academy and "mini" sessions on the State budget process and Dad & Me at the Library (San Mateo Medical Center)
- Began State fair booth planning
- Published Board meeting minutes online

Improved Performance and Budget Monitoring Capabilities
- Improved internal process for budget monitoring
- Improved performance measures documentation and reporting

Streamlined Internal Processes
- Consolidated the duties of the Assessment Appeals and the Clerk of the Board to streamline processes and realize cost savings
- Updated internal administrative policies to improve timeliness and accuracy of Board meeting deliverables
- Reduced the number of days to complete Board meeting minutes
- Updated the contracts database to better track Board-approved agreements

Managed New Facility Construction and Renegotiated Leased Property Agreements
- Began construction of the 295,285 square foot Youth Services Center in San Mateo
- Issued lease revenue bonds to finance Youth Services Center Project
- Negotiated an innovative and flexible lease (at a cost of $1.44 per square foot, furnishings and communications wiring provided by landlord) for the Human Services Agency's new Health Information Telecenter
- Facilitated creation of a temporary Media Annex to meet the request of the media for special accommodations during high profile court trial
- Finalized lease negotiations for Burlingame Long Term Care
- Leased a new facility for the relocation of Women, Infant and Children (WIC) clinic in Redwood City
- Worked to declare a portion of County property in South San Francisco as surplus property for use as affordable housing site
- Temporarily relocated Elections records to facilitate modifications to Elections building
- Conducted analysis of mobile home park rents
- Provided acquisition of right-of-way services for various cities and public agencies

Major challenges over the next two years will be:

- To protect the County's share of State/Federal funding
- To represent the County's interests during continued reductions in State/Federal funding and efforts to achieve constitutional protection of local government revenue sources
- To provide ongoing support to departments during periods of staff turnover as a result of increased retirements
- To identify long-term space requirements
- To secure flexible long-term leases at or below market rate
- To control costs in view of accelerated construction inflation due to steel and fuel prices
- To manage complex assessment appeals filings
- To improve Boards and Commissions recruitment process
- To stabilize jail population
- To identify and secure new sources of funding for County operations

Department Priorities

The County Manager/Clerk of the Board will meet performance targets by doing the following:

Promote the County's Interests and Secure Federal/State Funding

- Work to pass housing and special park bills
- Secure Federal funding for Section 8 Housing, Youth Services Center, San Mateo Medical Center (SMMC) improvements and Crime Lab
- Participate in California Youth Authority/Juvenile Justice System Reform task force
- Continue to work on Realignment equity, Educational Revenue Augmentation Fund and Trial Court Funding
- Develop a Memorandum of Understanding (MOU) with SMMC for indigent health care services
- Secure additional Disproportionate Share Hospital (DSH) funding for SMMC

Continue Countywide Training and Improvements to Policies and Practices

- Develop Fee Policy and prepare consolidated budget/financial policies document
- Conduct user fee analysis and explore further opportunities for full cost recovery
- Continue offering existing Fiscal Officers Training Academy classes and begin development of Budget Monitoring module
- Continue work on improving contracts review and approval process
- Explore cost-effective options for replacement or upgrade of budget system due to vendor phase-out

Improve Performance Data Reliability and Usage

- Jointly design and implement program assessments/data reviews with departments on a pilot basis
- Increase use of performance benchmarking
- Continue to provide OBM Basics, Performance Measurement training for managers
- Develop and conduct the first training session on Managing with Data
- Continue to improve customer survey use and reporting of results
- Provide training on use of performance measures database and report

Refine and Streamline Countywide Processes

- Develop an Agenda Flow process that will improve the Agenda packet procedure
- Collaborate with outside agencies to obtain agenda packets in pdf format for online posting
- Continue to reduce the number of days to complete Board meeting minutes
- Review the feasibility of transferring historical data to the Department's Electronic Document Management System (FileNet) in order to publish these documents online
- Continue to develop strategies to inform the public of the availability of the agenda and supporting documents available online
- Continue implementation and update of recruitment and appointment procedures for Boards and Commissions
- Develop database/program that will offer capability of historical tracking of membership information including names, positions and terms and allow the Board of Supervisors and County staff to access database information
- Develop strategies to inform the public of the availability of the Boards and Commissions recruitment information and application online

Manage Capital Projects and Leased Facilities

- Coordinate activities related to the construction of the Youth Services Center
- Continue to negotiate new leases and lease renewals that link long-term occupancy costs to current market conditions

Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

- Reduction to operating expenses including general office supplies and internal services charges
- Reduction in County membership dues and various contributions to other agencies
- Additional reimbursement for capital projects, legislative and administrative services provided
- Revenue enhancements for Assessment Appeals services

County Manager/Clerk of the Board (1200B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	211,165	338,075	356,934	340,249	(16,685)	340,249
Intergovernmental Revenues	159,243	98,390	198,440		(198,440)	
Charges for Services	213,165	203,514	172,467	213,945	41,478	213,945
Interfund Revenue	1,229,038	1,745,824	2,330,365	3,069,442	739,077	3,089,151
Miscellaneous Revenue	11,972	12,430		17,350	17,350	17,350
Other Financing Sources	44,172					
Total Revenue	1,868,756	2,398,233	3,058,206	3,640,986	582,780	3,660,695
Fund Balance	386,617	302,811	302,811	470,409	167,598	244,420
TOTAL SOURCES	2,255,373	2,701,044	3,361,017	4,111,395	750,378	3,905,115
REQUIREMENTS						
Salaries and Benefits	2,775,575	3,010,771	2,900,575	3,020,666	120,091	3,156,312
Services and Supplies	550,457	545,690	678,472	889,938	211,466	742,716
Other Charges	11,619,491	11,155,679	11,943,383	12,566,589	623,206	12,363,491
Gross Appropriations	14,945,523	14,712,140	15,522,430	16,477,193	954,763	16,262,519
Intrafund Transfers	(8,823,308)	(8,811,983)	(8,687,384)	(8,719,261)	(31,877)	(8,730,986)
Net Appropriations	6,122,216	5,900,157	6,835,046	7,757,932	922,886	7,531,533
Contingencies/Dept Reserves	61,950	104,233	104,233	104,233		104,233
TOTAL REQUIREMENTS	6,184,166	6,004,390	6,939,279	7,862,165	922,886	7,635,766
NET COUNTY COST	3,928,793	3,303,346	3,578,262	3,750,770	172,508	3,730,651
AUTHORIZED POSITIONS						
Salary Resolution	24.0	23.0	23.0	23.0		23.0
Funded FTE	24.0	23.0	23.0	23.0		23.0

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources increased by $750,378 or 22.3% from FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Use of Money and Property
There is a decrease of $16,685 in this funding source due to adjustment in Housing Authority leased facility rental charges.

Intergovernmental Revenues
There is a decrease of $198,440 in this funding source due to the redistribution of the CPA 2000 grant, which previously covered homework centers.

Charges for Services
There is a net increase of $41,478 in this funding source. Reimbursement of $8,478 is included from PenTV JPA members for the increased salary and benefits costs of the Media Coordinator position responsible for PenTV activities. The Assessment Appeals Board has proposed implementing an Assessment Appeals Filing Fee and increasing the Findings of Fact Fee. A conservative amount of $38,000 is included in this budget to reflect these fees. Other adjustments include a $5,000 reduction in Clerk of the Board fees for agenda subscriptions, research requests and copying services. This reduction is based on revenue trends.

Interfund Revenue
There is a net increase of $739,077 in this funding source. Increases are primarily due to the annualization of the Burlingame Long Term Care leased facility rental charge as well as reimbursements in the Special Services Program (Capital Projects) to offset increased operating costs primarily due to negotiated labor increases.

Miscellaneous Revenue
There is an increase of $17,350 in this funding source due to anticipated reimbursement from North Fair Oaks Merchants Association for a Day Laborer Center.

Fund Balance
There is an increase of $167,598 in this funding source due to the carry forward of Memberships and Contributions project/events as well as prior year reimbursements from various agencies receiving services from the Real Property Division.

TOTAL REQUIREMENTS

Total Requirements increased by $922,886 or 13.3% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits
There is a net increase of $120,091 in this expenditure category. Merit and negotiated labor increases in the amount of $140,633 have been included as well as savings generated by filling one vacant senior level management position with part-time Extra Help. A minor reduction in the Special Services Program (Real Property) reflects elimination of Overtime. The three-member Assessment Appeals Board will receive an increase in compensation from $200 to $300 per meeting. An amount of $8,000 is included for this rate increase.

Services and Supplies
There is a net increase of $211,466 in this expenditure category. General office supply accounts have been reduced to partially offset salary and benefit increases. Increases were primarily in the Special Services Program to reflect increased overhead charges for work performed in connection with capital projects activities, including budgeting, accounting, processing payments, financial reporting and supervision. Other increases include Membership and Contributions adjustments and various community outreach initiatives, including preparation of annual report.

Other Charges
There is a net increase of $623,206 in this expenditure category. Increases are primarily due to the annualization of Burlingame Long Term Care leased facility rental charges and other leased facility adjustments. Reductions in service charges, mostly telephone charges, have been made to partially offset increased salary and benefit costs. Significant Membership and Contributions adjustments include the reduction of $204,966 for the Library JPA, which is due primarily to the renegotiation of existing agreement. The new agreement eliminates County contribution for the Pacifica/Sanchez Library and phases out the subsidy of the JPA. Other memberships and contributions adjustments include: elimination of CPA 2000 appropriations for homework centers in the amount of $152,161; and elimination of Bay Area Waters Users Association (BAWUA) $100 dues. Minor increases for the following organizations are included: Local Agency Formation Commission increased by $9,535; Urban County Caucus increased by $5,000; and California State Association of Counties increased by $1,366. Corresponding grant receipts for CPA 2000 are eliminated and appropriations previously set aside for Service Learning Project will be used for

Science Saturday Series. The County's portion of administrative costs for the Housing Endowment and Trust (HEAT) JPA has also been included as well as appropriations for a Medical Errors Summit, Day Laborer Center and additional mediation services. Net County Cost savings will be used next fiscal year for negotiated labor increase and retiree health costs.

Intrafund Transfers

There is an increase of $31,877 in expenditure reimbursements. Leased facility rental charges reimbursements/pass-thrus have increased by $37,128 primarily due to additional space requirements for Human Services Agency; reimbursement from the Human Services Agency for legislative services provided by the Intergovernmental and Public Affairs Unit has been increased by $3,749; and an amount of $16,000 is included to reflect reimbursement from the Special Services Program for support provided for capital projects activities.

Contingencies/Departmental Reserves

The balance in Reserves represents two percent of Net Appropriations, which meets the County Reserves Policy requirement. Memberships and Contributions are not included in this calculation.

NET COUNTY COST

There is net increase of $172,508 or 4.8% in this department's General Fund allocation due to items added as part of June and September Revisions, including appropropriations for community outreach efforts, Day Laborer Center, Medical Errors Summit, HEAT administrative costs, Peninsula Conflict Resolution Center mediation services and restoration of membership dues for National Association of Governments and Half Moon Bay/Coastside Chamber of Commerce.

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources decreased by $206,280 or 5.0% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Interfund Revenue

There is an increase of $19,709 in this funding source. Minor adjustments have been made in the Special Services and County Management Programs to cover increased negotiated labor costs.

Fund Balance

There is a net decrease of $225,989 in this funding source due to prior year usage of one-time appropriations in the Special Services Program (Real Property).

TOTAL REQUIREMENTS

Total Requirements decreased by $226,399 or 2.9% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of $135,646 in this expenditure category due to negotiated labor increases, as well as merit increases and higher benefit costs.

Services and Supplies

There is a decrease of $147,222 in this expenditure category. Minor adjustments have been made in various general office supplies accounts to reflect reduction in Fund Balance.

Other Charges

There is net decrease of $203,098 in this expenditure category primarily due to reductions in Library JPA contribution.

Intrafund Transfers

There is an increase of $11,725 in expenditure reimbursements due to reimbursements from customers utilizing real property, capital projects and assessment appeals services.

Contingencies/Departmental Reserves

The balance in Reserves represents two percent of Net Appropriations, which meets the County Reserves Policy requirement. Memberships and Contributions are not included in this calculation.

NET COUNTY COST

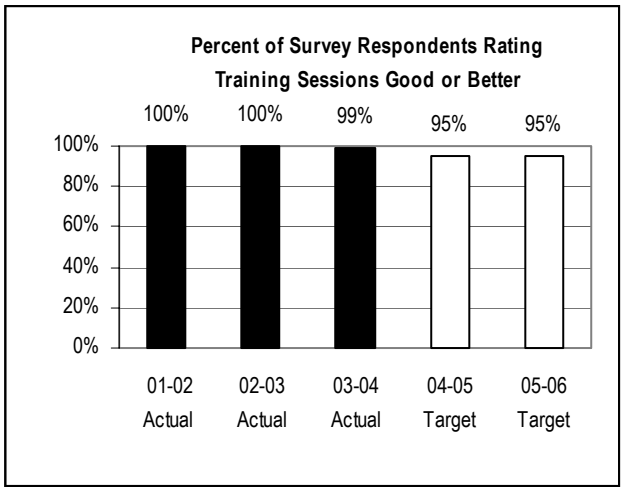
There is net decrease of $20,119 or 0.5% in this department's General Fund allocation. Costs increased by $135,646 due to negotiated labor costs, partially offset by decreased contribution for the Library JPA, elimination of one time projects/events and reimbursement from Special Services Program customers.

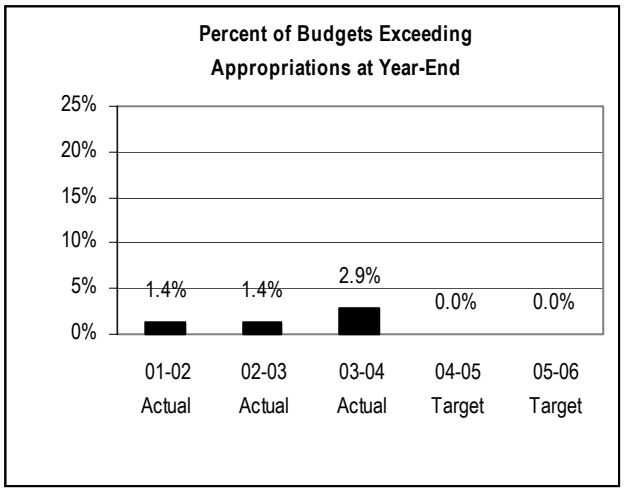
County Management (1210P)

Program Locator

County
Administration and Fiscal
County Manager/Clerk of the Board
▷ **County Management**
Clerk of the Board
Special Services

Headline Measures





Program Outcome Statement

County Management provides leadership and direction to County departments, prepares the County budget, conducts operational and financial analyses and oversees the Federal/State legislative and public affairs programs to achieve County goals and implement policies set by the Board of Supervisors.

Services and Accomplishments

County Management includes Administration and Support, Budget and Analysis and Intergovernmental and Public Affairs Units. Major responsibilities include overseeing the preparation and administration of the County budget, coordinating the activities of other departments, and providing legislative advocacy and information to the media on behalf of the County. This program also oversees the work of all other programs in the County Manager/ Clerk of the Board's Office.

The following are major accomplishments in the current fiscal year:

- Completed financing and began construction of the Youth Services Center
- Provided State budget update and legislative training session with cities, non-profits and Santa Clara and Alameda counties
- Conducted Countywide Media Training Workshop
- Provided training sessions for the County's Management Development/Mentoring Program
- Provided Outcome-Based Management (OBM) Basics and Performance Measurement training for managers
- Coordinated and provided two Fiscal Officers Training Academy classes: Budget Development Overview and Position Control
- Conducted Fall 2003 Citizens Academy and "mini" sessions on the State budget process and Dad & Me at the Library (San Mateo Medical Center)
- Passed Child Care Pilot (AB1326), Retirement Benefit Changes (AB398) and Aging and Long Term Uniform Intake Pilot (AB786)
- Defeated SB593 which would have transferred assessing authority from County Assessor to the State Board of Equalization
- Defeated realignment equity proposal
- Conducted an informational Request for Proposal for selection of Federal lobbyist
- Concluded the year-long Access to Education Task Force with issuance of final report
- Secured $640,000 in Federal funds through Health Services Agency grant and
- Initiated the San Mateo County Transit Oriented Affordable Housing Pilot Project (AB269)
- Worked to relocate State Parole Office away from the County's Child Care Center
- Began State fair booth planning
- Improved internal process for budget monitoring
- Improved performance measures documentation and reporting

- Increased number of documents on the intranet, including Administrative Memoranda and budget information

Story Behind Baseline Performance

Training has been a high priority due to anticipated turnover in departmental staff over the next two years. During the current year, training sessions have been conducted in leadership and program management through the County's Management Development/ Mentoring Program. Sessions on the basic concepts of Outcome-Based Management and performance measurement, legislation, state budget process and media relations, County budget development and position control through the Fiscal Officers Training Academy, have also been conducted. The emphasis on training is expected to continue in order to support succession planning and staffing transition needs of operating departments. Post-training evaluations reflect at least 99% of training participants rating these sessions as good or excellent.

Protecting the County's interests and furthering its progress has been achieved through the active development, support or opposition of legislation throughout the year. Passages of pilots for child care and long term care, changes to retirement benefits, and defeat of legislative proposals related to realignment equity and changes to property assessment authority that would have negatively affected the County, were accomplished in the current year. Funding for the Youth Services Center construction project was also secured on behalf of the Health Services Agency. Future efforts will be placed on implementing juvenile justice reform and Realignment equity, passing legislation for housing and parks, securing additional funding for capital equipment and improvements, and supporting a constitutional amendment to protect local government revenue.

The goal of having no budgets exceeding appropriations at year-end was not met in the current year since the San Mateo Medical Center (SMMC) exceeded budget by $7.1 million. Non-Departmental Reserves covered this shortfall which is reflected as additional borrowing from the General Fund. A repayment plan is currently being developed for all loan balances to date. More frequent budget monitoring meetings are being conducted with Medical Center staff to ensure that steps are being taken to manage costs and collect revenue. Efforts are also underway to develop a Memorandum of Understanding (MOU) for the provision of health care to indigent patients who are uninsured and do not qualify for government-sponsored insurance programs such as Medi-Cal or Healthy Families. The County is mandated to pay for the care of these patients under Welfare and Institutions Code section 17000, and contributes at least $52 million annually toward these costs.

The Headline Measure related to performance data certification has been removed. Efforts to review performance data reliability have been put on hold until a joint process is developed with departments next fiscal year. Current year improvements to performance data documentation have been realized. Departments are now required to complete methodology worksheets for all Headline Measures, which include descriptions of data collection processes, data sources, variables, formula/equation used to calculate reported results, to ensure ongoing data consistency and reliability.

Major challenges over the next two years will be:

- To protect the County's share of State/Federal funding
- To represent the County's interests during continued reductions in State/Federal funding and efforts to achieve constitutional protection of local government revenue sources
- To provide ongoing support to departments during periods of staff turnover as a result of increased retirements
- To stabilize jail population
- To identify and secure new sources of funding for County operations

Program Priorities

County Management will meet performance targets by doing the following:

Promote the County's Interests and Secure Federal/State Funding

- Work to pass housing and special park bills
- Secure Federal funding for Section 8 Housing, Youth Services Center, SMMC improvements and Crime Lab
- Participate in California Youth Authority/Juvenile Justice System Reform task force
- Continue to work on Realignment equity, Educational Revenue Augmentation Fund and Trial Court Funding
- Develop MOU with SMMC for indigent health care services
- Secure additional Disproportionate Share Hospital (DSH) funding for SMMC

Continue Countywide Training and Improvements to Policies and Practices

- Develop Fee Policy and prepare consolidated budget/financial policies document
- Conduct user fee analysis and explore further opportunities for full cost recovery
- Continue offering existing Fiscal Officers Training Academy classes and begin development of Budget Monitoring module
- Continue work on improving contracts review and approval process
- Explore cost-effective options for replacement or upgrade of budget system due to vendor phase-out

Improve Performance Data Reliability and Usage

- Jointly design and implement program assessments/data reviews with departments on a pilot basis
- Increase use of performance benchmarking
- Continue to provide OBM Basics, Performance Measurement training for managers
- Develop and conduct the first training session on Managing with Data and provide training on use of performance measures database and reports
- Continue to improve customer survey use and reporting of results

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of budgets monitored	74	71	68	69	69
Number of performance measures monitored					
- Quality and Outcomes	---	---	594	594	594
- Workload and Other	---	---	570	570	570
Number of legislation related actions taken					
- County sponsored	4	5	3	3	3
- Board Actions (Support/Oppose/Amend)	37	45	17	45	45
How Well We Do It (Quality)					
Percent of budgets exceeding appropriations at fiscal year-end	1.4%	1.4%	2.9%	0%	0%
Percent of survey respondents rating training sessions good or better	100%	100%	99%	95%	95%
Is Anyone Better Off? (Outcome)					
Amount and percent of General Fund Contingencies and Non-Departmental Reserves used during the fiscal year [1]	$8.7M / 9%	$7.4M / 7%	$12.1M / 15%	$0 / 0%	$0 / 0%
Number and percent of Quality and Outcomes measures meeting performance targets in all County programs	--- / 51%	--- / 74%	410 / 69%	416 / 70%	428 / 72%
Percent of legislation related actions taken resolved favorably					
- County sponsored	50%	---	57%	90%	90%
- Board actions (Support/Oppose/Amend)	--	38%	86%	90%	90%

[1] Non-Departmental Reserves covered the following projects/items in FY 2003-04: Mirada Surf final payment; interim funding for the Youth Services Center; Automated Time Keeping and Attendance Project loan; County Support of the Courts funding for special investigations costs and Trial Court MOE; San Mateo Medical Center loan; Child Support System penalty; terminal pay and increased benefits for Sheriff's Office employees; and reimbursement to schools for reduced sales of carbonated and sugar based beverages.

County Management (1210P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	16.0	16.0	16.0	16.0		16.0
Funded FTE	16.0	16.0	16.0	16.0		16.0
Total Requirements	4,689,433	4,160,920	4,399,963	4,463,147	63,184	4,359,086
Total Sources	770,449	816,851	965,309	845,075	(120,234)	766,308
Net County Cost	3,918,984	3,344,070	3,434,654	3,618,072	183,418	3,592,778
NCC Breakdown						
A-87 Cost Plan			439,575	461,089	21,514	461,089
Mandated Services			1,494,694	1,768,755	274,061	1,867,792
Non-Mandated Services			1,500,385	1,388,228	(112,157)	1,263,897

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $3,618,072 or 81.1%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements as well as the following Non-Mandated Services: County memberships and contributions.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; and elimination of one-time projects/contributions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(30,000)	76,293	0	0	106,293	0

2. **Adjustments to Meet Budget Reduction Target**

The County Management Program has made the following adjustments to cover increased salary and benefit costs: reduced various service and supply accounts; reduced internal service charges including telephone services; and realized salary and benefit savings as a result of filling one vacant management position with part-time Extra Help. In addition, reimbursement from the PenTV JPA for increased salary and benefit costs for one Media Coordinator assigned to PenTV activities is included as well as offsetting reimbursement from Human Services for increased costs in the Intergovernmental and Public Affairs Unit for legislative activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
15,803	(59,831)	(19,749)	0	(95,383)	0

3. **Memberships and Contributions Adjustments**

The most significant change in the Memberships and Contributions Unit is the reduction of the Library JPA contribution, which is due primarily to the renegotiation of existing agreement. Other memberships and contributions adjustments include the elimination of the following: CPA 2000 appropriations for homework centers; and Bay Area Waters Users Association (BAWUA) dues. Minor increases for the following

organizations are included: Local Agency Formation Commission; Urban County Caucus; and California State Association of Counties. Corresponding grant receipts for CPA 2000 are eliminated. Net County Cost savings will be used next fiscal year to cover anticipated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(232,154)	(232,154)	0	0	0	0

4. **Contribution for Housing Endowment and Trust (HEAT)**

The County's portion of administrative costs for the Housing Endowment and Trust (HEAT) JPA has been included. These costs are distributed among the member agencies based on population.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	20,000	0	0	20,000	0

5. **Restoration of Various Memberships and Contributions**

During the June Budget Hearings, the Board of Supervisors added back appropriations for Half Moon Bay/Coastside Chamber of Commerce and reappropriated funds, previously set aside for the Service Learning Project, for Saturday Science Series.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
30,000	32,500	0	0	2,500	0

6. **Community Outreach Initiatives**

As part of the County's ongoing efforts to inform the community of County services, how their tax dollars are spent and what outcomes are achieved, and engage stakeholders in the Shared Vision 2010 process in a collaborative and thoughtful approach, the following initiatives have been added: conduct a five-year update of the Shared Vision 2010 measures and produce a report that incorporates the new measures; produce a County FY 2004-05 annual report (the first in three years) to update the community on new programs, services, current events and the County's Visioning process; and set aside funds to construct next year's State Fair booth exhibits; funding will come from Non-Departmental Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	93,000	0	0	93,000	0

7. **Additional Membership and Contributions Adjustments**

Appropriations are included for a Day Laborer Center in the North Fair Oaks Area; restoration of National Association of Counties (NACO) membership; Medical Errors Summit; and contribution to Peninsula Conflict Resolution for the Bayshore Villa Lease mediation. Matching funds are anticipated from business associations for the Day Laborer Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
17,350	74,358	0	0	57,008	0

8. **Final Fund Balance Adjustment**

Additional Fund Balance will cover reappropriation of uncompleted Memberships and Contributions projects including: CPA 2000; Homework Centers; and School Vending Machine Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
78,767	78,767	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(120,234)	(82,933)	(19,749)	0	183,418	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

9. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; negotiated labor increases; and reduction in Library JPA contribution.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(78,767)	(104,061)	0	0	(25,294)	0

County Memberships and Contributions

This budget includes funding for County memberships and contributions to the following organizations:

ORGANIZATION	Actual FY 2003-04	Adopted FY 2004-05	Adopted FY 2005-06
Memberships:			
Association of Bay Area Governments (ABAG)	58,720	58,929	58,929
California Administrative Officers Association (CAOA)	3,982	3,982	3,982
California State Association of Counties (CSAC)	87,266	87,266	87,266
City/County Association of Governments (C/CAG)	19,650	19,650	19,650
Criminal Justice Council (CJC)	45,000	45,000	45,000
National Association of Counties (NACO)	6,391	13,508	13,508
Urban County Caucus (UCC)	25,000	25,000	25,000
Memberships Total	246,009	253,335	253,335
Contributions:			
ARTShare of San Mateo County	44,000	44,000	44,000
Day Laborer Center - North Fair Oaks	-	37,350	37,350
Fair Association	40,000	40,000	40,000
Fatherhood Collaborative	25,000	25,000	25,000
Half Moon Bay/Coastside Chamber	2,500	2,500	2,500
Housing Endowment and Trust (HEAT)	-	20,000	20,000
Homework Centers - Cities (2)	84,437	129,488	107,000
Homework Centers - County Office of Ed	300,000	300,000	300,000
Homework Centers - CPA 2000 (1)	52,111	46,279	-
Joint Venture Silicon Valley Network	20,000	20,000	20,000
Local Agency Formation Commission (LAFCo)	40,699	50,234	50,234
Library JPA	546,200	341,234	240,403
Marin Day Schools/Our Place-Scholarships for County Employees	100,000	115,000	115,000
Medical Errors Summit	-	20,000	-
Parks Foundation	132,000	132,000	132,000
Peninsula Conflict Resolution Center (PCRC)	6,925	10,425	6,925
Peninsula Policy Partnership (P3)	75,000	75,000	75,000
PenTV JPA	-	38,588	38,588
School Vending Machine Program (2)	-	10,000	-
Science Saturday Series (2)	-	30,000	-
Sustainable San Mateo County	2,500	2,500	2,500
Other Contributions (2)	15	-	-
Contributions Total	1,471,387	1,489,598	1,256,500
Memberships and Contributions Total	1,717,396	1,742,933	1,509,835

(1) Covered by grant

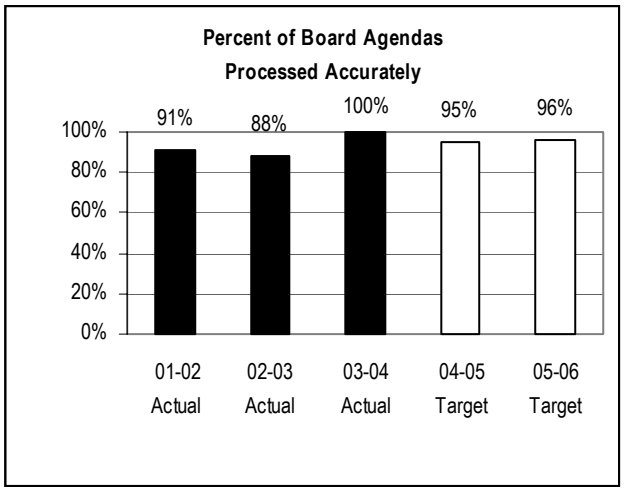
(2) Prior year carry-forward (one-time)

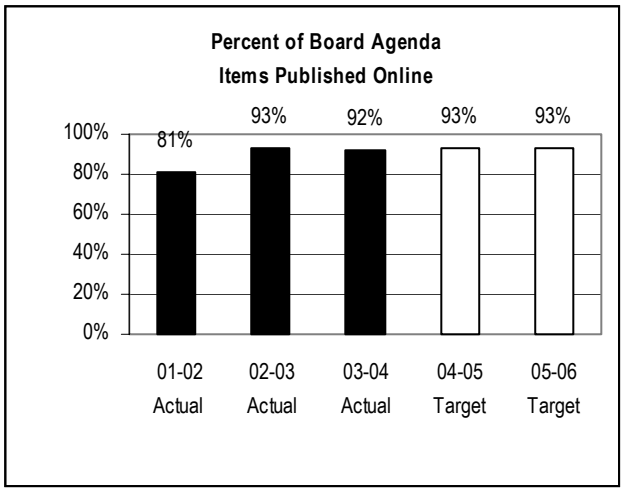
Clerk of the Board (1215P)

Program Locator

County
Administration and Fiscal
County Manager/Clerk of the Board
County Management
▷ **Clerk of the Board**
Special Services

Headline Measures





Program Outcome Statement

The Clerk of the Board prepares the Board of Supervisors' agendas, sets and publishes public hearings, maintains a legislative and historical record, responds to research requests, administers the system for appointments to Boards and Commissions and processes all assessment appeals to ensure timely and accurate support services are provided to the public and Board of Supervisors.

Services and Accomplishments

The Clerk of the Board (COB) Program is comprised of the Clerk of the Board, Assessment Appeals and Boards and Commissions Units. The Boards and Commissions Unit includes appropriations for three community councils: North Fair Oaks, Mid-Coast and Pescadero. COB Program staff work with departments to prepare agenda items/materials, process Board agenda items, transcribe Board meeting proceedings, prepare hearing notices, post agendas and supporting items online, maintain Board meeting files, provide public access to files and perform recruitments for County Boards and Commissions. Program staff also prepare Assessment Appeals Board agendas, process applications, prepare hearing notices and maintain public record.

Major accomplishments in the current year include:

- Consolidated the duties of the Assessment Appeals and the Clerk of the Board to streamline processes and realize cost savings
- Updated internal administrative policies to improve timeliness and accuracy of Board meeting deliverables
- Distributed Board agenda packets to Agenda Review committee members on time
- Reduced the number of days to complete Board meeting minutes from 144 days to 68 days
- Posted meeting minutes on the County's website
- Processed over 1,900 assessment appeal filings
- Updated the contracts database to better track Board-approved agreements

Story Behind Baseline Performance

The COB has successfully prepared and published 100% of Board agendas accurately during the current year, representing a significant improvement from the prior year's 88% accuracy rate. All Program positions are now filled and staff is trained on COB procedures. As of June 2004, there were 27 Board agendas and over 900 items processed. Of these items, 92% were posted online. The COB continues to work with departments to ensure that Board packets are submitted on time and in electronic format.

The COB distributes surveys to two customer bases: Board members and customers requesting research requests. Current year survey results indicate that 100% of customers surveyed after

receiving research services rate the services provided as good or better. For the past two years, 100% of Board members surveyed rated overall satisfaction with the services provided by the COB as good or better. However, one survey respondent rated staff response time as fair. The COB continues to work on improving timeliness. Throughout the current year, the COB has consistently posted all Board agendas online at least four days prior to scheduled Board meeting and distributed Board packets to Board members six days prior to scheduled Board meeting.

The COB anticipates purchasing two new systems that will track Boards and Commissions vacancy information and Assessment Appeals filings. The Assessment Appeals system will allow applicants to complete applications online. This will reduce staff time spent on data entry. The Boards and Commissions system will provide information relating to current vacancies and status as well as historical information accessible by the County Manager's Office and Board of Supervisors. These systems will improve the timeliness of processing assessment appeal filings and Boards and Commissions vacancies. Program staff will develop procedures for these new systems in the upcoming fiscal year.

Major challenges over the next two years will be:

- To manage complex assessment appeals filings
- To improve Boards and Commissions recruitment process

Program Priorities

The Clerk of the Board Program will meet performance targets by doing the following:

Process at Least 95% of Agendas Accurately

- Develop an Agenda Flow process that will improve the Agenda packet procedure
- Continue to reduce the number of days to complete Board meeting minutes

Publish at Least 93% of Agenda Items Online

- Collaborate with outside agencies to obtain agenda packets in pdf format for online posting
- Review the feasibility of transferring historical data to the Department's Electronic Document Management System (FileNet) in order to publish these documents online
- Continue to develop strategies to inform the public of the availability of the agenda and supporting documents available online

Initiate 100% of Boards and Commissions Recruitments Within Established Timeframes

- Continue implementation and update of recruitment and appointment procedures
- Develop database/program that will offer capability of historical tracking of membership information including names, positions and terms and allow the Board of Supervisors and County staff to access database information
- Develop strategies to inform the public of the availability of the Boards and Commissions recruitment information and application online

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of Board agendas prepared	34	31	27	30	30
Number of Board agenda items processed	1,228	1,128	998	1,100	1,100
Number of research requests	---	26	101	96	96
Number of Boards and Commissions recruitments	27	20	17	20	20
Number of new Assessment Appeals filings	1,435	1,616	1,908	1,600	1,600
How Well We Do It (Quality)					
Percent of Board agendas completed accurately	91%	88%	100%	95%	96%
Average number of days between Board meeting and approval of minutes	26	144	68	31	31
Percent of Boards and Commissions recruitments initiated within established timeframes after notification of vacancy	---	---	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Percent of customers satisfied with record research requests processed	---	---	100%	95%	95%
Percent of Board members satisfied with the level of services provided by the Clerk of Board's Unit	---	100%	100%	100%	100%
Percent of Assessment Appeals customers rating services provided good or better (data development)	---	---	---	95%	95%
Percent of Board agenda items published online	81%	93%	92%	93%	93%

Clerk of the Board (1215P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	3.0	2.0	2.0	2.0		2.0
Funded FTE	3.0	2.0	2.0	2.0		2.0
Total Requirements	173,078	141,218	166,727	175,698	8,971	180,873
Total Sources	2,613	27,084	25,000	43,000	18,000	43,000
Net County Cost	170,465	114,134	141,727	132,698	(9,029)	137,873
NCC Breakdown						
Mandated Services			141,727	132,698	(9,029)	137,873

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $132,698 or 75.5%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; negotiated labor increases; elimination of one-time funding and appropriations for the Assessment Appeals and Boards and Commissions Systems; reductions to various service and supply accounts; and minor adjustments to internal service charges including Automation, Telephone and Copy Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(20,000)	(34,024)	25,000	0	10,976	0

2. **Revenue Enhancements**

The Assessment Appeals Board has approved charging a $30 Assessment Appeals Filing Fee and increasing the written Findings of Fact fee from $75 to $250 for the first two hours or less of hearing and $175 for each additional hour of hearings thereafter. The amount included in the budget is a conservative figure and will be adjusted once a baseline amount is established. This additional revenue will be used to offset Assessment Appeals costs previously covered by other programs within the Department. Appropriations are included for Assessment Appeals System maintenance costs and other software expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
30,000	9,995	0	0	(20,005)	0

3. **Increase Assessment Appeals Board Member Compensation**

The three-member Assessment Appeals Board will receive an increase in compensation from $200 to $300 per meeting. This new rate is comparable with other Bay Area counties. Revenues generated from Assessment Appeals Filing and Findings of Fact Fees will offset these increased costs. The additional compensation fee increases were approved by the Board at its June 8 meeting. This revision adds revenue and appropriations to the budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,000	8,000	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
18,000	(16,029)	25,000	0	(9,029)	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; negotiated labor increases; and minor adjustments to internal service charges. Increases in Intrafund Transfers are due to reimbursements from the Assessor's Office for Assessment Appeals related activities.

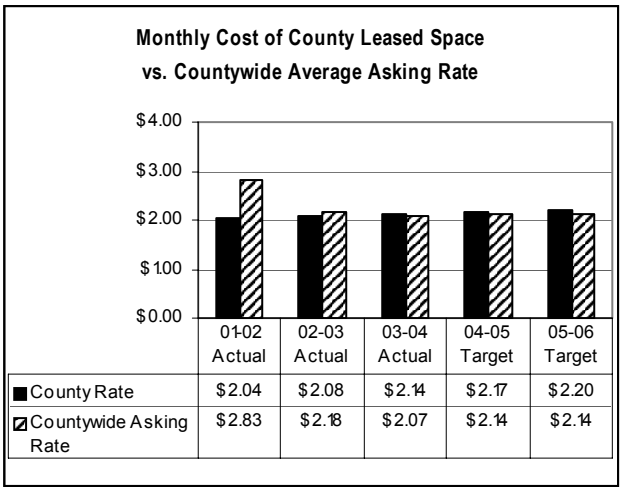
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	7,734	(2,559)	0	5,175	0

Special Services (1220P)

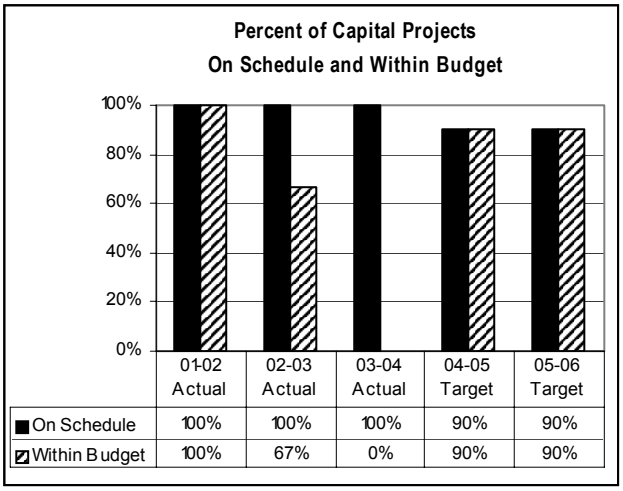
Program Locator

County
Administration and Fiscal
County Manager/Clerk of the Board
County Management
Clerk of the Board
▷ **Special Services**

Headline Measures



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
County Rate	$2.04	$2.08	$2.14	$2.17	$2.20
Countywide Asking Rate	$2.83	$2.18	$2.07	$2.14	$2.14



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
On Schedule	100%	100%	100%	90%	90%
Within Budget	100%	67%	0%	90%	90%

Program Outcome Statement

The Special Services Program serves County departments and other agencies efficiently and effectively by managing leased space, providing right of way acquisition services and administering capital projects.

Services and Accomplishments

The Special Services Program includes the Real Property and Capital Projects Divisions. The Real Property Division works closely with County departments to define leased facility needs, identify appropriate alternatives, negotiate leases on competitive terms and administer those agreements throughout the term of lease. The Capital Projects Division manages the County's major capital projects.

The following are major accomplishments in the current year:

- Began construction of the 295,285 square foot Youth Services Center in San Mateo
- Issued lease revenue bonds to finance Youth Services Center Project
- Negotiated an innovative and flexible lease (at a cost of $1.44 per square foot, furnishings and communications wiring provided by landlord) for the Human Services Agency's new Health Information Telecenter
- Facilitated creation of a temporary Media Annex to meet the request of the media for special accommodations during high profile court trial
- Finalized lease negotiations for Burlingame Long Term Care
- Leased a new facility for the relocation of Women, Infant and Children (WIC) clinic in Redwood City
- Worked to declare a portion of County property in South San Francisco as surplus property for use as affordable housing site
- Temporarily relocated Elections records to facilitate modifications to Elections building
- Conducted analysis of mobile home park rents
- Provided acquisition of right-of-way services for various cities and public agencies

Story Behind Baseline Performance

During FY 2003-04, asking rates for office space countywide have continued to decline and are now at levels that have not been seen since 1999. Due to long-term lease commitments, the County's average leased rental rate of $25.68 is slightly higher than the countywide asking rate of $24.84. As leases expire, staff negotiated long-term leases to ensure the County takes advantage of the current market for its leased facilities. These agreements include: extension of the lease for Probation's BRIDGES program in Redwood City with a rate reduction of 33% although the landlord made improvements to comply with the Americans with Disabilities Act (ADA); and the 5,000 square foot expansion of the Human Services Agency Quarry Road facility in Belmont which required that

landlord construct the mezzanine office area. Overall satisfaction with services provided by Program staff was at 100% in FY 2002-03. Current year surveys will be distributed prior to year-end.

Capital Projects provides project management of the Youth Services Center Project, which will include a Juvenile Hall, Girl's Camp, Receiving Home and Group Homes. Total project costs have been set at $125 million. Project completion date is on track with completion anticipated in September 2006. However, the project is currently 12% over budget due to increased cost of materials. Efforts are underway to bring costs back down to the original budget.

Major challenges over the next two years will be:

- To identify long-term space requirements
- To secure flexible long-term leases at or below market rate
- To control costs in view of accelerated construction inflation due to steel and fuel prices

Program Priorities

The Special Services Program will meet performance targets by doing the following:

Maintain 90% of Capital Projects Within Budget and on Schedule

- Coordinate activities related to the construction of the Youth Services Center

Maintain Annual Leased Space Costs at $26.04 or Lower (Funding Adjustments 1 and 2)

- Continue to negotiate new leases and lease renewals that link long-term occupancy costs to current market conditions

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of leases managed					
- County Tenant	70	65	65	65	65
- County Landlord	116	115	110	110	110
Area of County tenant leased space managed (sq. ft.)	361,410	400,906	455,944	478,771	478,771
Number of Capital Projects administered (1)	3	3	1	1	1
How Well We Do It (Quality)					
Monthly cost of County leased space vs. Countywide average market rate (sq. ft.)	$2.04 / $2.83	$2.08 / $2.18	$2.14 / $2.07	$2.17 / $2.14	$2.20 / $2.14
Percent of capital projects on schedule	100%	100%	100%	90%	90%
Percent of capital projects within budget (2)	100%	67%	0%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of customers satisfied with services					
- Real Property	---	100%	---	95%	95%
- Capital Projects	---	100%	---	92%	95%

(1) The Health Center and Crime Lab Projects were completed in FY 2002-03. The Youth Services Center will be completed in FY 2005-06.

(2) In FY 2002-03, prior to bond financing for the Youth Services Center Project, the General Fund advanced $4 million from Reserves for services rendered by Turner Construction. The General Fund has since been reimbursed. However, the project is currently over budget due to increased cost of materials.

Special Services (1220P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0
Total Requirements	1,321,656	1,702,252	2,372,589	3,223,320	850,731	3,095,807
Total Sources	1,482,311	1,857,110	2,370,708	3,223,320	852,612	3,095,807
Net County Cost	(160,656)	(154,858)	1,881		(1,881)	
NCC Breakdown						
Mandated Services			1,881		(1,881)	

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by Capital Projects and revenue from charges to users utilizing leased facilities.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; negotiated labor increases; increases in the Leased Facility Rental Charges due to minor changes in leased space requirements primarily at the Harbor Boulevard facility in Belmont; and reductions to various general office supply accounts and overtime to partially offset negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
48,680	83,927	(37,128)	0	(1,881)	0

2. **Annualization of Burlingame Long Term Care Facility Lease Costs**

The County's Burlingame Long Term Care facility lease agreement was initiated in October 2003. The FY 2003-04 budget included coverage of this agreement for eight months. The FY 2004-05 budget annualizes the agreement's costs for a full year. Monthly reimbursements will continue to be received from the San Mateo Medical Center to cover the cost of the facility's lease charges as well as Real Property administrative charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
686,710	686,710	0	0	0	0

3. **Final Fund Balance Adjustment**

Additional Fund Balance has been set aside in Services and Supplies. A review of program costs will be evaluated during the year which may result in rebating all or a portion these appropriations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
117,222	117,222	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
852,612	887,859	(37,128)	0	(1,881)	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit and negotiated increases as well as higher benefit costs; reductions in Fund Balance and corresponding general office supply accounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(127,513)	(118,347)	(9,166)	0	0	0

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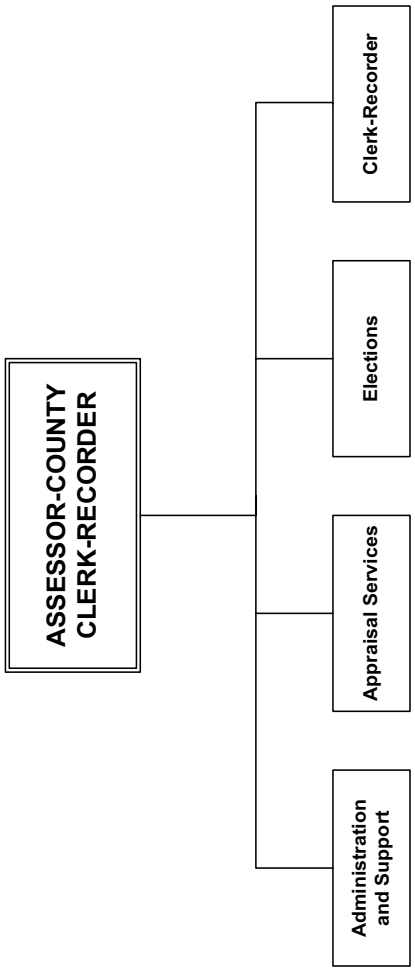
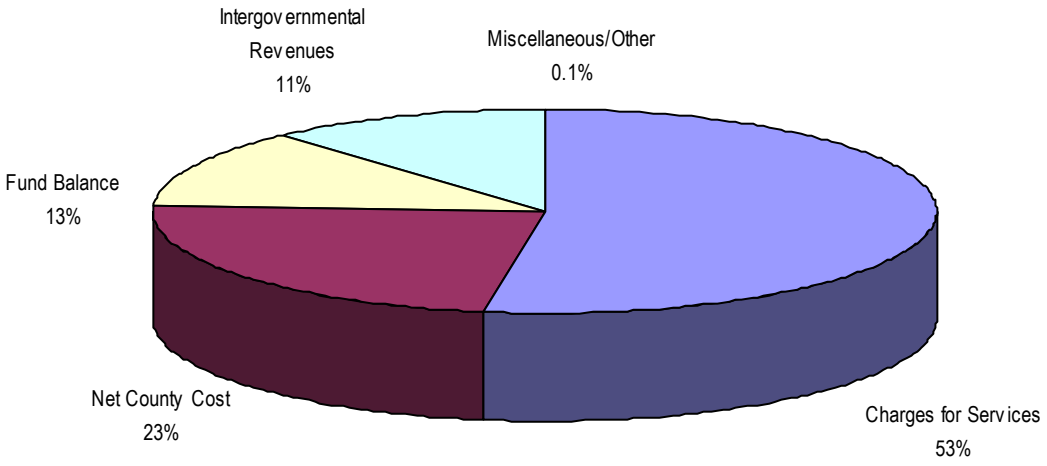
ASSESSOR- COUNTY CLERK-RECORDER

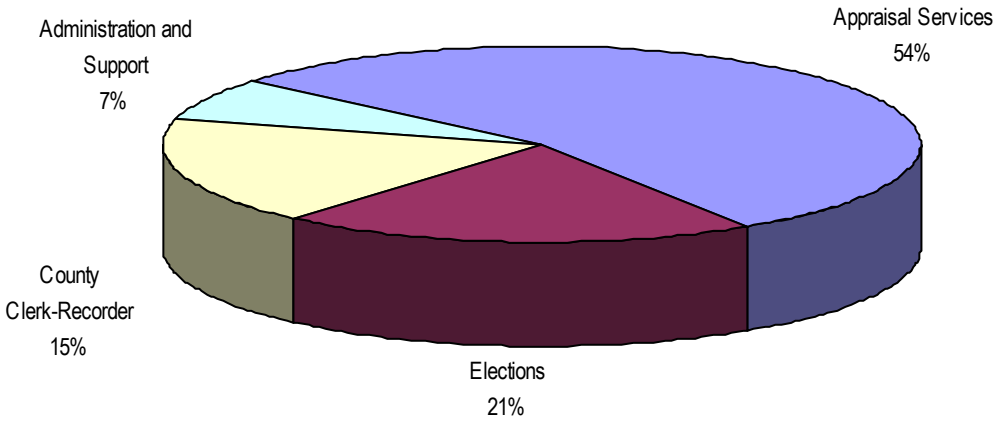


Assessor-County Clerk-Recorder (1300D)

FY 2004-05 Adopted Sources



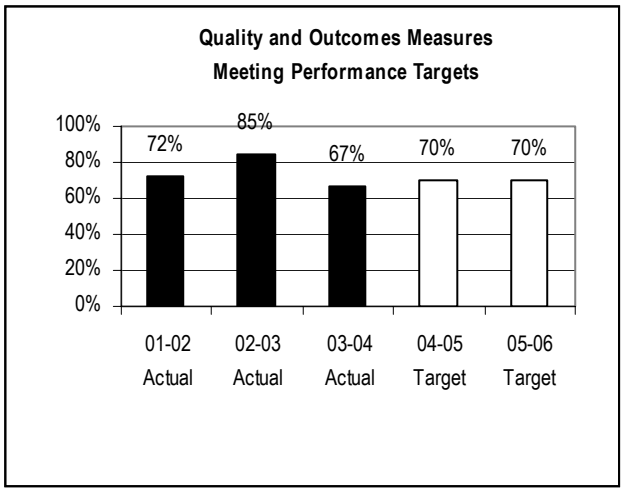
FY 2004-05 Adopted Requirements

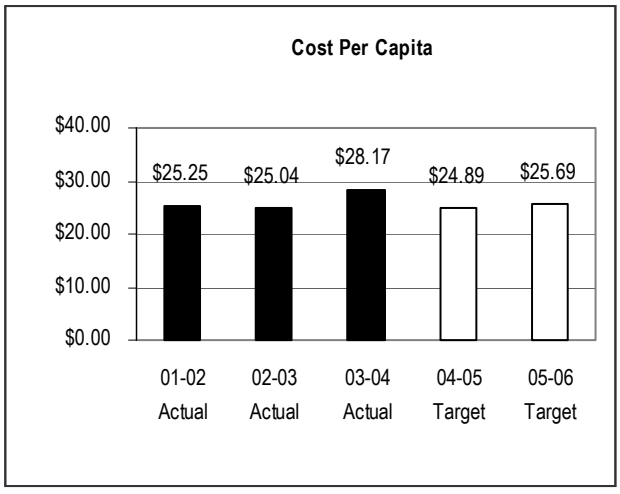


Department Locator

County
- Administration and Fiscal
  - Board of Supervisors
  - County Manager/Clerk of the Board
  - ▷ **Assessor-County Clerk-Recorder**
  - Controller's Office
  - Treasurer-Tax Collector
  - County Counsel
  - Employee and Public Services
  - Information Services Department
  - Grand Jury
  - First 5 San Mateo County
  - Retirement (*Sam*CERA)

Department Measures





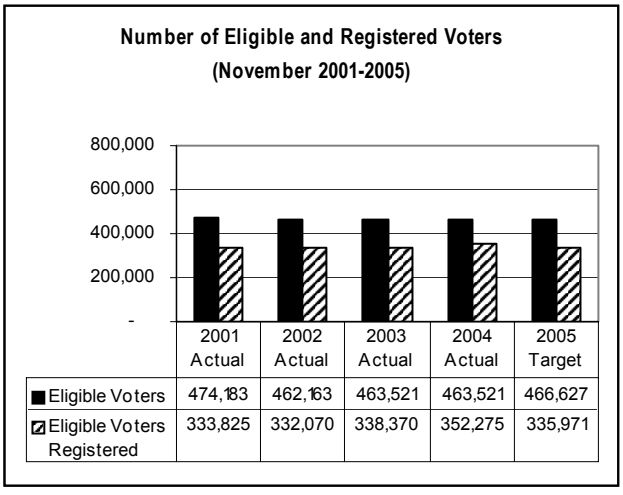
Department Mission Statement

The mission of the Assessor-County Clerk-Recorder (ACR) is to register County voters and efficiently conduct honest elections; ensure equitable treatment of County property owners by accurate and fair valuation of land, improvements and businesses; and create an accurate public record of recorded transactions relating to people and property within San Mateo County.

Contributions to Shared Vision 2010 Goals

The Assessor-County Clerk-Recorder (ACR) contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 1:** ACR assesses and implements new voter registration ballots and voting systems by minority language and disabled voters.
- **Goal 2:** ACR registers eligible voters and conducts honest and accurate elections on behalf of the citizens of San Mateo County.
- **Goal 22:** ACR develops plans to engage community groups to register voters and provide voter education; collaborates with title companies, vendors and government agencies to promote the electronic recording of documents; and contributes to the County Geographic Information System; and partners with San Mateo County Financial Officers and Building Officials to promote the exchange and sharing of critical data.



	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Target
Eligible Voters	474,183	462,163	463,521	463,521	466,627
Eligible Voters Registered	333,825	332,070	338,370	352,275	335,971

Story Behind Baseline Performance

Assessor-County Clerk-Recorder includes the following programs:

- Appraisal Services
- Administration and Support
- Elections
- County Clerk-Recorder

Accomplishments that have contributed to improved performance and progress this past year include:

Improved Voter Registration and Election Administration

- Conducted three major elections and prepared ballots in three languages
- Implemented the Peninsula Democracy Corps to provide full staffing of Election Day poll workers

Improved County Clerk and Recording Services

- Received a 90% customer satisfaction survey rating
- Expanded eGovernment initiatives by providing marriage license and fictitious business name statement applications online

Improved Property Assessment Services

- Produced a 12.5% improvement in the time lag between Residential Sale and Notice
- Received a 100% approval rating by San Mateo County Finance Officers Group (SAMFOG) for production of improved assessment roll projections

Major challenges over the next two years will be:

- To maintain high customer satisfaction while implementing additional eGovernment technologies
- To produce more accurate financial projections in a rapidly changing local economy
- To implement the Federal Help America Vote Act
- To continue to deliver services and meet goals in light of reduced funding levels

Department Priorities

The Assessor-County Clerk-Recorder will meet performance targets by doing the following:

Develop and Implement New Technologies and eGovernment Solutions

- Acquire and implement a new voting system to comply with the Help America Vote Act (HAVA) of 2002 by the March 2006 Gubernatorial Primary Election
- Integrate the Geographic Information System (GIS) with recorder system

Improve and Expand Community Partnerships

- Develop a Poll Worker Academy to improve service to voters
- Continue to work in partnership with city Building Officials to implement electronic transfer of building permit data
- Continue to work in partnership with SAMFOG members to improve financial data exchanges
- Collaborate with the Assessment Appeals Board to reduce the appeal resolution timeline

Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

- Elimination of two vacant positions
- Utilization of County Clerk-Recorder's Micrographic Conversion Trust Fund
- Adjustment of revenue sources including Document Recording and Supplemental Tax Administration Fees

Assessor-County Clerk-Recorder (1300D)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	2,219,217	2,246,514	2,220,001	2,220,001		2,220,001
Charges for Services	11,962,102	10,586,738	8,831,285	10,153,020	1,321,735	11,563,153
Miscellaneous Revenue	64,194	54,485	18,500	15,500	(3,000)	15,500
Total Revenue	14,245,513	12,887,738	11,069,786	12,388,521	1,318,735	13,798,654
Fund Balance	3,683,905	3,837,329	3,837,329	2,442,279	(1,395,050)	922,173
TOTAL SOURCES	17,929,418	16,725,067	14,907,115	14,830,800	(76,315)	14,720,827
REQUIREMENTS						
Salaries and Benefits	10,927,907	12,528,074	12,942,685	13,171,976	229,291	13,900,103
Services and Supplies	4,849,270	5,739,902	4,835,606	3,295,979	(1,539,627)	3,555,299
Other Charges	1,761,750	1,976,208	1,888,220	1,977,569	89,349	1,966,169
Fixed Assets	250,141	40,366				
Gross Appropriations	17,789,069	20,284,550	19,666,511	18,445,524	(1,220,987)	19,421,571
Intrafund Transfers		(570,978)	(570,978)		570,978	
Net Appropriations	17,789,069	19,713,572	19,095,533	18,445,524	(650,009)	19,421,571
Contingencies/Dept Reserves	2,537,695	1,112,832	1,146,079	919,173	(226,906)	692,267
TOTAL REQUIREMENTS	20,326,764	20,826,404	20,241,612	19,364,697	(876,915)	20,113,838
NET COUNTY COST	2,397,346	4,101,337	5,334,497	4,533,897	(800,600)	5,393,011
AUTHORIZED POSITIONS						
Salary Resolution	123.0	123.0	123.0	123.0		123.0
Funded FTE	122.5	123.0	123.0	122.8	(0.2)	122.8

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources decreased by $76,312 or 0.5% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Charges for Services
There is a net increase of $1,321,735 in this funding source. Increases include $89,338 in Supplemental Tax Administration Fee revenue and $400,000 in Document Recording Fees based on prior year actuals and continued increase in real estate transactions due to lower interest rates; decrease of $227,000 in election revenue due to fewer countywide elections this fiscal year; and the balance reflects the use of trust fund receipts (Micrographic Conversion and Modernization) to cover the cost of microfilming contract with ImageMax, Automation charges, Records Center costs, warehouse relocation, Extra Help costs associated processing recordings, and Facility Rent charges for Clerk-Recorder.

Miscellaneous Revenue
There is a decrease of $3,000 in this funding source due to a reduction in sale of literature.

Fund Balance
There is a decrease of $1,395,050 in this funding source. Fund Balance has been adjusted to reflect prior year estimated appropriation savings and revenue surplus generated from Document Recording Fees.

TOTAL REQUIREMENTS

Total Requirements decreased by $876,915 or 4.3% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits
There is a net decrease of $229,291 in this expenditure category. Adjustments include labor negotiated salary increases and benefit adjustments totaling $688,420, decrease in Extra Help and Overtime due mainly to fewer major elections this fiscal year and elimination of two vacant permanent positions (Office Specialist and Senior Appraiser) in the Appraisal Services Program. Appropriations also reflect the prior year deletion of one vacant Office Assistant and the addition of one Principal Auditor-Appraiser position. Records Center staff, previously in the Information Services Department, have been moved to this department. A total of two positions have been added to reflect this transfer, one Records Center Supervisor and one Records Center Assistant.

Services and Supplies
There is a net decrease of $1,539,627 in this expenditure category. Decreases were caused by the following: reduction in election appropriations due to having only one major election this year versus three major elections last year; transfer in AB589 appropriations to other accounts; additional cost for election system software; added expenditures for the Records Center; and other minor adjustments.

Other Charges
There is a net increase of $89,349 in this expenditure category to reflect inflationary and negotiated cost increases related to Automation, Facilities and Telephone services.

Interfund Transfers
There is decrease of $570,978 in this reimbursement category due to the completion the prior year's Recall election.

Contingencies/Departmental Reserves
There is a decrease of $226,906 due to increased costs associated with the elections voting system. The balance in Reserves represents five percent of Net Appropriations, which exceeds the two percent County Reserves Policy requirement by $550,263.

NET COUNTY COST

There is an decrease of $800,600 or 15% in this Department's General Fund allocation due to reduction of one major election.

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources increased by $109,973 or 0.7% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Charges for Services
There is an increase of $1,410,133 in this funding source due to the following: use of additional Micrographic Conversion Trust Fund receipts to cover operational expenses and increase in election services revenue due to additional schools, cities and special districts elections.

Fund Balance
There is a decrease of $1,520,106 in this funding source. Fund Balance has been reduced since a significant amount of Reserves were used in the prior year to meet budget reduction target.

TOTAL REQUIREMENTS

Total Requirements increased by $749,141 or 3.9% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits
There is an increase of $728,127 in this expenditure category due to merit and negotiated labor increases as well as increases in Elections Extra Help to cover workload for one added major election.

Services and Supplies
There is an increase of $259,320 in this expenditure category in Elections due to one added major election.

Other Charges
There is a decrease of $11,400 in this expenditure category due to minor adjustments in internal service charges.

Contingencies/Departmental Reserves
There is a decrease of $226,906 in this expenditure category due to additional costs associated with the voter registration and tabulations systems agreement. The balance in Reserves represents four percent of Net Appropriations, which exceeds the two percent County Reserves Policy requirement by $303,836.

NET COUNTY COST

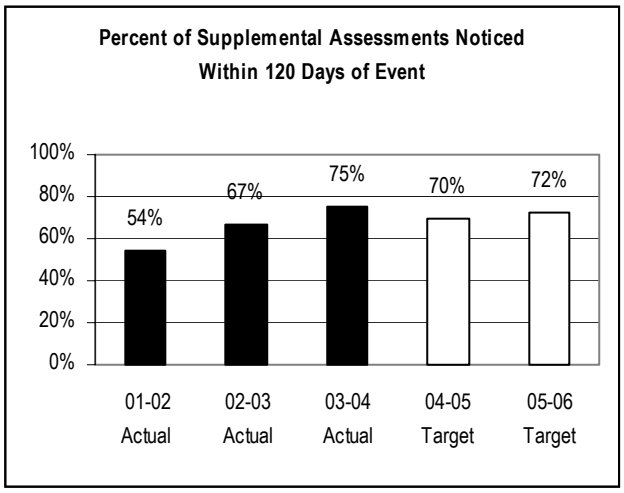
There is an increase of $859,114 or 19% in this Department's General Fund allocation due to costs associated with conducting one more major election.

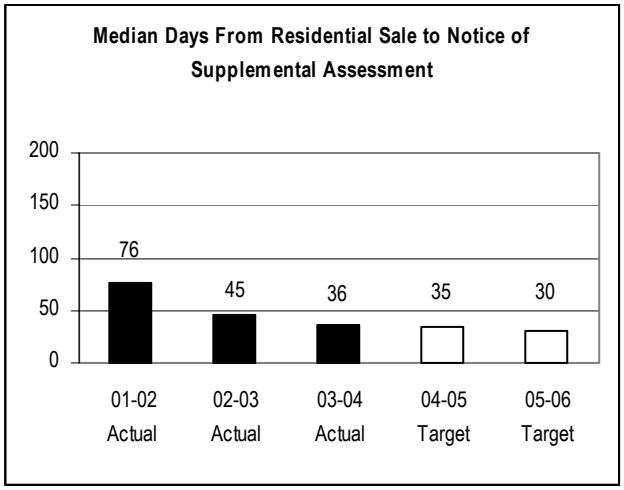
Appraisal Services (1310P)

Program Locator

County
Administration and Fiscal
Assessor-County Clerk-Recorder
▷ **Appraisal Services**
Administration and Support
Elections
County Clerk-Recorder

Headline Measures





Program Outcome Statement

The Appraisal Services Program produces equitable, timely and accurate tax roll assessments of real and personal property, and provides related services to the public that generate property tax revenues which fund the delivery of essential community services.

Services and Accomplishments

The Appraisal Services Program sets values, assesses property and produces San Mateo County's local assessment roll, used for computing property taxes.

The Appraisal Services Program is comprised of three work groups, all of whom play an integral and contributory part to the development and production of secured and unsecured property tax assessments. The CIO and Real Property groups contribute to the production of the "secured" assessment roll; the Business Property group is responsible for the production of the "unsecured" assessment roll. Annual property tax revenues are distributed to more than 150 local governmental agencies (cities, special districts, schools and the County) assuring a stable funding stream and the continuation of vital services.

The following are major accomplishments in the current year:

- Produced the FY 2003-04 assessment roll which included 236,000 properties, valued at over $100 billion and resulted in a $5.4 billion, or 5.73% increase over the FY 2002-03 assessment roll
- CIO group processed 40,000 – 50,000 recorded documents to determine if they accurately reflect property ownership and whether or not property tax law requires that the property be reappraised
- Real Property appraisal group completed 30,000 assessments and appraisals of land and buildings when a change in ownership or new construction occurred; property has declined in value; or an assessment appeal has been filed
- Business Property group processed 8,500 business property statements, and in compliance with the Revenue and Taxation Code, audited approximately 300 business accounts
- Continued to meet with the Controller and Tax Collector on a regular basis to refine the tax process
- Continued to provide the City and County Finance Officers with assessment roll information and estimates

Story Behind Baseline Performance

The median days from residential sale to notice of supplemental has decreased from 76 days in FY 2001-02 to 36 days in FY 2003-04. Supplemental assessment preparation has experienced substantial improvement over the past two years. By working with outside agencies and property owners to obtain information, streamlining internal work processing, improving technology and ensuring that staff has training opportunities, the Appraisal Services Program

continues to improve the supplemental assessment timeline. The timeliness of this notification benefits both the taxpayer and the local taxing agencies. Additionally, the implementation of Automated Valuation Models continued to contribute to the improvement of the supplemental assessment notice for residential sales. The goal is to reduce the notification/enrollment timeline by 11% for FY 2003-04 and further reduce that timeline by 12% in FY 2004-05. High customer satisfaction ratings reflect the staff's dedication to processing a timely and accurate assessment roll.

Major challenges over the next two years will be:

- To reduce the time from event date to enrollment date in the current weak commercial real estate economy
- To manage workload with limited resources

Program Priorities

The Appraisal Services Program will meet performance targets by doing the following:

Distribute 70% of Supplemental Assessments Notices Within 120 Days of Event

- Implement electronic transfer of building permits
- Mail supplemental notices within targeted timeframes
- Decrease the average processing time for all CIO transactions
- Expand appraisal tools and databases, i.e., create a commercial database
- Prepare for staffing changes as a result of anticipated retirements

Achieve Three Percentage Point Difference or Lower Between March Estimate and Total Actual Roll Change

- Work with the Assessment Appeals Board to decrease the processing time for all assessment appeal filings
- Improve Automated Valuation Models for greater roll accuracy
- Work with Information Technology group to implement a document imaging strategy
- Improve audit completion percentages prior to the close of the assessment roll

Achieve Customer Satisfaction Rating of 90% or Better

- Improve assessment change process between Assessor, Tax Collector and Controller Offices
- Continue providing updates to City and County Finance Officers

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of real property assessments processed	217,334	217,559	217,852	218,000	218,200
Number of supplemental assessments processed	35,149	22,475	25,578	22,000	22,000
Number of mandatory audits completed	192	340	375	345	300
How Well We Do It (Quality)					
Percent of real property activities processed by close of roll	98%	100%	100%	99%	99%
Percent of supplemental assessments noticed within 120 days of event	54%	67%	75%	70%	72%
Median days from residential sale to notice of supplemental assessment	76	45	36	35	30
Percent of mandatory audits completed by the close of the roll	40%	71%	86%	85%	90%
Is Anyone Better Off? (Outcome)					
Percentage point difference between March estimate and total actual roll value	3	1	0.6	3	3
Percent of taxing agencies rating services as good or better	---	90%	100%	90%	90%
Percent of audits with waivers beyond the four year statute	39%	61%	48%	15%	10%

Appraisal Services (1310P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	79.0	79.0	79.0	77.0	(2.0)	77.0
Funded FTE	79.0	79.0	79.0	77.0	(2.0)	77.0
Total Requirements	9,362,412	9,574,254	10,320,607	10,614,162	293,555	10,818,879
Total Sources	7,788,242	6,650,110	6,912,160	6,468,349	(443,811)	5,890,863
Net County Cost	1,574,170	2,924,144	3,408,447	4,145,813	737,366	4,928,016
NCC Breakdown						
Mandated Services			3,408,447	4,145,813	737,366	4,928,016

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $4,145,813 or 39.1%. Of this amount, 100% includes Mandated Services with no specified maintenance of effort (MOE) requirements.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases and benefits; Extra Help adjustments to reflect Property Administration Grant Program; and Fund Balance has been reduced to reflect prior year usage for one-time projects as well as to meet reduced budget target.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(729,409)	724,149	0	0	1,453,558	0

2. **Cost Saving Measures and Revenue Enhancements**

Two vacant positions, one Senior Appraiser and one Office Specialist, have been eliminated to meet budget reduction target. Other adjustments include reductions in Contracts, Interagency Agreements and Automation service charges. Revenue has been adjusted to reflect increases in Supplemental Property Tax Administration Fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
89,338	(574,030)	0	0	(663,369)	(2)

3. **Annualization of Mid-Year Position Changes**

Savings reflecting prior year deletion of one vacant Office Assistant and addition of one Principal Auditor-Appraiser are reflected. The full cost of the Principal Auditor-Appraiser position will be offset by AB589 Property Tax Administration Grant Program appropriations, which were previously reflected in the Extra Help account. The difference between the two positions has been reflected as savings. The Principal Auditor-Appraiser position is responsible for assessment appeals activities and supervises existing auditor positions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(52,824)	0	0	(52,824)	0

4. **Final Fund Balance Adjustment**

Additional Fund Balance has been set aside for Property Administration Grant Program contracts, including automation and litigation (assessment appeals).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
196,260	196,260	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
443,811	293,555	0	0	737,366	(2)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

5. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of negotiated labor increases, as well as merit increases and higher benefit costs; and elimination of Fund Balance.

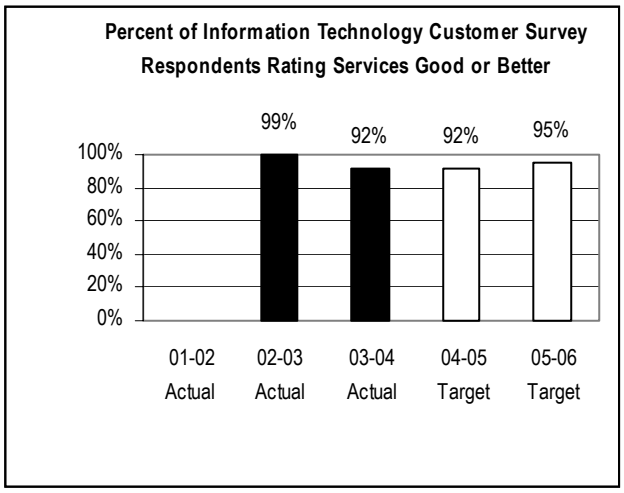
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(577,486)	(204,717)	0	0	782,203	0

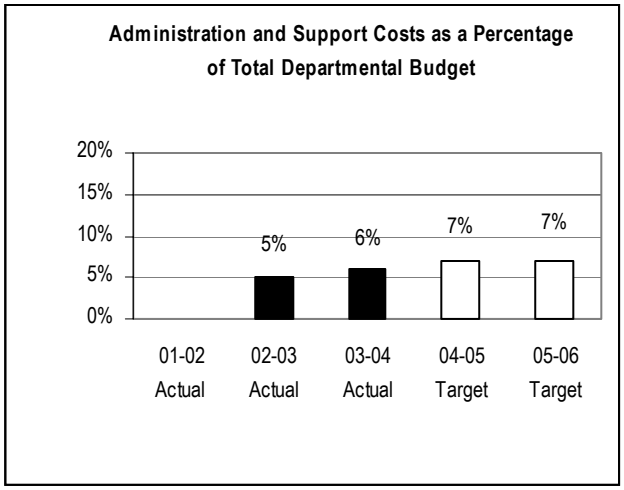
Administration and Support (1320P)

Program Locator

County
Administration and Fiscal
Assessor-County Clerk-Recorder
Appraisal Services
▷ **Administration and Support**
Elections
County Clerk-Recorder

Headline Measures





Program Outcome Statement

Administration and Support Services serves the Assessor-County Clerk-Recorder employees, the community and other County departments by setting policies, drafting an annual business plan, monitoring accomplishments and overseeing all technology and financial operations in a collaborative manner to achieve the Department's goals and objectives.

Services and Accomplishments

The Administration and Support Services Program establishes the priorities, sets the tone and promotes a standard of excellence throughout the Department. Five equally critical categories of resources and values fuel the mission—people, programs, finance, facilities and technology. The Program supports all Assessor-County Clerk-Recorder employees in the accomplishment of Departmental mission critical activities, including implementing staff training programs in the following areas: Excel, Easy Access, appeals process, new legislation/laws, information technology; developing cash handling procedures; providing monthly financial reporting to managers; providing community outreach initiatives for all divisions/ programs; and strengthening public information efforts to advise the public of new services, laws, regulations and forums.

The following are major accomplishments in the current year:

- Initiated e-Government initiatives in every division making various public services more accessible, secure and transparent. Customers can now apply for marriage licenses and citizens can register to vote and/or request a permanent absentee ballot status online.
- Offered online programs and voting materials in English, Spanish and Chinese to better serve the diverse community.
- Continued to preserve official records of land, property, voting results and vital statistics
- Added new security measures to protect the technology, e-mail, records, facility and people from intentional and unintentional harm. Back-up procedures, security cameras, searchable, digitized and long-life film imaging steps and procedural reviews are just some of the examples of these measures.
- Introduced new cash handling procedures and began issuing monthly financial reports to the management team to assist in analyzing and weighing the fiscal implications of Departmental initiatives

Story Behind Baseline Performance

Efforts to strengthen the knowledge base of staff have helped the Department navigate these tight budget times. Staff development training classes, cross-training efforts and the automation of processes have helped to conserve resources without compromising initiatives or services. The Administration and Support Program costs continue to represent about 7% of the Department's budget.

As the Department works to automate and streamline processes in each division to make it more customer-friendly and current with today's technology, it is important to continually audit the integrity of the systems and data. New mandates in the areas of protecting an individual's right to privacy, property assessment, voting procedures, and the maintenance of public record for property transactions further complicate and necessitate this requirement. Efforts to expand online services in every division are underway making it easy to do business with the Department.

Additionally, in order to measure how the Program is doing in the area of technology customer service, satisfaction surveys are sent to the employees who receive help desk assistance. The Program's goal is to produce continuous improvement in the satisfaction rate of internal customers. In FY 2002-03 customer ratings reflected a 99% satisfaction with IT services.

Major challenges over the next two years will be:

- To assure the public that the Department's systems are reliable, data is sound and that every measure has been taken to secure it for current and historical use while making substantial system improvements and process efficiencies

Program Priorities

The Administration and Support Services will meet performance targets by doing the following:

Achieve IT Customer Satisfaction Rating of 92% or Better

- Continue to improve applications and data delivery systems
- Continue to implement staff training improvements
- Implement Phase 1 and 2 of new voter equipment system
- Implement document strategies including imaging project and FileNet (Electronic Document Management System)
- Provide useful information and forms online

Maintain Administration and Support Costs at 7% or Below

- Audit new cash handling procedures of South Tech application to reduce fiscal staff review
- Continue to provide division managers monthly financial reports
- Conduct a Departmentwide review of fees to determine if actual costs to provide services are fully recovered, i.e. elections
- Develop an efficient manner for tracking Elections staff timecard reporting thereby reducing fiscal staff review
- Determine if a surcharge for research requests is feasible

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of payables processed	7,090	6,094	8,992	6,100	7,000
Number of information technology service requests (data development)	---	---	---	520	260
How Well We Do It (Quality)					
Percent of payables paid on time	84%	74.6%	96%	96%	96%
Percent of network availability	100%	99.9%	100%	99.9%	100%
Average hours from information service request to resolution (data development)	---	---	---	8	6
Percent of information technology customer survey respondents rating services good or better	---	99%	92%	92%	95%
Is Anyone Better Off? (Outcome)					
Administration and Support costs as percentage of total departmental budget	---	5%	6%	7%	7%
Amount of property transfer tax collected for taxing agencies	$8,507,280	$8,939,455	$11,987170	$7,200,000	$7,200,000

Administration and Support (1320P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	11.0	11.0	11.0	11.0		11.0
Funded FTE	10.5	11.0	11.0	11.0		11.0
Total Requirements	1,021,066	1,289,221	1,262,912	1,332,626	69,714	1,392,106
Total Sources		360,965	332,326	374,304	41,978	374,304
Net County Cost	1,021,066	928,256	930,586	958,322	27,736	1,017,802
NCC Breakdown						
Mandated Services			930,586	958,322	27,736	1,017,802

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $958,322 or 71.9%. Of this amount, 100% includes Mandated Services with no specified maintenance of effort (MOE) requirements.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases and benefits; and Modernization Trust Fund receipts to offset the prior year's reclassification of a Community Program Specialist to a Program Services Manager position. Additional revenues received by the County Clerk-Recorder's Program will offset Net County Cost in this Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
41,978	69,714	0	0	27,736	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of negotiated labor increases, as well as merit increases and higher benefit costs.

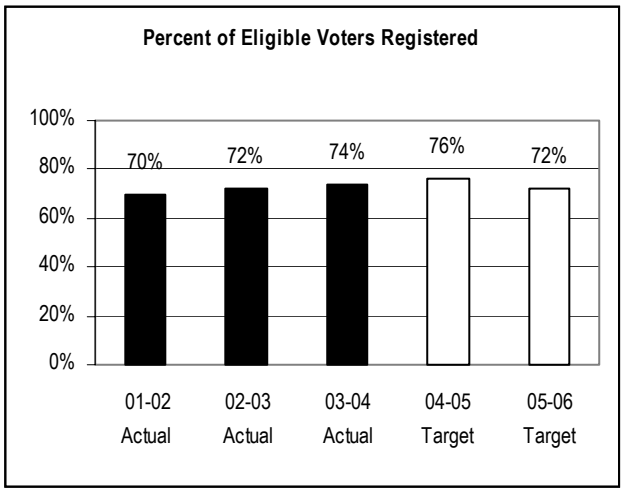
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	59,480	0	0	59,480	0

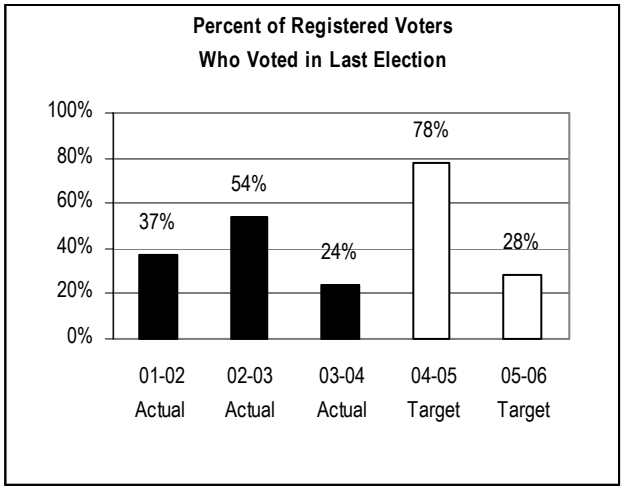
Elections (1330P)

Program Locator

County
Administration and Fiscal
Assessor-County Clerk-Recorder
Appraisal Services
Administration and Support
▷ **Elections**
County Clerk-Recorder

Headline Measures





Program Outcome Statement

The Elections Office promotes civic involvement in the election process by registering eligible voters and conducting honest and accurate elections on behalf of the citizens of San Mateo County.

Services and Accomplishments

The Elections Office primary responsibilities are to register voters and conduct elections. The Office provides community education to increase voter registration and turnout, maintains a voter registration file, trains poll workers to staff voting precincts, verifies and processes candidacy petitions, prepares, distributes and processes election ballots, equips voting precincts and tabulates election results.

The following are major accomplishments in the current year:

- Conducted three major elections including the highly controversial Special Recall Election on October 7th, followed by the general election in November and an early Presidential Primary on March 2nd, which included two hotly contested assembly seats.
- Prepared all ballots and sample ballots in three languages--English, Spanish and Chinese. For the March Presidential Primary, 150 different sample ballots styles were printed and mailed; a total of 612 separate ballot styles were required for voting. The variations were necessary to accommodate the types of political contests, specific voting areas, to rotate the order of names on the ballot, to reflect the various party ballots (7 parties plus the Decline to State voters) and to meet the State requirement that three optional ballot choices be made available to the Decline to State voter.
- Recruited, trained and placed bilingual poll workers in the County's 486 precincts. Sixty different training classes were held in various County locations to train the County's 2,000 poll workers for Election Day. A total of 342 bilingual poll workers worked the Presidential Primary. Hired for a one-day job, poll workers are trained and must perform their duties on the first and only day of work. Fortunately, Elections has cultivated a strong core group of returning poll workers. The Peninsula Democracy Corp, instituted this year by the Board of Supervisors, provided nearly 30 new County Employee poll workers for Election Day. Poll workers are the front line of the democratic process. Their selection and preparation is a key element to election integrity. A Poll Worker Academy is being planned to educate, improve and celebrate County poll workers.
- Installed a voter hotline to provide information on registration, absentee voting, polling sites and poll worker jobs

Story Behind Baseline Performance

About 74% of eligible voters are registered to vote, representing a higher percentage than the statewide average of 70% and reflecting an increase from the prior year's actual of 70% registered. In an effort to continue to increase voter registration, the Elections Office began offering permanent absentee voter status permitted by recent legislation to any legitimate voter, upon request. As a result, there has been a significant increase in requests of absentee ballots, from 60,000 requests in 2002 to 85,000 for the March 2nd Presidential Primary. Of these, 76,000 have opted for permanent absentee voter status. In addition, interested individuals have the ability to apply online to register to vote and/or obtain absentee ballot.

The Office continues to work with the League of Women Voters, community organizations, County agencies, community colleges and high schools to support voter registration efforts. A surge of voter interest in the Recall Election also helped voter registration increase by 11,421 (or 3.4%) in 2003. As of the March 2nd Presidential Primary, the County had 330,179 registered voters, adjusted by the roll maintenance process that purged 12,000 individuals from the active voter file.

The November Election resulted in a 24% countywide voter turnout. However, the Recall Election had a voter turnout of 57%, slightly higher than the prior year's Gubernatorial Election. Community outreach will continue in an effort to increase voter turnout among registered voters.

Major challenges over the next two years will be:

- To meet new mandates by the 2004 November Presidential General Election, including identifying and purchasing new voting equipment to meet new mandates relating to people with disabilities
- To develop a Poll Worker Academy during these fiscally constrained times
- To assure voter confidence in the security and integrity in the voting equipment and voting processes in the age of digital touch-screen voting

Program Priorities

The Elections Office will meet performance targets by doing the following:

Increase Registered Voters to 73.5% or Higher (Funding Adjustments 1, 4 and 5)

- Develop and implement a comprehensive voter registration and education plan involving all segments of the voting age population and communities in San Mateo County
- Enhance voter confidence in the security of the registration process by education, direct engagement with participation and input
- Continue to improve access to and convenience of the registration process by education, neighborhood democracy centers and to explore electronic voter registration
- Partner with League of Women Voters, community organizations, County agencies, community colleges and high schools and other resources
- Perform regularly scheduled voter file maintenance activities

Increase Registered Voters Who Voted in Last Election to 78% or Higher (Funding Adjustments 1, 4 and 5)

- Continue to improve access to and convenience of the voting process by increasing the number of voters voting by mail
- Enhance voter confidence in the security of voting process by education, direct engagement with participation and input
- Institute a Poll Worker Academy to improve the voting experience
- Implement a post election voter survey to capture voter feedback on the voting process

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of new voters enrolled	14,225	21,091	29,783	25,000	20,000
Number of poll workers	1,985	2,108	1,637	2,200	2,100
Number of voting locations	500	500	486	486	483
How Well We Do It (Quality)					
Percent of eligible voters registered to vote	70%	72%	74%	76%	72%
Percent of eligible voters registered to vote by mail	12%	19%	16%	24%	28%
Recruitment cost per poll worker	$30	$61	$46	$52	$40
Is Anyone Better Off? (Outcome)					
Number/Percent of registered voters who voted in last election (1)	93,712 / 37%	179,279 / 54%	81,073 / 24%	273,000 / 78%	95,000 / 28%
Number/Percent of registered voters who voted by mail in last election (1)	33,961 / 34%	56,878 / 17%	41,369 /12%	114,660 / 33%	49,000 / 15%
Number/Percent of voting locations reporting results within 45 minutes of poll closing	112 / 22%	124 / 25%	149 / 29%	186 / 38%	214 / 44%

(1) Refers to November election

Elections (1330P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	11.0	11.0	11.0	11.0		11.0
Funded FTE	11.0	11.0	11.0	11.0		11.0
Total Requirements	4,656,930	6,227,081	5,778,889	3,978,397	(1,800,492)	4,763,378
Total Sources	2,347,240	3,107,851	2,281,997	1,998,447	(283,550)	1,872,673
Net County Cost	2,309,690	3,119,230	3,496,892	1,979,950	(1,516,942)	2,890,705
NCC Breakdown						
Mandated Services			3,496,892	1,979,950	(1,516,942)	2,890,705

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $1,979,950 or 49.8%. Of this amount, 100% includes Mandated Services with no specified maintenance of effort (MOE) requirements.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases and benefits; Reserves are used to offset the cost of software expenses related to the Elections system; minor adjustments to internal service charges, including Automation and Telephone; and reduction in Fund Balance to reflect prior year usage to cover one-time projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(118,418)	256,205	0	(226,906)	147,717	0

2. **Reduction in Election Services**

Funding and appropriations have been reduced to reflect the reduction in the number of major elections from three elections in FY 2003-04 to one election in FY 2004-05. Existing appropriations will cover costs associated with the November Presidential General Election.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(220,000)	(2,455,637)	570,978	0	(1,664,659)	0

3. **Final Fund Balance Adjustment**

Additional Fund Balance will offset costs associated with the Poll Worker Academy Program and elections sytem.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
54,868	54,868	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(283,550)	(2,144,564)	570,978	(226,906)	(1,516,942)	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of negotiated labor increases, as well as merit increases and higher benefit costs; and budgeting for one regular major November election. Reserves have been reduced to cover the additional cost of the new voter registration and vote tabulation systems agreement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(183,774)	(150,203)	0	(226,906)	(193,335)	0

5. **Additional Costs for One Major Election**

Cost for one additional major election has been included on this year's budget. Extra Help, Overtime, and Election Expense accounts have been increased. These costs are partially offset by estimated reimbursement from schools or cities utilizing Election services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
58,000	1,162,090	0	0	1,104,090	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

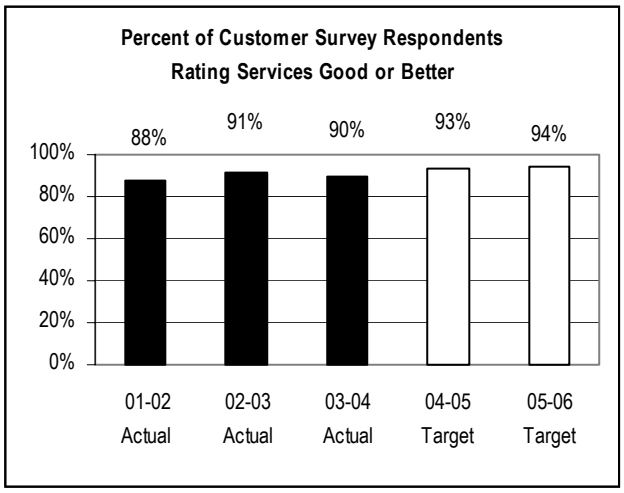
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(125,774)	1,011,887	0	(226,906)	910,755	0

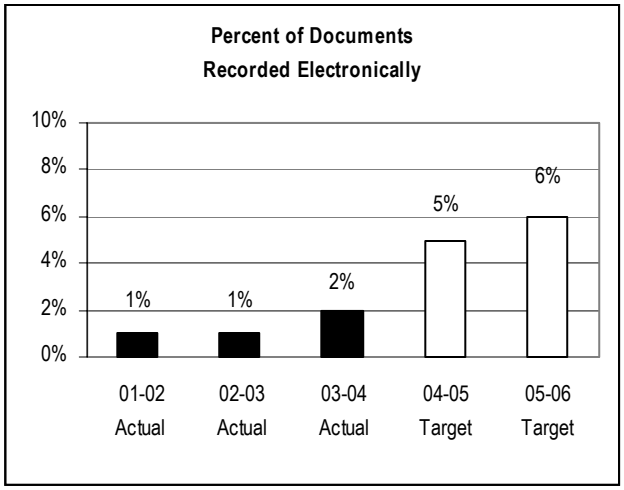
County Clerk-Recorder (1340P)

Program Locator

County
  Administration and Fiscal
    Assessor-County Clerk-Recorder
      Appraisal Services
      Administration and Support
      Elections
▷ **County Clerk-Recorder**

Headline Measures





Program Outcome Statement

The County Clerk-Recorder creates, maintains, preserves and provides access to public records, such as birth, death and marriage certificates, processes marriage licenses and fictitious business names, records documents of private property ownership and provides customer service to the general public, government agencies and the private sector, in order to preserve and provide access to official and historical records.

Services and Accomplishments

The County Clerk-Recorder's Office provides direct services to the public including indexing and maintaining property transactions, fictitious name statements and vital stats. On a daily basis, the Office receives 400-500 telephone calls, 150 customer walk-ins and 1,400 document recordings. Customers seeking property information are provided a friendly environment with 20 workstations and easy access to searchable databases that yield the information in just a few seconds, as well as historical microfilm and books.

The following are major accomplishments in the current year:

- Developed policies and procedural manuals to improve day-to-day workload and training of staff
- Expanded eGovernment initiatives by providing marriage license and the fictitious business name statement applications online. Marriage license applications used to take forty-five minutes of counter time with a clerk. Now couples can enter their own information online and then spend only five minutes with a clerk. The process is more private and less prone to error. This year, about 3,800 marriage licenses were issued.
- Implemented a new recording system which improved efficiency and streamlined several processes, especially during a record breaking year of document recordations
- Completed a re-generation project to preserve all historical microfilm, records and books
- Completed an electronic integration of vital records data with the Public Health Department eliminating all data entry of these records

Story Behind Baseline Performance

To better serve the County's diverse population, staff provide customer service in English, Spanish and Chinese. These efforts have had a direct bearing on customer service delivery. In FY 2002-03, the CARES customer surveys indicated that 91% of customers rated overall satisfaction with County Clerk-Recorder services as good or better, a significant gain over the 71% rating received in FY 2000-01.

The County Clerk-Recorder's eRecording pilot project serves as a model for the state. The pilot has enabled the recording of various high volume documents from both government and private entities. This year the Office started receiving electronic files of Vital Statistics from Public Health. These electronic recording efforts save

enormous time, reduce error and create a more timely public record. Currently two percent of documents are electronically transferred.

While e-Recording initiatives hold the most promise for increasing the efficient delivery of service to customers, these initiatives face legislative barriers. At this time, the eRecording stakeholders (realtors, title companies, county recorders and district attorneys) have not fully agreed upon the electronic recording for the actual transfer of real property. Stakeholders are working on an accord, but this will take time. Gains will be made in the area of eRecording on certain documents, but the real savings and service delivery gains await the acceptance of full property transfer measures.

Major challenges over the next two years will be:

- To continue to deliver excellent customer service while implementing eGovernment initiatives
- To balance the rights of privacy with the right to access public information
- To manage workload with limited resources

Program Priorities

The County Clerk-Recorder will meet performance targets by doing the following:

Expand Documents Electronically Recorded to 5% (Funding Adjustment 2)

- Continue online eGovernment applications
- Integrate Geographic Information System (GIS) with Recorder to capture change in ownership
- Develop and implement online electronic information applications
- Expand eRecording pilot

Achieve Customer Satisfaction Rating of 93% or Better

- Improve communication with other departments, outside agencies and title companies
- Provide trilingual instructions for customers at each computer

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of documents examined, recorded and indexed	265,301	333,757	313,500	300,000	300,000
Number of customers assisted (on-site and callers)	600 / day	700 / day	600 / day	600 / day	600 / day
How Well We Do It (Quality)					
Percent of documents electronically recorded	1%	1%	2%	5%	6%
Percent of customer survey respondents rating services good or better	88%	91%	90%	93%	94%
Percent of transactions processed correctly	---	---	---	98%	99%
Is Anyone Better Off? (Outcome)					
Percent change in error rate of receipting and transfer tax from prior year	18%	16%	-10%	8%	7%
Amount of recording fees generated	$2,647,017	$3,779,571	$3,292,271	$3,047,018	$3,047,018

County Clerk-Recorder (1340P) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	22.0	22.0	22.0	24.0	2.0	24.0
Funded FTE	22.0	22.0	22.0	23.8	1.8	23.8
Total Requirements	5,286,356	3,735,847	2,879,204	3,439,512	560,308	3,139,475
Total Sources	7,793,937	6,606,141	5,380,632	5,989,700	609,068	6,582,987
Net County Cost	(2,507,581)	(2,870,294)	(2,501,428)	(2,550,188)	(48,760)	(3,443,512)
NCC Breakdown						
Mandated Services			(2,501,428)	(2,550,188)	(48,760)	(3,443,512)

Program Net County Cost

This program has a negative Net County Cost (NCC) of $2,550,188. Revenues received from Document Recording Fees exceed direct operational costs and are used to offset overhead budgeted in other programs.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases and benefits; reductions in contracts and Extra Help; and significant reduction in Fund Balance due to prior year usage for one-time projects and to meet the budget reduction target.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(850,409)	(120,279)	0	0	730,130	0

2. **Increase Reimbursement from Trust Funds**

Modernization Trust Funds are being used to cover the cost of the following operational expenditures: Automation charges and Facility Rent charges. Micrographic Trust Fund will cover imaging agreement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
378,890	0	0	0	(378,890)	0

3. **Increase Document Recording Revenue**

Recording fees have been adjusted to reflect prior year actuals as a result of high real estate transactions due to lower interest rates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
400,000	0	0	0	(400,000)	0

4. **Transfer of Records Center**

The County's Central Records Center, located at Tower Road in San Mateo, will be transferred from the Information Services Department (ISD) to the Assessor-County Clerk-Recorder. Staffing will remain at the same level (one Records Center Supervisor and one Records Center Assistant), however various accounts will be reduced including Overtime, Extra Help and Contracts. The Modernization Trust Fund will cover the cost of the Central Records Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
221,035	221,035	0	0	0	2

5. **Increase Reimbursement from Modernization Trust Fund**

Additional revenues will be transferred from the Modernization Trust Fund to cover ongoing maintenance costs associated with existing recording systems and one-time Extra Help coverage to handle increased workload, including the processing of document recordings.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
201,100	201,100	0	0	0	0

6. **Warehouse Relocation Project**

Funding from the Recorder's Modernization Trust Fund will cover costs associated with the Warehouse Relocation Project currently underway at the Tower Road facility in San Mateo. Records previously stored on the first floor of this facility have been moved to a temporary storage location in Foster City. The records will be moved back to the Tower Road facility when the second floor has been remodeled to accommodate

these records and files. Funding and appropriations are included for shelving, movers, furniture and rental lease charges (for temporary storage facility).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
212,000	212,000	0	0	0	0

7. **Final Fund Balance Adjustment**

Additional Fund Balance includes the reappropriation of recording system upgrade and maintenance contract.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
46,452	46,452	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
609,068	560,308	0	0	(48,760)	2

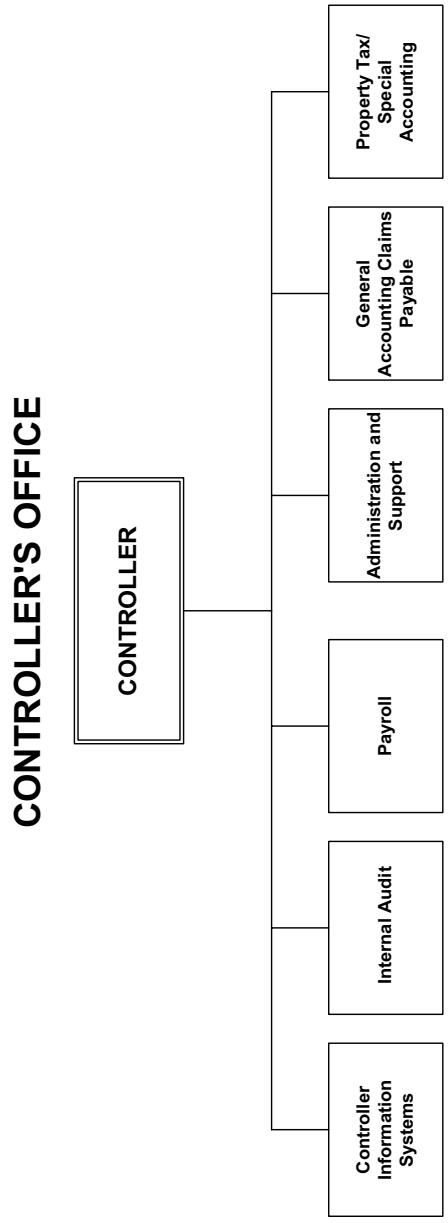
FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

8. **Adjustments to Provide Current Level of Services**

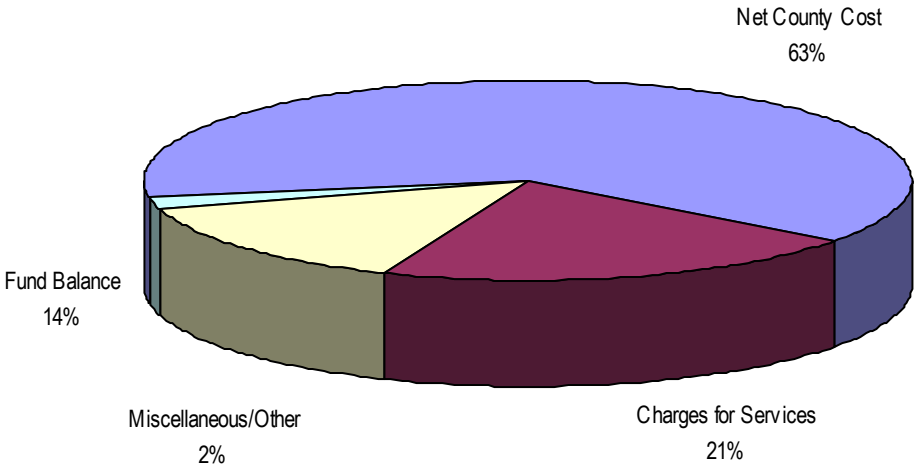
Budget adjustments have been made as follows: inclusion of negotiated labor increases, as well as merit increases and higher benefit costs, elimination of Fund Balance and use of trust fund receipts to cover operational expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
593,287	(300,037)	0	0	(893,324)	0

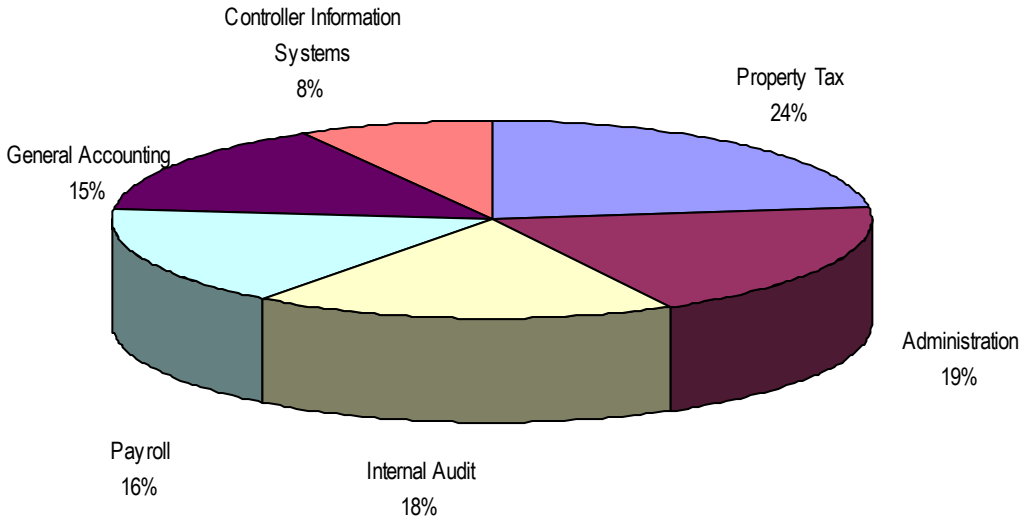

CONTROLLER'S OFFICE
CONTROLLER
Controller Information Systems
Internal Audit
Payroll
Administration and Support
General Accounting Claims Payable
Property Tax/ Special Accounting

Controller's Office (1400B)

FY 2004-05 Adopted Sources



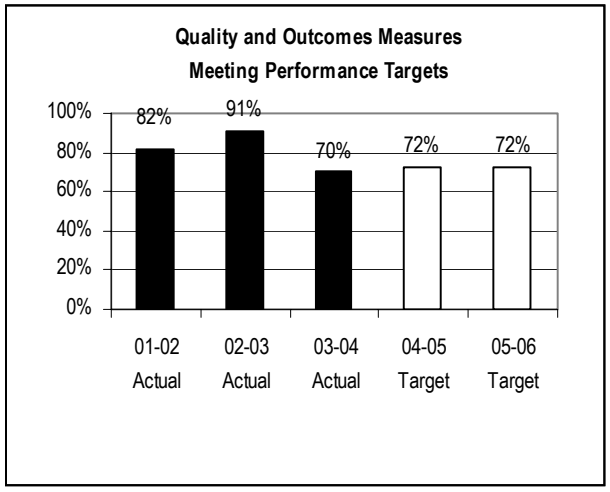
FY 2004-05 Adopted Requirements

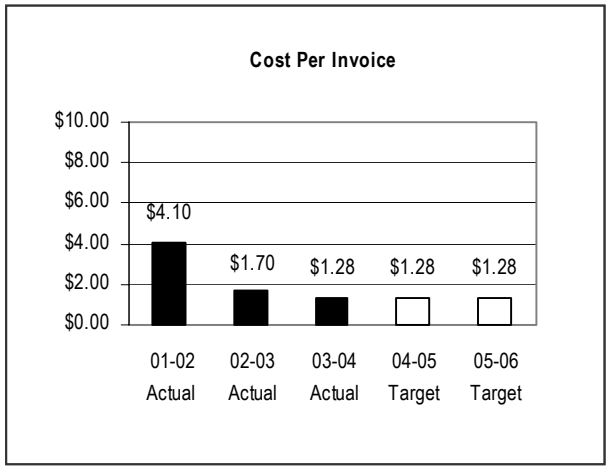


Department Locator

County
- Administration and Fiscal
  - Board of Supervisors
  - County Manager/Clerk of the Board
  - Assessor-County Clerk-Recorder
  - ▷ **Controller's Office**
  - Treasurer-Tax Collector
  - County Counsel
  - Employee and Public Services
  - Information Services Department
  - Grand Jury
  - First 5 San Mateo County
  - Retirement (*Sam*CERA)

Department Measures





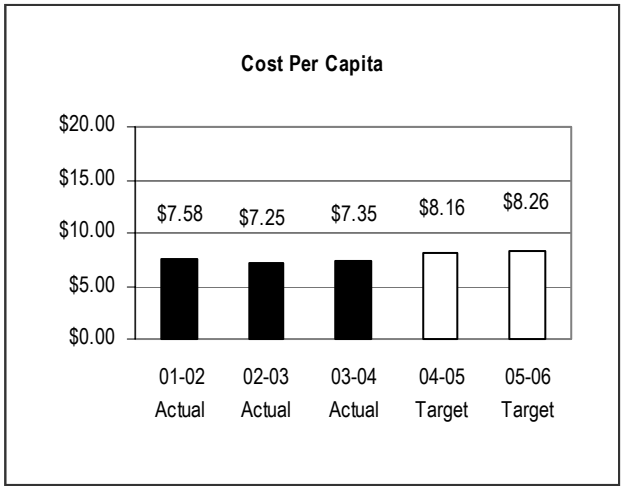
Department Mission Statement

The Controller's Office contributes to the stability and efficiency of the County by working collaboratively with County departments, cities, special districts, other local agencies and the taxpayers of San Mateo County to provide high quality accounting, auditing, payroll and tax accounting services and financial information in a courteous, cooperative and cost-effective manner.

Contributions to Shared Vision 2010 Goals

The Controller's Office contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 2**: The Controller's Office staff gives generously to County sponsored initiatives that strengthen the community – like the HeartWalk, the 2nd Harvest Food Bank, and RecycleWorks and provides special accounting services to special districts including Local Agency Formation Commission (LAFCO) and County initiatives like the Fatherhood Collaborative.
- **Goal 20:** The Controller's Office supports the County's overall vision by providing responsive overhead services, in the most cost effective and efficient manner, thereby leveraging County resources for programs and direct services.
- **Goal 20**: By working with the Assessor and Treasurer-Tax Collector, as well as the cities, school districts and special districts, the Controller's Office helps to maintain the fiscal stability of the County's 135 public agencies that provide residents with high quality community services.
- **Goal 20:** The Controller's Office conducts operational, management and financial audits to help County management identify cost effective and/or efficient business strategies as well as new revenue to assure the ongoing viability of programs, the conservation of tax dollars and the fiscal stability of County operations.
- **Goal 21:** The Controller's Office maintains positive working relationships with its partners by providing timely and accurate financial information, mandated compliance audits, vendor payments, County and special district payroll processing, and records (as required by law) to the public, vendors, employees, and special clients like the County auditors, the District Attorney's Office, the Courts, bonding companies and State and Federal agencies.



Story Behind Baseline Performance

Controller's Office includes the following programs:

- Administration
- Internal Audit
- Payroll Services
- Controller Information System
- General Accounting
- Property Tax and Special Accounting

Accomplishments that have contributed toward meeting performance targets and progress this past year include:

Maximized County Revenues and Strengthened Fiscal Operations

- Generated and/or saved a total of $38 million in revenue enhancements and cost savings from operational audits such as the Education Revenue Augmentation Fund (ERAF) audit which generated $37.5 million in unexpected revenue for local taxing agencies wherein the County received $25.4 million
- Completed the first phase of the Property Tax Upgrade Project which improved cash flow due to improved processing procedures of tax bill notifications

Improved the Quality and Accessibility of the County's Financial Information for the Public

- Posted the Property Tax Rate Book on the Controller's Internet website which allows the public access to financial information easily while decreasing printing costs
- Published the award-winning Comprehensive Annual Financial Report (CAFR) and the Popular Annual Financial Report (PAFR) to provide easy public access to financial information about the County
- Published both the 2003 CAFR and PAFR on the County's website for easy access by taxpayers, city and special district finance staff and County management

Undertook Major Technology Improvement Projects

- The Controller's Office, Information Services Department, and the Government Finance Officers Association (GFOA) in cooperation with County departments gathered the necessary requirements for the Request for Proposal for an Automated Time Keeping and Scheduling system
- Began Phase II of the Roll Extension Project which will enable the Controller's Office to electronically distribute apportionment reports and payments and post information on the Internet, consequently saving time and money
- Completed project plan for installation of next generation (web-based, eCommerce-oriented) of County's financial system (IFAS 7i) and began testing

Major challenges over the next two years will be:

- To maintain high customer satisfaction in light of budget reductions
- To balance current workload and ensure that the service needs of customers are met in a professional and timely manner
- To develop two new training programs and materials for IFAS users to coincide with the Countywide release of the IFAS 7i upgrade
- To complete the Automated Time Keeping and Scheduling project on schedule and within budget
- To maintain quality services and morale while transitioning to new systems and processes with fewer resources and limited staff
- To retain and develop County employees due to anticipated retirements

Department Priorities

The Controller's Office will meet performance targets by doing the following:

Meet or Exceed Performance Targets

- Conduct customer surveys to collect statistical data to determine the level of satisfaction rating and identify those services that need to be modified or improved
- Maintain a flexible, supportive work environment to keep morale high and turnover low
- Maintain high customer satisfaction and high quality service
- Complete the Property Tax Upgrade Project
- Increase training opportunities for IFAS users
- Offer interactive web-based services to County customers, such as Appropriation Transfer Requests forms, W-4 payroll deduction forms, e-mail notification for online approvals or purchase requests, etc. via the Controller's intranet
- Actively participate in the Requirements and Implementation Phase of the Automated Time Keeping and Attendance Process which will increase the accuracy and timeliness of payroll time and data input by eliminating manual timecards; increasing data collection accuracy; and reducing time coding errors, retroactive time reporting corrections and number of manual payroll checks issued
- Continue providing quality and accessible County financial information for the public such as the CAFR and PAFR

- Complete automation of the tax apportionment process (Phase II)
- Automate the roll maintenance process

Reduce Liabilities, Protect Resources and Enhance Revenue

- Develop Contracts Management processes and training and automate other accounting cycle processes
- Provide the electronic invoice receipt and payment feature for departments (opportunity to eliminate manual accounts payable entry and check-writing for departments)
- Promote effective and efficient operational strategies Countywide by working with County management to reduce risks, maximize opportunities and improve/streamline County processes resulting in revenue enhancements and cost reductions
- Install web-based, eCommerce-oriented IFAS 7i

Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

- Enhancement of revenue through Property Tax/Assessment Collections
- Enhancement of revenue through operational audits
- Reduction in Extra Help staffing
- Reduction of Reserves
- Reduction in various general office supplies accounts

Controller's Office (1400B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	879,017	1,179,371	957,912	1,206,177	248,265	1,190,410
Interfund Revenue	109,972	68,890	76,080	113,649	37,569	96,759
Miscellaneous Revenue	35,167	6,081				
Total Revenue	1,024,156	1,254,341	1,033,992	1,319,826	285,834	1,287,169
Fund Balance	1,911,457	1,177,878	1,177,878	814,223	(363,655)	846,880
TOTAL SOURCES	2,935,613	2,432,219	2,211,870	2,134,049	(77,821)	2,134,049
REQUIREMENTS						
Salaries and Benefits	4,057,633	4,010,818	4,035,873	4,126,897	91,024	4,326,573
Services and Supplies	194,709	424,034	1,046,651	971,227	(75,424)	971,227
Other Charges	949,385	956,771	970,197	950,657	(19,540)	950,657
Gross Appropriations	5,201,727	5,391,622	6,052,721	6,048,781	(3,940)	6,248,457
Intrafund Transfers	(134,500)	(200,559)	(323,097)	(359,890)	(36,793)	(359,890)
Net Appropriations	5,067,227	5,191,063	5,729,624	5,688,891	(40,733)	5,888,567
Contingencies/Dept Reserves	1,243,444	111,265	111,265	74,177	(37,088)	74,177
TOTAL REQUIREMENTS	6,310,671	5,302,328	5,840,889	5,763,068	(77,821)	5,962,744
NET COUNTY COST	3,375,058	2,870,108	3,629,019	3,629,019		3,828,695
AUTHORIZED POSITIONS						
Salary Resolution	44.0	41.0	41.0	41.0		41.0
Funded FTE	43.8	40.5	40.5	40.3	(0.1)	40.3

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources decreased by $77,821 or 3.5% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Charges for Services
There is a net increase of $248,265 in this funding source due to adjustments to the various Property Tax and Supplemental Property Tax Administration fees and Property Tax/Assessment Collection fees.

Interfund Revenue
There is a net increase of $37,569 in this funding source due to accounting services provided for the Joint Powers Financing Authority and *Sam*CERA.

Fund Balance
There is a decrease of $363,655 in this funding source due to completion of prior year one-time projects and adjustments to budget reduction targets.

TOTAL REQUIREMENTS

Total Requirements decreased by $77,821 or 1.3% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits
There is a net increase of $91,024 in this expenditure category due to merit increases, the annualization of mid-year position changes and negotiated salary and benefit changes. Other adjustments include reduction in Extra Help.

Services and Supplies
There is a net decrease of $75,424 in this expenditure category due to utilization of monies from AB 589 Property Tax Administration Grant Program for the upgrade the Property Tax Upgrade Project.

Other Charges
There is a net decrease of $19,540 in this expenditure category due to reduction of Automation service charges.

Intrafund Transfers
There is a net increase of $36,793 in this expenditure category due to the allocation of Automated Time Keeping and Scheduling (ATKS) funds to the Administration for reimbursement of consulting services on the ATKS project in the amount of $37,000.

Contingencies/Departmental Reserves
There is a net decrease of $37,088 Reserves has been made to meet the Department's budget reduction target. The balance in Reserves represents one percent of Net Appropriations, which is under the two percent County Reserves Policy requirement by $39,601.

NET COUNTY COST

No change.

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources remained the same from the FY 2004-05 to the FY 2005-06 Adopted Budget, however several changes were made to various revenue accounts:

Charges for Services
There is decrease of $15,767 in this funding source due to elimination of one-time funding.

Interfund Revenue
There is a decrease of $16,890 in this funding source due to elimination of one-time funding.

Fund Balance
There is a decrease of $32,657 in this funding source.

TOTAL REQUIREMENTS

Total Requirements increased by $199,676 or 3% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits
There is an increase of $199,676 in this expenditure category due to merit increases and negotiated salary and benefit changes.

NET COUNTY COST

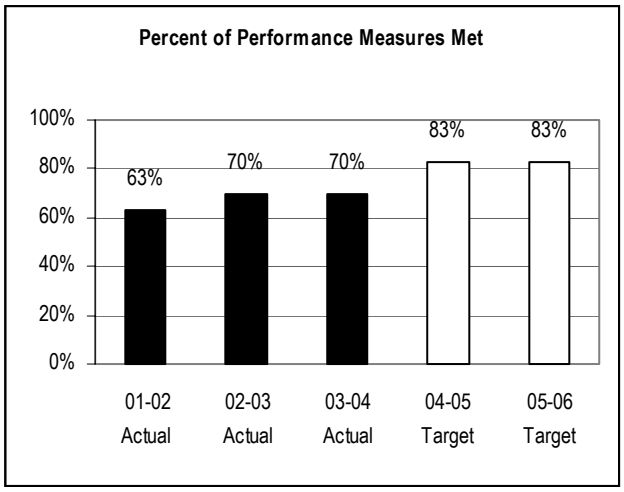
There is an increase of $199,676 or 6% in this Department's General Fund allocation due to negotiated labor increases.

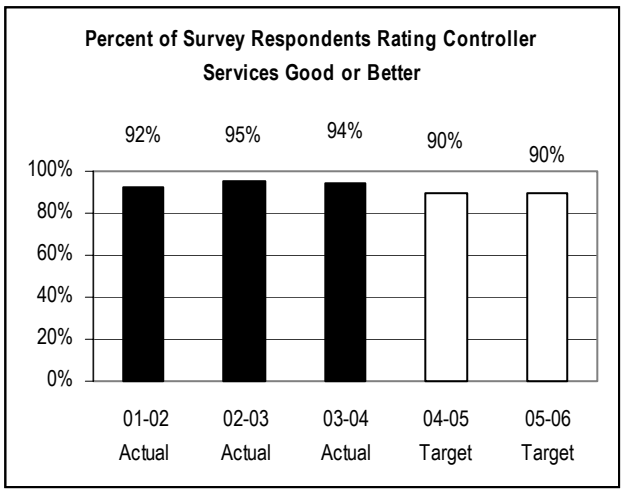
Administration (1411P)

Program Locator

County
Administration and Fiscal
Controller's Office
▷ **Administration**
Internal Audit
Payroll Services
Controller Information Systems
General Accounting
Property Tax and Special Accounting

Headline Measures





Program Outcome Statement

The Administration Program sets priorities, provides support and leadership to all Controller programs and fiscal personnel in the County, produces and oversees the budget, provides public information and communicates with stakeholders to keep everyone apprised of changes, issues and concerns.

Services and Accomplishments

The Controller's Office provides financial services to departments, agencies, special districts, cities and the school districts and citizens. The Administration sets the tone and directs the work of all Controller programs. The Controller's fundamental commitment is to continuously improve service, reduce taxpayer costs, upgrade the technological infrastructure and enhance the quality, presentation and accessibility of financial information.

The following are major accomplishments in the current year:

- Tested the new 7i configuration for the County's financial system. The goal is to go-live during the last quarter of calendar 2004, contingent upon Board of Supervisors approval. This web-based platform is the building block for the County to conduct eCommerce.
- Conserved resources and preserving services provided by local agencies in the County by conducting operational audits that generated and/or saved a total of $38 million dollars
- Published the County's Property Tax Rate Area (TRA) Book online for the first time ever
- Implemented Phase II the Property Tax Upgrade Project to automate the property tax apportionment process
- Published the award-winning Comprehensive Annual Financial Report (CAFR) and the Popular Annual Financial Report (PAFR) called "Financial Highlights" to provide easy public access to financial information about the County to taxpayers, city and special district finance staff and County management
- Lead the joint Countywide project with the Employee and Public Services and Information Services Departments to implement an Automated Time Keeping and Reporting System which, conservatively estimated, will save the County $865,000 annually in data entry, paper, printing, storage and personnel expenses once the implementation costs are recouped in approximately 2.5 years
- Earned positive customer service ratings overall, despite reductions in personnel and increases in the staff workload for those responsible for the management and implementation of complex projects and mandated Controller services

Story Behind Baseline Performance

The Administration Program staff directs the work of the Controller's Office programs in which some have major projects underway. These projects have been undertaken in order to improve services, reduce taxpayer costs, upgrade the technological infrastructure and

enhance the quality and presentation of financial information and reporting models. The Program has continuously received high customer satisfaction ratings. An overall customer satisfaction rating of 94% was received in the current year.

Major projects underway that should have a direct impact on customer satisfaction ratings and ensuring the Controller's Office meets established performance measures targets include:

- Completion of Phase II of the automation of the Property Tax Apportionment processes will enable the Controller's Office to electronically distribute apportionment reports and payments
- Completion of Phase II of the Automated Time Keeping and Scheduling (ATKS) process which once fully implemented will save the County an estimated $861,000 in annual payroll and processing costs
- Delivery of eBusiness solutions for vendors, cities, special districts and school districts which depends in part on the completion of Information Services Department's firewall project will provide the necessary system security to conduct financial transactions online
- Completion of the Countywide upgrade of IFAS 7i will enable: future implementation of eCommerce (electronic payment of invoices and other eServices); automated workflow ("intelligent" transaction routing for significant transaction processing efficiencies); and associated training classes for users
- Upgrade of the Personnel Information and Payroll System (PIPS) - a joint project led by the Employee and Public Services Department (EPS) will permit the conversion from the use of employee social security numbers to a system generated employee identification numbers
- Completion of the Controller's Internet/intranet site will allow the public and employees access to financial information

Major challenges over the next two years will be:

- To balance and maintain quality service with limited resources
- To assure data integrity and reliability and manage systemic change with limited resources

Program Priorities

The Administration Program will meet performance targets by doing the following:

Meet 83% of Performance Measures Targets

- Finalize Phase II of the Property Tax Project
- Manage the Countywide Automated TimeKeeping and Reporting Payroll Project
- Work with the Employee and Public Services Department on the upgrade of the Personnel Information and Payroll System (PIPS) and automate the timecard data entry process
- Continue to maintain, upgrade and increase the functionality of the County's financial accounting system
- Develop eCommerce capability for vendors, cities, special districts and school districts
- Continue ongoing improvement of transaction cycle processes to increase productivity while maintaining adequate internal accounting controls (e.g., encumbrance, journal entry and cash receipts processes)
- Provide operational audits to help County departments identify process savings, new revenue and to stretch resources in this difficult economic period
- Collaborate and initiate programs, services and policies to maximize County revenues, resources and improved business processes
- Work collaboratively with SamCERA, San Mateo County Finance Officers Group (SAMFOG), the Treasurer-Tax Collector, Assessor and County Manager to maximize financial benefits to the County
- Provide project management services on Countywide projects to realize efficiencies

Achieve 90% or Higher Customer Satisfaction Survey Ratings

- Improve communications and public access to financial information by publishing the CAFR, PAFR and Property Tax Rate Book which will provide quality, public information regarding San Mateo County finances
- Survey customers annually to continue to identify needs, concerns and meet customer requests for service improvements
- Complete and update the Controller's Internet and intranet websites to make government more accessible to citizens and support operations

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of performance measures (all programs) monitored	59	53	47	46	46
How Well We Do It (Quality)					
Percent of measures monitored/reviewed within one week after quarterly reporting period	100%	100%	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Number of measures where targets were met	37	37	31	38	38
Percent of performance measures met	63%	70%	70%	83%	83%
Percent of customer survey respondents rating Controller Services good or better	92%	95%	94%	90%	90%

Administration (1411P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	6.0	5.0	5.0	5.0		5.0
Funded FTE	6.0	5.0	5.0	5.0		5.0
Total Requirements	2,119,106	1,188,294	1,134,615	1,090,447	(44,168)	1,117,007
Total Sources	1,564,281	751,373	751,373	248,180	(503,193)	280,837
Net County Cost	554,825	436,921	383,242	842,267	459,025	836,170
NCC Breakdown						
A-87 Cost Plan			140,739	141,137	398	141,137
Mandated Services			242,503	701,130	458,627	695,033

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $842,267 or 77.2%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; and negotiated salary and benefit adjustments. Fund Balance was reduced due to prior year usage to meet Net County Cost target. Appropriation increase due to Intrafund Transfer for services provided for ATKS project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(470,536)	29,920	(37,000)	0	463,456	0

2. **Adjustment to Meet Budget Reduction Target**

A one-time decrease in Departmental Reserves has been made to meet budget reduction target.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	(37,088)	(37,088)	0

3. **Final Fund Balance Adjustment**

Decreased Fund Balance will be covered by increases in revenue received by the General Accounting and Property Tax Programs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(32,657)	0	0	0	32,657	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(503,193)	29,920	(37,000)	(37,088)	459,025	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; and negotiated salary and benefit adjustments.

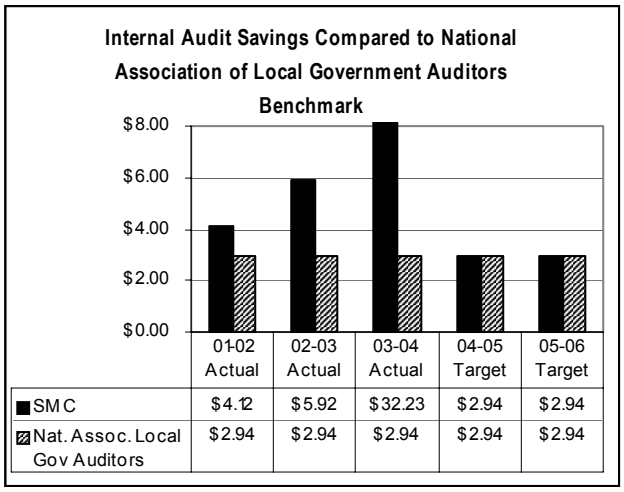
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
32,657	26,560	0	0	(6,097)	0

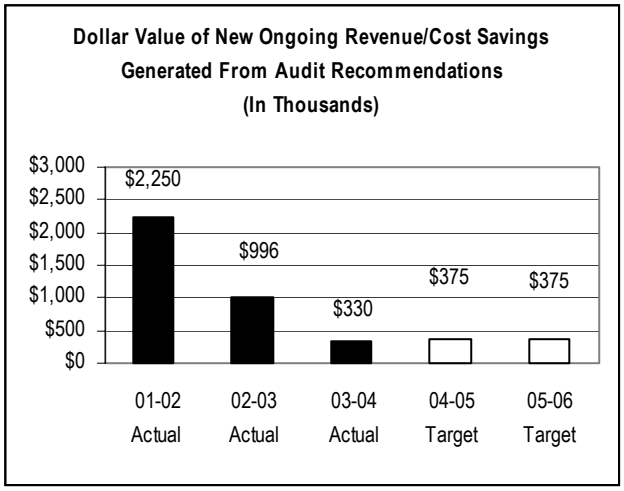
Internal Audit (1421P)

Program Locator

County
Administration and Fiscal
Controller's Office
Administration
▷ **Internal Audit**
Payroll Services
Controller Information Systems
General Accounting
Property Tax and Special Accounting

Headline Measures





Program Outcome Statement

The Internal Audit Program conducts independent audits, evaluations and analyses to assist County management to improve efficiency and effectiveness of programs and functions, to safeguard County assets and meet reporting requirements.

Services and Accomplishments

The Internal Audit Program conducts audits to meet reporting requirements, to reduce risk, and to identify savings, new revenue and/ or more efficient ways to do business.

The following are major accomplishments in the current year:

- Generated and/or saved a total of $38 million in revenue enhancements and cost savings from operational audits such as the Educational Revenue Augmentation Fund (ERAF) audit which generated $25.4 million in unexpected revenue for the County
- Played a major role in the Controller's effort to procure and implement an automated employee time reporting system and to upgrade the property tax system. Given the County's large volume of payroll transactions and annual payroll costs of over $340 million, significant costs savings are expected to be realized by automating the County's complex and manual, paper intensive processes. Upgrading the property tax system will improve access to its information, and accelerate the preparation of the County's tax roll data that is used to generate property tax bills

Story Behind Baseline Performance

Operational audits, introduced just three years ago, help departments improve services and processes and increase revenues and cost savings. This year the Internal Audit Program helped the County to generate revenue enhancements and cost savings from operational audits. The Educational Revenue Augmentation Fund (ERAF) audit alone generated $37.5 million in unexpected revenue for the County and local taxing agencies. Three hundred thirty thousand dollars of this will continue to be realized each year in ongoing savings. Using a Civil Grand Jury suggested measure (National Association of Local Government Auditors); the County saved $32.23 for every dollar spent on Internal Audit. This savings rate is more than ten times the National Association of Local Government Auditor's benchmark of $2.94. Property Tax area has been a major focus of the Program.

Mandated audits, which include audits of financial statements and compliance audits of County programs receiving State and Federal grants, provide assurance to the State, other grantors and other stakeholders that funding terms and conditions are met. The Program audited grants totaling $18 million. Some of the major financial statement audits include the San Mateo County Transportation Authority with $350 million in assets, First 5 San Mateo with $35 million in assets and the San Mateo County Expo

Center. These audits help the Program to attract professionals interested in earning their CPA as they can complete the hours necessary for certification. The Program also handles State reporting requirements for certain public safety programs, and coordinates and processes the remittance of fines, fees and forfeitures to the State.

Major challenges over the next two years will be:

- To train staff since training needs to comply with professional standards and performing various types of audits tends to be expensive
- To hire and retain qualified auditors by keeping salaries competitive in order to build an outstanding team that can rise to the challenge of meeting the multitude of mandatory audit requirements, auditing very diverse processes in the County and providing effective leadership on major reengineering projects

Program Priorities

The Internal Audit Program will meet performance targets by doing the following:

Achieve Greater Savings Rate than the National Benchmark of $2.94

- Increase use of data analysis tools when conducting audits
- Maximize use of electronic work papers to increase efficiency
- Maintain and improve quality control processes
- Train audit staff by developing a training schedule for annual Continuing Professional Education (CPE) requirements, project management techniques, computer assisted audit techniques, performance measure evaluation and operational audit methodology refinement

Achieve New Revenue and Cost Savings of $375,000

- Promote effective and efficient operational strategies Countywide by working with County management to reduce risks, maximize opportunities and improve/streamline County processes resulting in revenue enhancements and cost reductions
- Provide the necessary data analysis that helps in effective decision-making to reduce costs
- Provide consulting services and leadership, as necessary, on major reengineering projects

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of audits conducted: - Mandated - Discretionary - Special projects	 19 3 5	 23 3 12	 19 5 10	 18 3 6	 18 3 6
How Well We Do It (Quality)					
Dollar savings per Audit employee (1)	$324,995	$275,548	$2,894,689	$36,500	$36,500
Percent of County budget covered by internal controls review (risk reduction) (2)	10%	10%	13%	10%	10%
Is Anyone Better Off? (Outcome)					
Number of internal audit changes recommended (internal control audits)	35	38	22	20	20
Number of recommended changes that are implemented by departments	---	25	27	17	17
Dollar value of new, one-time revenue enhancements/cost savings (efficiency/ effectiveness audits) (1)	$536,944	$1,513,378	$25,107,631	---	---
Dollar value of new, ongoing revenue enhancements/cost savings (efficiency/ effectiveness audits) (3)	$2,250,000	$996,000	$330,000	$375,000	$375,000
Percent increase in new revenue collection/ cost savings expressed as a percentage of Internal Audit Program budget (1) (3)	392%	281%	2,858%	40%	40%
Dollars saved for every dollar spent on internal and operational audits (1) (4) - County - National Association of Local Government Auditor's Benchmark	 $4.12 $2.94	 $5.92 $2.94	 $32.23 $2.94	 $2.94 $2.94	 $2.94 $2.94

(1) The differences between FY 2002-03 and FY 2003-04 are due to the unexpected revenue generated by the Educational Revenue Augmentation Fund (ERAF) audit.

(2) Each year the Program will strive to review internal controls over processes that cover 10% of the County budget. Wherever possible priority will be given to processes with significant opportunities for improvement or high risk of errors or irregularities.

(3) The new revenue enhancements/cost savings targets for FY 2004-05 and FY 2005-06 are estimated at 40% of Internal Audit Program budget and will be adjusted as audits are undertaken and result in recommendations relating to revenue enhancement/ cost savings that could be implemented in those fiscal years.

(4) The targets for FY 2004-05 and FY 2005-06 are based on current data from the Benchmarking and Best Practices Survey of the National Association of Local Government Auditors. Adjustments will be made, as updated data becomes available.

Internal Audit (1421P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	10.0	10.0	10.0	9.9	(0.1)	9.9
Total Requirements	954,031	1,033,449	979,326	1,053,813	74,487	1,110,433
Total Sources	134,803	96,928	89,400	98,300	8,900	98,300
Net County Cost	819,228	936,520	889,926	955,513	65,587	1,012,133
NCC Breakdown						
A-87 Cost Plan			194,933	194,933		194,933
Mandated Services			694,993	760,580	65,587	817,200

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $955,513 or 90.7%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; and negotiated salary and benefit adjustments: Change in Intrafund Transfer due to negotiated salary and benefit adjustments for the staffing costs associated with the consulting services provided to the Property Tax Administration Grant Program (AB589).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	77,280	(2,793)	0	74,487	0

2. **Adjust Audit Fees**

Minor adjustment in Audit fees will be used to partially offset increased negotiated salary and benefits.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,900	0	0	0	(8,900)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,900	77,280	(2,793)	0	65,587	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; and negotiated salary and benefit adjustments.

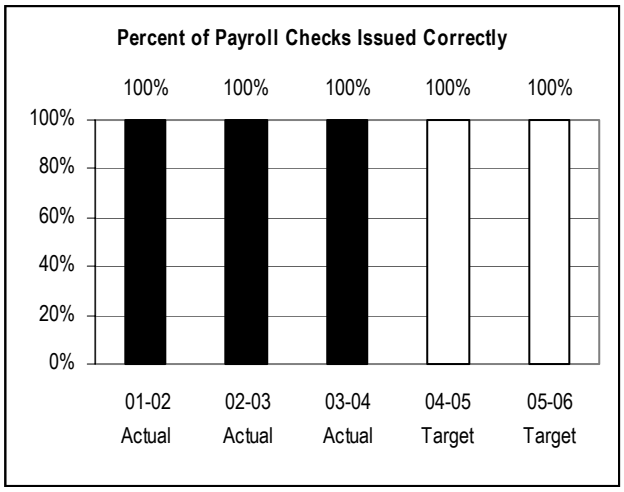
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	56,620	0	0	56,620	0

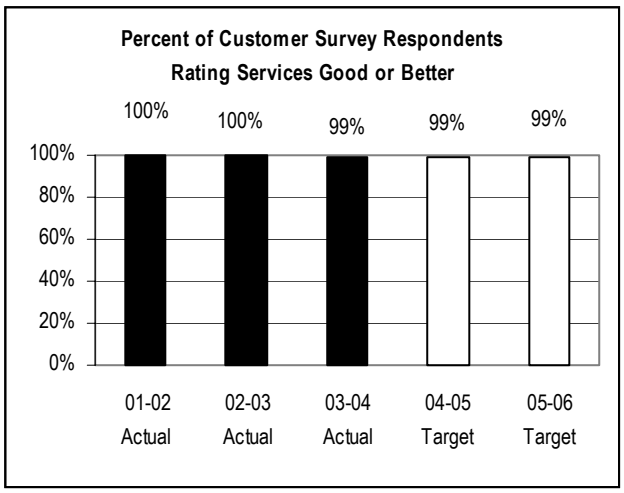
Payroll Services (1431P)

Program Locator

County
- Administration and Fiscal
  - Controller's Office
    - Administration
    - Internal Audit
    - ▷ **Payroll Services**
    - Controller Information Systems
    - General Accounting
    - Property Tax and Special Accounting

Headline Measures





Program Outcome Statement

The Payroll Services Program provides timely and accurate preparation, distribution and reporting of payroll to County departments and special districts to ensure that employees are paid correctly and Federal and State reporting requirements are met.

Services and Accomplishments

The Payroll Services Program processes payroll transactions for all County departments.

The following are major accomplishments in the current year:

- Collaborated with the Information Services Department (ISD), the Government Finance Officers Association and County departments in gathering the necessary requirements for an Automated Time Keeping and Scheduling system
- Increased Direct Deposit participation during the current budget year to an all time high of 93%, exceeding the national average of 65%

Story Behind Baseline Performance

The Payroll Services Program has consistently earned the highest customer satisfaction ratings in the Controller's Office. The overall satisfaction ratings for services offered by the Payroll Service Program have always been within the 95% to 100% range since the surveys began in FY 1999-2000. Program staff continue to process checks accurately. A total of 150,000 checks are issued annually.

Projects underway that will likely contribute to continued customer satisfaction and accurate processing of payroll checks include the following:

- Implementation of the "I-Trust" web module, an Integral Personnel Information Payroll System (PIPS) product, with a scheduled completion date of August 2004. This implementation also includes the conversion from the use of social security numbers to system generated employee identification numbers. This will replace the social security numbers with the new employee identification number on time cards and various other employee records in order to further protect the individual's privacy and prevent identity theft.
- Development of an online State Disability Insurance information program for employees, supervisors and managers. Utilizing the County standard office software, employees, supervisors and managers will be able to go online and receive information and reference materials concerning State Disability Insurance. This will eliminate the need for one-on-one training sessions and allows employees, supervisors and managers to learn and review instructions at there own pace.
- Continued work on the Requirements Definitions and Analysis Phase (Phase I) of the Automated Time Keeping and Scheduling (ATKS) process. To date, the ATKS Project team has worked in conjunction with the Government Finance Officers Association

(GFOA) to gather the necessary business requirements from the various departmental focus groups; created the Request for Proposal (RFP); released RFP to vendors and received vendor proposals. Completion of Phase I will occur in September 2004. Once completely implemented, the ATKS process will save the County an estimated $861,000 in annual payroll and processing costs.

Major challenge over the next two years will be:

- To balance the current workload, maintain excellent service delivery and coordinate the implementations of payroll product enhancements to satisfy the needs of the County's diverse workplace environments

Program Priorities

The Payroll Program will meet performance targets by doing the following:

Achieve 99% Customer Satisfaction Rating

- Conduct customer surveys to collect statistical data to determine the level of satisfaction rating and identify those services that need to be modified or improved
- Implement changes in processing or training that have a negative effect on the satisfaction rating

Maintain 100% of Payroll Checks Issued Correctly

- Participate in the implementation of new versions of the PIPS payroll database upgrades that promote increased efficiency while reducing associated operating costs
- Actively participate in the Requirements and Implementation Phase of the Automated Time Keeping and Attendance Process which will increase the accuracy and timeliness of payroll time and data input by eliminating manual time cards; increase data collection accuracy; and reduce time coding errors, retroactive time reporting corrections and the number of manual payroll checks issued

Achieve 100% Direct Deposit Participation

- Increase participation by implementing a Direct Deposit Advantage Program to demonstrate to employees not on direct deposit the benefits associated with this program
- Explore Debit Card Program to accommodate employees unable to obtain check or savings accounts

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of departmental payroll transactions processed each pay period	1,336	1,686	1,537	1,379	1,034
Number of department payroll transactions requiring correction per pay period	468	590	538	483	362
Number of timecard transaction lines processed each pay period	17,772	18,031	18,542	18,067	18,248
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better	100%	100%	99%	99%	99%
Percent of timecard transactions processed electronically (1) (2)	17%	18%	25%	25%	75%
Is Anyone Better Off? (Outcome)					
Number of payroll checks issued correctly	150,396	153,263	156,595	150,880	152,390
Percent of payroll checks issued correctly	100%	100%	100%	100%	100%

(1) FY 2003-04 and FY 2004-05 percentages based on electronic interfaces received from Information Services Department and the Department of Public Works for their stand-alone time-entry software.

(2) FY 2005-06 percentage based on the approval for a Countywide remote time-entry process and the implementation schedule timeline.

Payroll Services (1431P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	6.0	6.0	6.0	6.0		6.0
Funded FTE	6.0	6.0	6.0	6.0		6.0
Total Requirements	978,215	970,666	992,971	931,247	(61,724)	955,638
Total Sources	77	107				
Net County Cost	978,138	970,559	992,971	931,247	(61,724)	955,638
NCC Breakdown						
A-87 Cost Plan			290,307	290,307		290,307
Mandated Services			702,664	640,940	(61,724)	665,331

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $931,247 or 100%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; and negotiated salary and benefit adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	27,948	0	0	27,948	0

2. **Adjustments to Meet Budget Reduction Target**

The Payroll Services Program Extra Help budget has been eliminated to meet budget reduction target.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(89,672)	0	0	(89,672)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(61,724)	0	0	(61,724)	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; and negotiated salary and benefit adjustments.

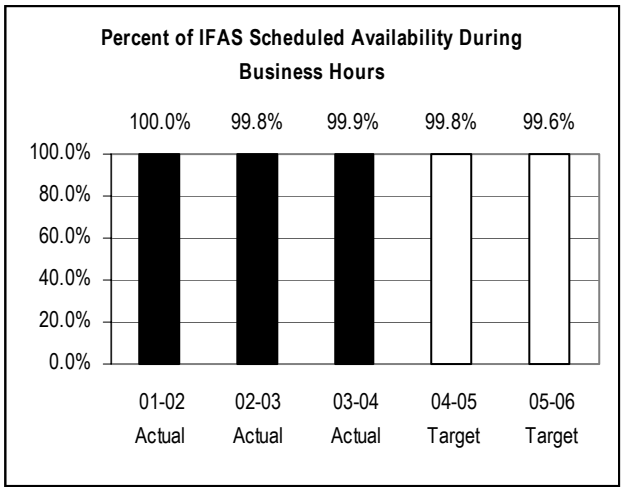
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	24,391	0	0	24,391	0

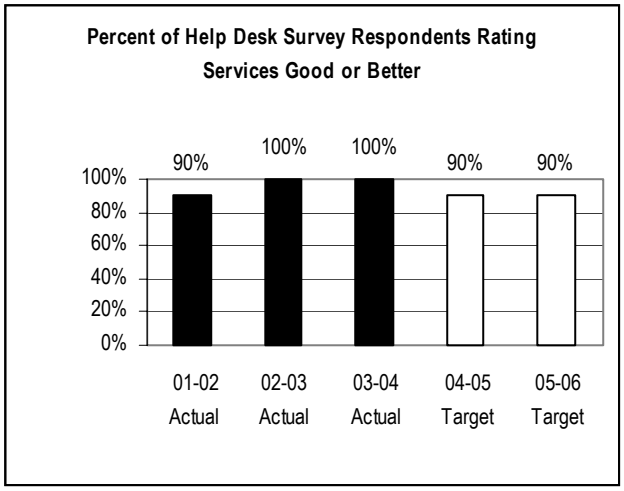
Controller Information Systems (1432P)

Program Locator

County
- Administration and Fiscal
  - Controller's Office
    - Administration
    - Internal Audit
    - Payroll Services
    - ▷ **Controller Information Systems**
    - General Accounting
    - Property Tax and Special Accounting

Headline Measures





Program Outcome Statement

The Controller Information Systems (CIS) Program assures that accurate and timely information is available to all users of the County's Integrated Financial and Administrative Solution (IFAS) software by providing customer support through training, upgrades to applications, process improvements, Help Desk assistance and managerial support to resolve complex technical problems and enhance management information tools.

Services and Accomplishments

The CIS Program manages the County's financial accounting software (IFAS) providing ongoing maintenance, training, technical support, as well as the installation and testing of new product releases and upgrades. The Program provides the senior project management for the preparation of the County's Comprehensive Annual Financial Report (CAFR) and continues to be an integral part of most major projects undertaken in the Controller's Office. Other services include creating custom reports for users, creating annual 1099 and W2 documents, working with departments to implement electronic interfaces, managing the IFAS vendor database, fixing daily system errors and out-of-balance situations, and staffing a Help Desk to provide expert accounting and system consulting services to the over 425 person user community.

The following are major accomplishments in the current year:

- Tested the new 7i configuration for the County's financial system and began preparing training tools for system users
- Maintained high customer service rating despite reduced staff due to budget reduction
- Produced the CAFR and Popular Annual Financial Report (PAFR) with support from the Controller's General Accounting Program

Story Behind Baseline Performance

Customer satisfaction remains high with 100% of customers surveyed rating services provided as good or better. The CIS continues to strive to improve IFAS system reliability. Substantial time and effort is being spent preparing for an IFAS system upgrade (to IFAS 7i). One of the two main IFAS computers has reached the end of its serviceable life; it was bought when the system was implemented in 1995. Additionally, the upgrade moves to a browser based user interface and allows for the implementation of eCommerce (electronic payment of invoices and other eServices) and automated workflow ("intelligent" transaction routing for significant transaction processing efficiencies). This upgrade is as difficult and significant as the original implementation of the IFAS system. The system vendor will end support of current version by the end of the 2004 calendar year.

Major challenges over the next two years will be:

- To finish the testing of the new 7i software
- To provide training and quality training materials for the new 7i software and process improvements
- To manage complex projects with limited staffing
- To implement new projects around internal County deadlines and external product releases and with limited financial resources

Program Priorities

The Controller Information Services Program will meet performance targets by doing the following:

Maintain 99.8% Availability of the IFAS System

- Schedule maintenance upgrades at convenient times to maximize business day availability for fiscal personnel
- Continue the Help Desk support for the IFAS user community
- Prepare a project plan and cost estimate for Board of Supervisors approval for the upgrade of the IFAS system
- Conduct exhaustive testing of IFAS 7i in the development environment prior to roll-out in production

Achieve 90% Customer Satisfaction Rating

- Create/update training materials for IFAS products and new processes
- Present on-site training to users on new products and processes

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of IFAS users trained (1)	200	0	0	650	100
Number of Help Desk calls	4,605	7,318	3,918	6,000	5,000
How Well We Do It (Quality)					
Percent of trainees successfully completing end of class exercise (1)	96%	0%	0%	95%	95%
Percent of trainees rating training as good or better (1)	85%	0%	0%	85%	85%
Percent of Help Desk customer survey respondents rating services provided good or better	90%	100%	100%	90%	90%
Is Anyone Better Off? (Outcome)					
Number of business hours IFAS is available (2)	2,250	2,994	3,009	2,988	2,988
Percent IFAS scheduled availability during business hours (2)	100%	99.8%	99.9%	98.8%	99.6%

(1) Trainings include IFAS II, Overview, Accounts Payable (A/P), Purchasing (PO) and General Ledger (GL Reporting) and 7i Upgrade and will take place when 7i is installed in FY 2004-05.

(2) Business hours are 7:00 am – 7:00 pm Monday through Friday, except holidays.

Controller Information Systems (1432P) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	5.0	4.0	4.0	4.0		4.0
Funded FTE	5.0	4.0	4.0	4.0		4.0
Total Requirements	494,993	481,908	476,222	485,408	9,186	504,878
Total Sources	1,120	9,150	8,900	9,500	600	9,500
Net County Cost	493,873	472,758	467,322	475,908	8,586	495,378
NCC Breakdown						
A-87 Cost Plan			178,587	178,587		178,587
Mandated Services			288,735	297,321	8,586	316,791

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $475,908 or 98.0%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; and negotiated salary and benefit adjustments. Increase in revenue due to changes in service charges fee.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
600	9,186	0	0	8,586	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; and negotiated salary and benefit adjustments.

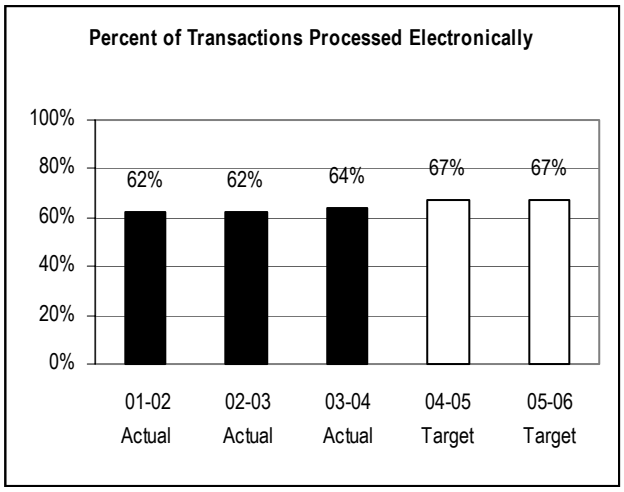
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	19,470	0	0	19,470	0

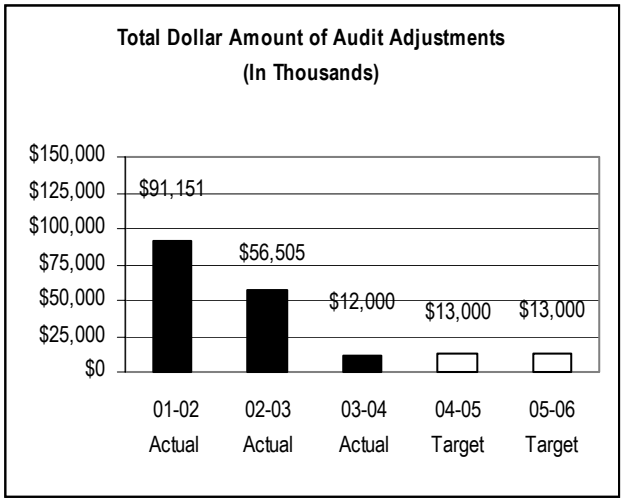
General Accounting (1441P)

Program Locator

County
- Administration and Fiscal
  - Controller's Office
    - Administration
    - Internal Audit
    - Payroll Services
    - Controller Information Systems
    - ▷ **General Accounting**
    - Property Tax and Special Accounting

Headline Measures





Program Outcome Statement

The General Accounting Program helps manage the fiscal processes of customer operations, reviews and reports financial information to County departments, other agencies, vendors and the public and prepares the Basic Financial Statements and Comprehensive Annual Financial Report (CAFR) to ensure the information needs of the County are met in an accurate and timely manner.

Services and Accomplishments

The General Accounting Program establishes the accounting policies and procedures of the County and helps manage the fiscal processes of customer operations, reviews and reports financial information to the public. The Program performs processes related to the County's accounting system that are key attributes for internal financial controls. These processes include, but are not limited to, review and posting of all journal entries, contract encumbrance changes, accounts payable for invoices in excess of $500 and management and processing of County accounting processes and transactions (e.g., preparation of the County's audited the CAFR and Popular Annual Financial Report (PAFR), associated work with the County's external auditors, preparation of A-87 plan and coordination and management of the annual SB-90 claims for reimbursement from the State for unfunded mandates). Additionally, this program provides expert accounting advice to all County departments and other entities that utilize the County's accounting system.

The following are major accomplishments in the current year:

- Produced the CAFR and PAFR
- Continued high level of service despite reduction in staff by re-engineering accounts payable process

Story Behind Baseline Performance

The Program has worked to repair the database of vendor information used to make payments, which will allow for better reporting and contract management in the future. Month end closings have been performed efficiently though staffing has been reduced (going from 25 in FY 1998-99 to eight position in the current fiscal year). Re-engineering of the accounts payable process allowed for reductions in permanent positions through attrition without negatively impacting the County's ability to pay its obligations accurately and on time.

The total dollar amount of audit adjustment is significantly lower than prior years. The one-time adjustments relating to the San Mateo Medical Center general ledger, accrued retiree health benefits and GASB 34 requirements have been resolved.

The Program continues to recognize efficiencies by outsourcing some processes and managing those outsourcing contracts. These changes have resulted in standardized and replicable procedures

(e.g., the A-87 cost allocation report, used for claiming general administrative County costs from external funding entities, now ties to the County's general ledger system) and Countywide cost savings (e.g., the increased accuracy of this report has allowed for more costs to be claimed by claiming agencies). The electronic processing of transactions continues to be a high priority. The General Accounting Program is continually striving to increase the number of transactions (payments, journal entries, deposits) that can be processed electronically. It is anticipated that 67% of transactions will be processed electronically and with the implementation of the new IFAS 7i software, which allows for electronic payment of invoices and other eServices, this percentage should increase significantly.

Major challenges over the next two years will be:

- To continue to produce an award winning and timely CAFR while ensuring that the service needs of customers are met in a professional and timely manner
- To evaluate additional processes with the goal of reducing County costs and giving departments the responsibility they desire for their financial transactions while ensuring that basic internal accounting controls are maintained at an appropriate level

Program Priorities

The General Accounting Program will meet performance targets by doing the following:

Maintain 67% of Transactions Processed Electronically

- Work with Controller's Information System to ensure smooth transition to IFAS 7i which will allow for advance eGovernment functionality
- Assist in developing Automated Clearing House vendor payment procedures using upgraded IFAS 7i for eCommerce

Achieve $13,000,000 or Less in Total Dollar Amount of Audit Adjustments

- Produce the CAFR and PAFR so that the information is timely and useful to users
- Provide accurate, timely and helpful financial reports
- Minimize audit adjustments by improving internal work processes
- Develop enhancements to the encumbrance process
- Develop new processes required by IFAS system upgrades
- Reengineer processes for reporting capital assets to reduce Countywide resources required

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of transactions processed	1,785,341	1,845,538	1,860,020	1,788,000	1,788,000
Number of transactions submitted to the Controller's Office electronically	1,109,236	1,142,413	1,185,008	1,202,440	1,202,440
How Well We Do It (Quality)					
Percent of transactions processed electronically (payments, journal entries, deposits)	62%	62%	64%	67%	67%
Total dollar amount of audit adjustments	$91,151,000	$56,505,000	$12,000,000	$13,000,000	$13,000,000
Is Anyone Better Off? (Outcome)					
Number of audit adjustments	17	10	5	5	5
Rate of audit adjustments as a percentage of total Countywide expenditures	10%	7%	3%	1%	1%
CAFR issued with unqualified opinion and GFOA award of excellence	100%	100%	100%	100%	100%

General Accounting (1441P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	10.0	8.0	8.0	8.0		8.0
Funded FTE	9.8	7.5	7.5	7.4	(0.1)	7.4
Total Requirements	1,002,275	798,245	801,578	867,255	65,677	899,663
Total Sources	35,928	39,751	16,600	53,459	36,859	36,569
Net County Cost	966,347	758,494	784,978	813,796	28,818	863,094
NCC Breakdown						
A-87 Cost Plan			356,796	356,796		356,796
Mandated Services			428,182	457,000	28,818	506,298

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $813,796 or 93.8%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; and negotiated salary and benefit adjustments. Minor changes in Intrafund Transfers are due to the termination of accounting services for the Mentally Ill Offenders Crime Reduction (MIOCR) program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	62,677	3,000	0	65,677	0

2. **Accounting Services for Joint Powers Financing Authority**

Additional revenue is expected due to accounting services provided for bookkeeping and financial statement preparations for the Joint Powers Financing Authority.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
19,969	0	0	0	(19,969)	0

3. **Accounting Services for *Sam*CERA**

Reimbursement from *Sam*CERA (Retirement Office) for accounting services has been included.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
16,890	0	0	0	(16,890)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
36,859	62,677	3,000	0	28,818	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: reduction in one-time revenue; inclusion of merit increases; and negotiated salary and benefit adjustments.

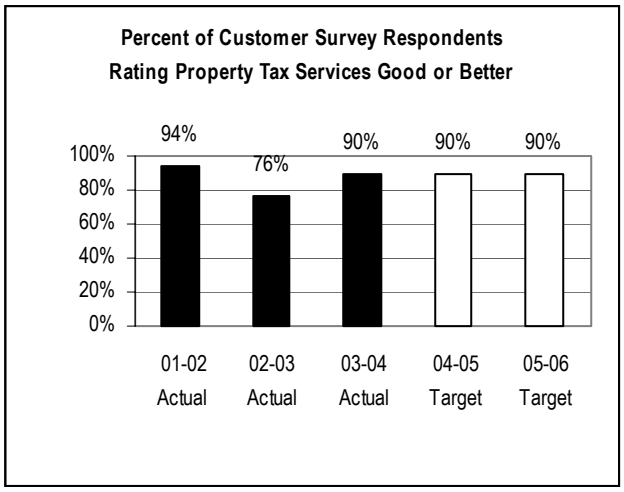
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(16,890)	32,408	0	0	49,298	0

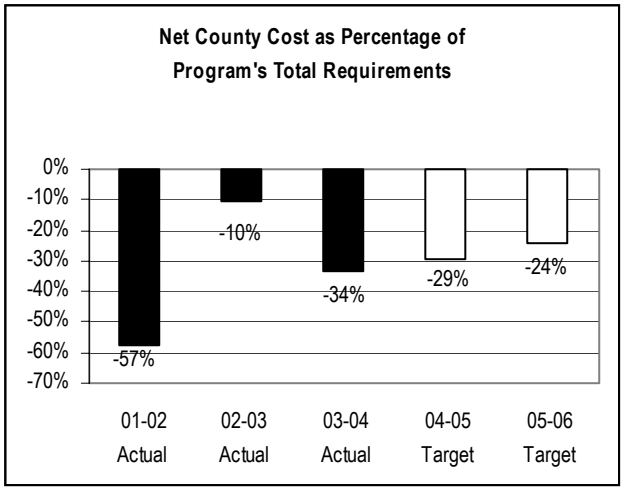
Property Tax/Special Accounting (1461P)

Program Locator

County
- Administration and Fiscal
  - Controller's Office
    - Administration
    - Internal Audit
    - Payroll Services
    - Controller Information Systems
    - General Accounting
    - ▷ **Property Tax and Special Accounting**

Headline Measures





Program Outcome Statement

The Property Tax and Special Accounting Services Program apportions and distributes property tax revenue, prepares tax refunds, maintains documentation for property tax apportionment, reconciles all of the County's bank accounts and provides accounting/budget monitoring for special districts to ensure the County, cities, school and special districts, and the public receive accurate tax allocations and refunds.

Services and Accomplishments

The Property Tax and Special Accounting Services Program apportions and distributes property tax revenue to the State, County, cities, school districts and special districts on time. It also provides accounting/budget monitoring for special districts.

The following are major accomplishments in the current year:

- Jointly with the County Counsel's Office, determined that the ERAF fund owed the County, cities, special districts and redevelopment agencies $37.5 million in "excess" property tax shift as defined by the law. The Controller issued a refund of $24.8 million to the County and $12.7 million to the cities, special districts and redevelopment agencies.
- Posted the Property Tax Rate Book on the Controller's website. This project allows the public access to financial information easier and decreases expense, as it is no longer published in a paper format. The Property Tax Rate Area (TRA) book is a 200-page publication, issued annually to all local agencies (and individuals upon request), that contains all the tax rate areas in the County.
- Collaborated with the Tax Collector's Office to ensure the success of Phase I of the Property Tax Upgrade Project. With the completion of Phase I, the tax roll data is now transferred directly from the Assessor's Office to the Tax Collector's Office, bypassing the County's mainframe. The new process significantly reduces the need for data entry for tax rate area (TRA) maintenance. By having the tax roll extended on the Tax Collector's system, the tax bills can be mailed sooner, thus improving cash flow. Most importantly, it provides the foundation for further automation of other property tax processes.

Story Behind Baseline Performance

The Property Tax and Special Accounting Program apportions property tax revenue on time and with 100% accuracy. All tax rolls (Secured, Unsecured and Supplemental) were extended and delivered to the Tax Collector so that property tax bills could be sent out in a timely manner. Concurrent with the Phase II of the roll extension process, staff will work with the Assessor's Office to automate the property tax roll change process. Annually approximately 11,000 paper requests for roll changes are received and processed by the Controller's staff. Automation of this process will result in labor savings in both offices and improve the accuracy

and timeliness of tax bills. This project should be completed in FY 2005-06.

The Program has conducted a study of the processing fees for special charges and special taxes. It showed that these fees had not increased in 23 years and provided the basis for a Board approved increase. Agreements with the local agencies were renegotiated and an increase in the annual revenue stream of $261,000 was generated. This helped reduce the Program's Net County Cost.

In an effort to improve services, the Property Tax and Special Accounting Program has begun work on Phase II of the Roll Extension Project, the automation of the property tax apportionment process. This project will enable the Controller's Office to electronically distribute apportionment reports and payments and meet a long-standing request from cities and special districts that surfaced in the customer satisfaction surveys. Tax apportionment information will be posted on the Internet, saving all parties time and money.

Program management continues to be actively involved in SAMFOG (the San Mateo County Finance Officers Group). They work with the finance professionals from every public agency in the County to help them better understand the property tax processes, the ERAF refund, the State's funding proposals, large property tax refunds that occurred last year and the fiscal implications that these events have had or will have on their respective agencies. This contributes to the fiscal stability of the County and encourages cooperative local government efforts. Customer survey ratings from SAMGFOG and their customers indicate a high level of satisfaction. An overall customer satisfaction rating of 90% was received in the current year.

Major challenges over the next two years will be:

- To manage baseline performance while planning, testing, implementing and evaluating automation processes
- To utilize existing resources to enhance property tax processes

Program Priorities

The Property Tax and Special Accounting Program will meet performance targets by doing the following:

Achieve 90% or Better Customer Survey Rating

- Work with the Offices of the Assessor and the Tax Collector to ensure cost effectiveness of property tax processes and improve services to customers
- Complete automation of the tax apportionment process (Phase II), eliminating the need for numerous excel spreadsheet applications
- Make tax apportionment information available in electronically distributable formats
- Automate the roll maintenance process, eliminating the manual processing of some 11,000 changes a year and improving accuracy of property tax bills
- Continue to be responsive to requests for information by taxpayers
- Run parallel tests of the newly developed systems, parts of which reside in the Tax Collector's AS/400 Property Tax systems and Assessor's system to assure data and process integrity and reliability

Maintain a Zero Net County Cost Program

- Protect and enhance property tax revenue for the cities, special districts and the County
- Work with SAMFOG to identify and analyze the financial impact of significant property tax events
- Monitor, implement, and advocate property tax legislative changes on behalf of the County, Cities and Special Districts
- Continue to be responsive to requests for information by County, cities and special district management

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of tax roll changes and refunds processed	17,832	21,986	15,244	10,942	11,000
Number of tax apportionments made	210	210	210	210	210
Number of Special District transactions processed electronically (data development)	---	---	---	0	100
How Well We Do It (Quality)					
Percent of customer survey respondents rating Property Tax services good or better	94%	76%	90%	90%	90%
Percent of Property Tax transactions processed electronically (data development)	---	---	---	0%	100%
Percent of Special District transactions processed electronically (data development)	---	---	---	0%	100%
Is Anyone Better Off? (Outcome)					
Percent of refunds issued correctly	100%	100%	100%	100%	100%
Net County Cost as a percentage of Program's Total Requirements	-57%	-10%	-34%	-29%	-24%

Property Tax/Special Accounting (1461P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	7.0	8.0	8.0	8.0		8.0
Funded FTE	7.0	8.0	8.0	8.0		8.0
Total Requirements	762,051	829,766	1,456,177	1,334,898	(121,279)	1,375,125
Total Sources	1,199,404	1,534,910	1,345,597	1,724,610	379,013	1,708,843
Net County Cost	(437,353)	(705,144)	110,580	(389,712)	(500,292)	(333,718)
NCC Breakdown						
A-87 Cost Plan			16,411	16,411		16,411
Mandated Services			94,169	(406,123)	(500,292)	(350,129)

Program Net County Cost

This program has a negative Net County Cost (NCC) of $389,712. Revenues received from Tax/Assessment fees exceed direct operational costs and are used to offset overhead budgeted in other programs.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; and negotiated salary and benefit adjustments. Fund Balance reflects reappropriation of AB 589 Property Tax Administration Grant funds. Decrease in contracts due to prior year usage of AB 589 for property tax processes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
139,538	(121,279)	0	0	(260,817)	0

2. **Adjustments to Tax/Assessment Collection Fees**

Fees collected from cities and special districts for adding or revising their charges to the countywide property tax bill have been adjusted to reflect increases in special charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
223,708	0	0	0	(223,708)	0

3. **Final Adjustments to Tax/Assessment Collection Fees**

Additional revenue is anticipated from special districts for processing property tax bill changes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
15,767	0	0	0	(15,767)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
379,013	(121,279)	0	0	(500,292)	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; and negotiated salary and benefit adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(15,767)	40,227	0	0	55,994	0

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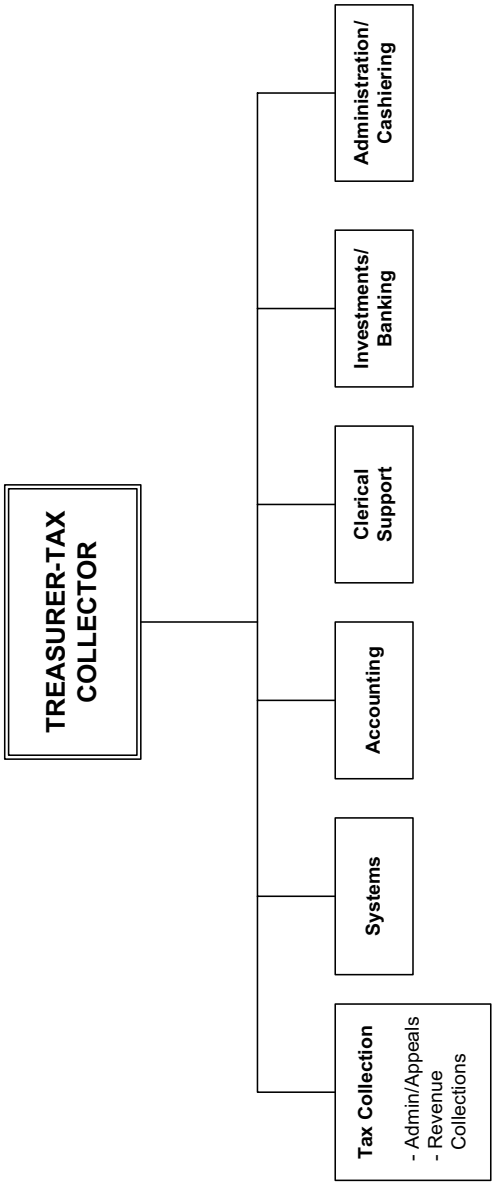
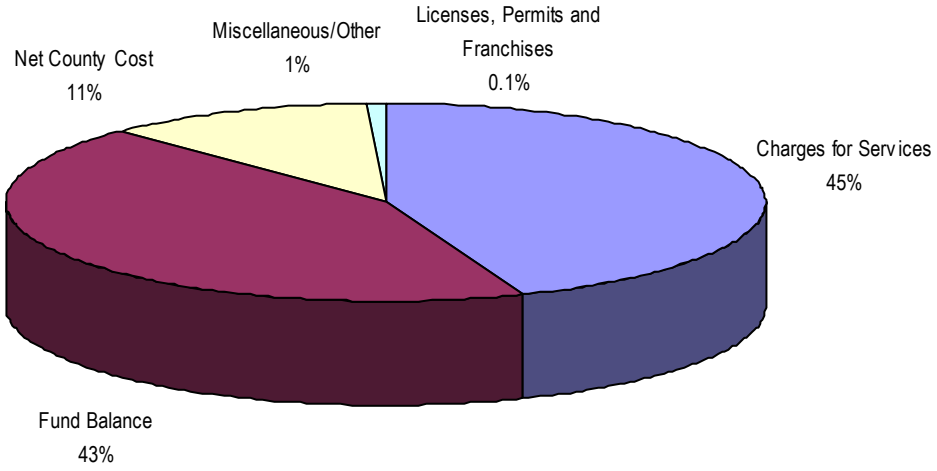
TREASURER-TAX COLLECTOR

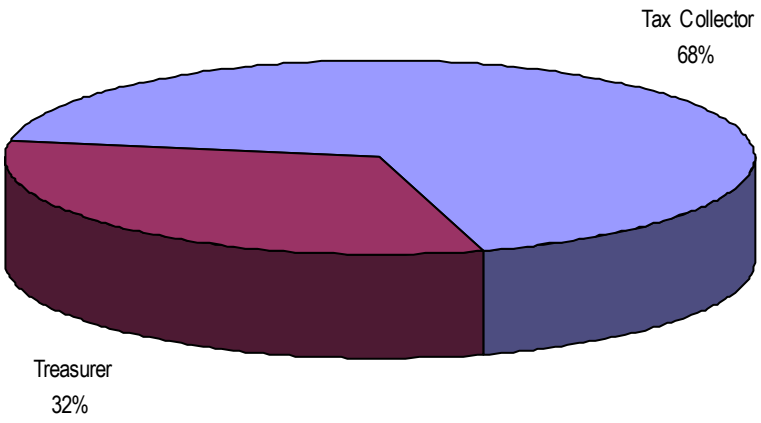


Treasurer - Tax Collector (1500B)

FY 2004-05 Adopted Sources



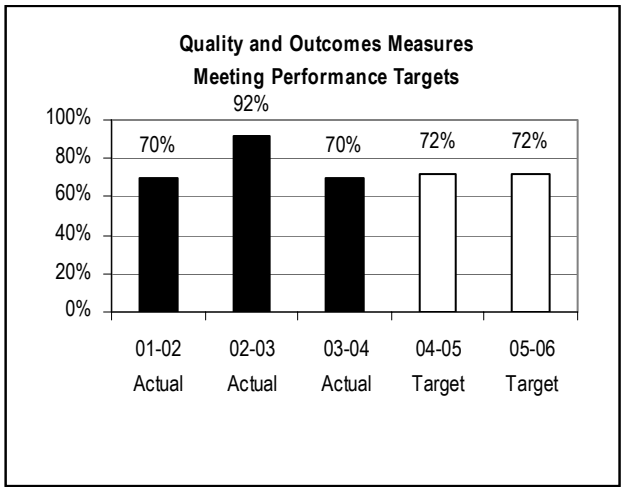
FY 2004-05 Adopted Requirements

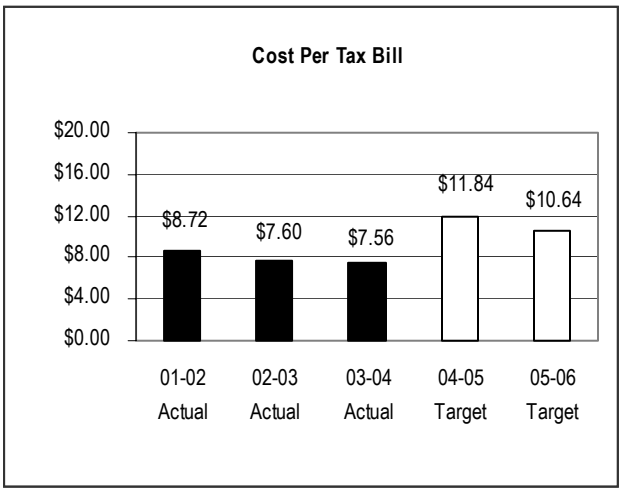


Department Locator

County
- Administration and Fiscal
  - Board of Supervisors
  - County Manager/Clerk of the Board
  - Assessor-County Clerk-Recorder
  - Controller's Office
  - ▷ **Treasurer-Tax Collector**
  - County Counsel
  - Employee and Public Services
  - Information Services Department
  - Grand Jury
  - First 5 San Mateo County
  - Retirement (*Sam*CERA)

Department Measures





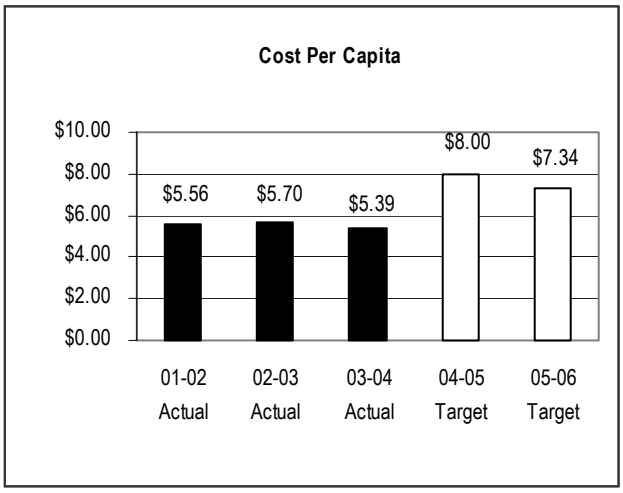
Department Mission Statement

The Treasurer-Tax Collector manages and protects the County's financial assets and ensures the greatest return on County funds through the efficient collection of property taxes and professional administration of the County treasury.

Contributions to Shared Vision 2010 Goals

The Treasurer-Tax Collector contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 20:** The Treasurer-Tax Collector's Office ensures government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain by continuing to develop eGovernment strategy.
- **Goal 21:** The Treasurer-Tax Collector's Office, through the efficient collection of property taxes, provides funding to County departments and tax agencies to incorporate the County vision and goals into their services.
- **Goal 22:** The Treasurer-Tax Collector's Office collaborates with several County departments on issues affecting the entire County: Information Services on eGovernment solutions; Controller on a tax apportionment project; Assessor on improvement of the overall tax system; San Mateo Medical Center and Revenue Services on a payment processing solution.



Story Behind Baseline Performance

The Treasurer-Tax Collector includes the following programs:

- Tax Collector
- Treasurer

Accomplishments that have contributed toward meeting performance targets and progress this past year include:

Improved System Capabilities
- Improved access to data and long-term storage capabilities through digital imaging of deposits
- Improved tax collection systems and processes in collaboration with the Assessor's Office and Controller's Office
- Developed a universal scan line to facilitate bill payment processing for other County departments
- Developed an eCheck process to allow taxpayers to use their checking account instead of a credit card for online tax payments
- Processed over 380,000 tax bills representing $1.1 billion in collections
- Processed 98% of the first and second installment tax payments within five days of receipt
- Surpassed the statewide average collection rate for the Secured and Unsecured tax roll

Improved Communication and Services to Pool Participants
- Outperformed the State's Local Agency Investment Fund (LAIF)
- Provided above average earnings in comparison to similar funds with like securities
- Ensured cash flow forecasting remained strong
- Increased the pool market value by $256 million or 11.9%
- Increased the number of pooled accounts from 961 to 1,057
- Improved communication with investment partners through electronic reporting and surveys
- Received an overall customer satisfaction rating of good or better from 100% of customer survey respondents

Improved Cash Processing Services
- Maintained cost controls on banking and custodial services
- Processed 25,326 deposits, 95.9% within one day of receipt

Major challenges over the next two years will be:

- To handle the increasing demand for services with limited resources
- To market the County Pool Fund i.e.: acquiring new participants/ maintaining current pool participation
- To decrease reliance on independent companies for system maintenance
- To continue consistent accuracy of cash flow analysis in light of economic conditions/market fluctuations
- To manage legislative changes relating to the tax collection process
- To enhance technology, including the current Interactive Voice Response (IVR) system
- To maintain costs involved with producing a tax bill
- To continue upgrades to the CASHNET cashiering system which requires replacement

Department Priorities

The Treasurer-Tax Collector will meet performance targets by doing the following:

Streamline the Collection/Deposit Process
- Print and mail bills as early as possible
- Communicate to depositing departments refined policies and procedures regarding submitting deposit permits in a timely manner
- Research technology and security upgrades in the cashiering area
- Upgrade or replace CASHNET cashiering system
- Explore the option of converting checks into an electronic transaction file or Automatic Clearing House (ACH) transmission
- Develop interface ability between the IVR system for credit cards and the Tax Collector's database restricting payments to the correct per parcel amount and denying the systems current ability to accept partial payments
- Explore automated roll correction/Board changes with the Assessor and Controller
- Continue to refine the filter mechanism on the Secured tax roll name and address update process to ensure only valid corrections generate a duplicate bill
- Continue to develop and refine the Secured tax roll extension process on the Tax Collector's AS/400 server
- Continue to train staff on legislation impacting the workplace

Improve Customer Service
- Continue to distribute customer service surveys to pool participants and make available to customers in lobby areas
- Implement customer suggestions, if any, when financially and administratively feasible
- Improve and enhance comprehensive financial reports and spreadsheets for pool participants via e-mail

Enhance Revenue
- Perform technology upgrades or enhance existing features of investment resource equipment, as funding permits
- Explore benefits of becoming a pilot program for Union Bank of California in implementing Check 21 legislation to reduce float
- Complete development of a universal scan line to facilitate bill payment processing for other County departments
- Pursue approval to increase licensing fees to a level in line with surrounding cities and counties

Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

- Reduction in Contract accounts
- Adjustment to Tax Collector Fees

Treasurer - Tax Collector (1500B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	9,046	7,540	3,650	3,650		3,650
Intergovernmental Revenues	125,000	150,000				
Charges for Services	3,737,701	4,039,955	2,776,692	3,012,242	235,550	3,012,242
Miscellaneous Revenue	83,641	121,333	56,000	56,000		56,000
Total Revenue	3,955,389	4,318,828	2,836,342	3,071,892	235,550	3,071,892
Fund Balance	2,874,655	2,151,288	2,151,288	2,957,470	806,182	2,725,970
TOTAL SOURCES	6,830,044	6,470,116	4,987,630	6,029,362	1,041,732	5,797,862
REQUIREMENTS						
Salaries and Benefits	2,287,786	2,448,675	2,516,997	2,731,332	214,335	2,841,364
Services and Supplies	1,160,600	991,070	2,034,164	2,571,843	537,679	2,084,343
Other Charges	484,605	575,643	584,818	623,103	38,285	623,103
Fixed Assets	117,502					
Gross Appropriations	4,050,493	4,015,388	5,135,979	5,926,278	790,299	5,548,810
Intrafund Transfers		(130,000)	(280,000)	(280,000)		
Net Appropriations	4,050,493	3,885,388	4,855,979	5,646,278	790,299	5,548,810
Contingencies/Dept Reserves	1,788,433	901,610	901,610	1,153,043	251,433	1,153,043
TOTAL REQUIREMENTS	5,838,926	4,786,998	5,757,589	6,799,321	1,041,732	6,701,853
NET COUNTY COST	(991,118)	(1,683,117)	769,959	769,959		903,991
AUTHORIZED POSITIONS						
Salary Resolution	28.0	28.0	28.0	28.0		28.0
Funded FTE	28.0	28.0	28.0	28.0		28.0

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources increased by $1,041,732 or 20.8% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Charges for Services
There is an increase of $235,550 in this funding source due to increased fees for Redemption processing, Special Tax Collector services and Returned checks.

Fund Balance
There is an increase of $806,182 in this funding source primarily due to prior year savings associated with termination of Professional Services Contract, rollover of AB589 Property Tax Administration Grant Program appropriations and unanticipated revenue generated from Commissions.

TOTAL REQUIREMENTS

Total Requirements increased by $1,041,732 or 18.0% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits
There is a net increase of $214,335 in this expenditure category. Merit increases and negotiated labor increases have been included.

Services and Supplies
There is an increase of $537,679 in this expenditure category due to costs associated with replacement of old, worn printers, calculators and hard drives, notification of a possible postage increase, staff training, particularly in the information technology area, general cost increases associated with outside maintenance contracts and software licenses and purchases.

Other Charges
There is an increase of $38,285 in this expenditure category due to additional Information Services Department (ISD) services required to make adjustments to the Interactive Voice Response (IVR) system.

Contingencies/Departmental Reserves
There is an increase of $251,433 in Reserves which has been set aside to meet the County Reserves Policy. The balance in Reserves represents 20% of Net Appropriations, which exceeds the two percent County Reserves Policy requirement by $1,040,117.

NET COUNTY COST

No change.

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources decreased by $231,500 or 7.8% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes

Fund Balance
There is a decrease of $231,500 in this funding source primarily due to elimination of prior year projects.

TOTAL REQUIREMENTS

Total Requirements decreased by $97,468 or 1.4% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits
There is an increase of $110,032 in this expenditure category due to negotiated salaries and benefits.

Services and Supplies
There is a decrease of $487,500 in this expenditure category due to a reduction in Professional Contracts, which covers AB 589 Property Tax Administration Grant Program projects, in the event this funding is eliminated.

Intrafund Transfers
There is a decrease of $280,000 in this expenditure category due to the possible elimination of AB589 funding.

NET COUNTY COST

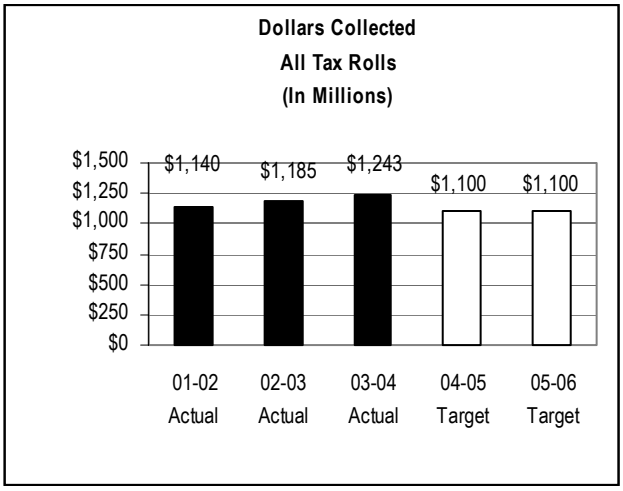
There is an increase of $134,032 or 17% in this Department's General Fund allocation due to negotiated labor increases.

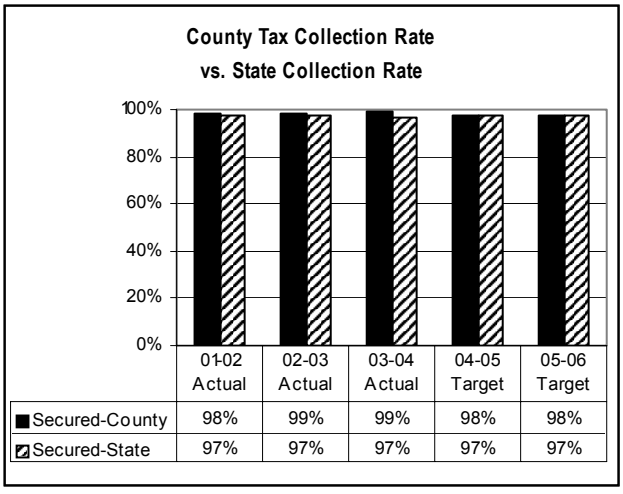
Tax Collector (1510P)

Program Locator

County
Administration and Fiscal
Treasurer-Tax Collector
▷ **Tax Collector**
Treasurer

Headline Measures





	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
Secured-County	98%	99%	99%	98%	98%
Secured-State	97%	97%	97%	97%	97%

Program Outcome Statement

The Tax Collector provides funding for taxing agencies through the efficient collection of property taxes.

Services and Accomplishments

The Tax Collector's Office is responsible for the billing and collecting of property taxes and processing of business licenses.

The following are major accomplishments in the current year:

- Developed a browser-based intranet application website which incorporates all tax rolls: Secured, Supplemental, Unsecured and Redemption
- Developed a payment option known as eCheck, which allows taxpayers to use their checking account instead of a credit card online. This option allows a taxpayer to pay their bill at a time convenient to them, eliminating the need to process payment during traditional business hours.
- Collaborated efforts by the Tax Collector, Assessor and Controller have resulted in improvements to the manner in which refunds are prepared. Modifications to the Assessor's EZ Access system allow the Controller to receive Supplemental roll correction figures and the creation of a table enables the Assessor/Assessee error codes to be managed.
- Collaborated with the Assessor and Controller on the Roll Extension Project to extend the new Secured tax roll each September and run apportionment reports for the Controller
- Met with other revenue collecting departments to develop a universal scan line to facilitate their bill payment processing

Story Behind Baseline Performance

The Tax Collector's Office processes over 340,000 tax bills annually. Ninety-nine percent of the first and second installment tax payments continue to be deposited within five days of receipt. The total dollars billed and collected has steadily increased over the last three years. The Secured tax roll collection rate is currently at 99% and the Unsecured collection rate is at 97% representing higher percentages than the statewide averages. The cost to process a tax bill continues to remain steady.

The Tax Collector's Office continues to meet with representatives from the Controller and Assessor on a weekly basis to address any property-related tax issues.

Major challenges over the next two years will be:

- To minimize reliance on independent companies for system maintenance
- To handle the increasing demand for services with limited resources
- To manage legislative changes relating to the tax collection process

- To enhance technology, including the current Interactive Voice Response (IVR) system
- To delay replacement of worn out office equipment

Program Priorities

The Tax Collector will meet performance targets by doing the following:

Ensure 98% of Tax Payments are Processed within Five Days of Receipt (Funding Adjustment 1)

- Explore the option of converting checks into an electronic transaction file or Automatic Clearing House (ACH) transmission
- Explore automated roll correction/Board changes with the Assessor and Controller
- Develop interface ability between the IVR system for credit cards and the Tax Collector's database restricting payments to the correct per parcel amount and denying the systems current ability to accept partial payments

Decrease the Number of Tax Bills Issued to 370,000 (Funding Adjustment 1)

- Continue to refine the filter mechanism on the Secured tax roll name and address update process to ensure only valid corrections generate a duplicate bill
- Continue to develop and refine the Secured tax roll extension process on the Tax Collector's AS/400 server

Continue to Outperform the State in the Collection of Secured and Unsecured Taxes

- Print and mail bills as early as possible although the Assessor and Controller drive this process as one produces values and the other the tax rate
- Continue the collection process for Unsecured, Redemption and Supplemental Rolls
- Monitor housing market

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of bills issued	325,386	384,923	348,870	370,000	370,000
How Well We Do It (Quality)					
Percent of payments processed within five days of receipt	99%	99%	99%	98%	98%
Cost per bill[1]	$4.37	$3.70	$7.56	$11.84	$10.64
Is Anyone Better Off? (Outcome)					
Dollars collected (all tax rolls)	$1.14B	$1.185B	$1.2B	$1.1B	$1.1B
Collection rate:					
- Secured (County)	98%	99%	99%	98%	98%
- Unsecured (County)	98%	98%	97%	99%	99%
- Secured (Statewide Avg.)	97%	97%	97%	97%	97%
- Unsecured (Statewide Avg.)	95%	95%	95%	96%	96%

[1] The cost per bill has been modified to more accurately portray actual costs. Previously, a formula of dividing the annual number of bills by salaries and benefits was used. This formula has been adjusted to include additional associated costs such as paper, printing, envelopes, postage, contract programmer maintenance and AS/400 costs through the Information Services Department (ISD).

Tax Collector (1510P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	18.0	18.0	18.0	18.0		18.0
Funded FTE	18.0	18.0	18.0	18.0		18.0
Total Requirements	3,200,053	2,929,095	3,770,249	4,602,950	832,701	4,473,562
Total Sources	2,446,583	2,648,734	2,183,267	3,832,991	1,649,724	3,618,491
Net County Cost	753,470	280,362	1,586,982	769,959	(817,023)	855,071
NCC Breakdown						
Mandated Services			1,586,982	769,959	(817,023)	855,071

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $769,959 or 16.7%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: Inclusion of merit increases and negotiated labor increases; transfer of Fund Balance from the Treasurer's Program to this Program; one Professional Services Contract has been eliminated; service and supply accounts were increased to cover costs involved with replacing worn equipment, anticipated postage increase and general cost increases for maintenance and services. Other Charges were increased to cover service requirements to upgrade the Interactive Voice Response (IVR) system.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,199,674	487,764	0	130,437	(581,473)	0

2. **Adjust Tax Collector Fees**

Tax Collector fees were updated and increased in the areas of Redemption processing, handling returned checks and other Special Tax Collection services to cover the actual cost of providing the services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
235,550	0	0	0	(235,550)	0

3. **Final Fund Balance Adjustment**

Additional Fund Balance, primarily generated from Property Tax Administration Grant Program receipts, will be used to cover contracts relating to property tax systems.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
214,500	214,500	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,649,724	702,264	0	130,437	(817,023)	0

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit and negotiated labor increases; exclusion of AB589 Property Tax Administration grant funding through Intrafund Transfers; decreases to Professional Contracts account to offset anticipated elimination of AB589 transfer.

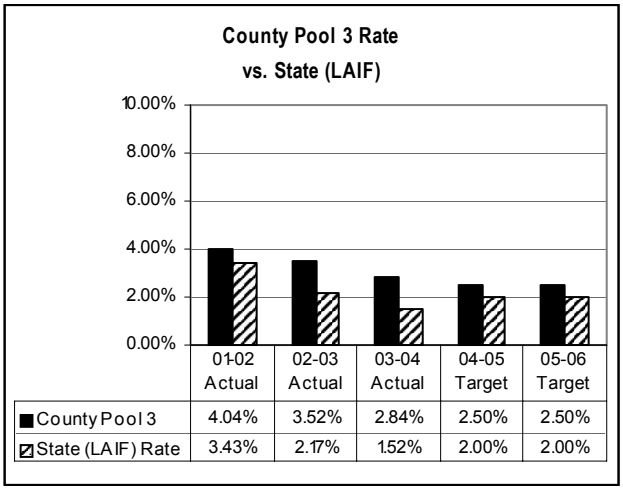
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(214,500)	(409,388)	280,000	0	85,112	0

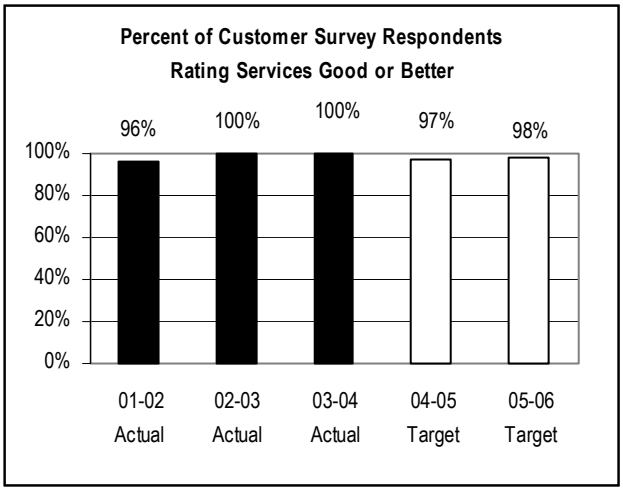
Treasurer (1520P)

Program Locator

County
Administration and Fiscal
Treasurer-Tax Collector
Tax Collector
▷ **Treasurer**

Headline Measures





Program Outcome Statement

The Treasurer manages the financial assets of the County and maintains the value of the investment pool through professional and efficient administration of the County treasury for County departments, Special Districts, Schools, Cities and tax payers.

Services and Accomplishments

The Treasurer manages the financial assets and serves as the County treasury for County departments, Special Districts, Schools, Cities and tax payers.

The following are major accomplishments in the current year:

- Provided above average earnings in comparison to similar funds with like securities
- Outperformed the State's Local Agency Investment Fund (LAIF)
- Increased the pool market value by $256 million or 11.9%
- Attracted new pool participants
- Increased the number of accounts for existing participants from 961 to 1,057
- Improved access to data and long-term storage capabilities through digital imaging of deposits

Story Behind Baseline Performance

Cash flow forecasting remains strong. Pool balances have increased due to additional revenue processing of Medical Center payments, conversion from checks to electronic transfers, accepting paying agent responsibilities for four general obligation bonds and one Certificate of Participation. Additionally, the Treasurer's Office has increased account balances of existing participants. Communications with pool participants continues to improve via customer surveys and reporting options being provided electronically. In FY 2003-04, 100% of customer survey respondents rated overall satisfaction with services provided by the Treasurer's Office as good or better.

Cost controls on banking and custodial services have been maintained. In FY 2002-03, the Treasurer's Office processed 25,326 deposits, 95.9% within one day of receipt.

Major challenges over the next two years will be:

- To continue consistent accuracy of cash flow analysis in light of economic conditions/market fluctuations
- To market the County Pool Fund i.e.: acquiring new participants/ maintaining current pool participation
- To manage workload from performing payment processing functions for other County departments in combination with budgetary restrictions
- To manage increasing costs associated with purchasing and implementing new and improved services including banking services and systems upgrades

- To maintain worn office equipment in an effort to delay replacement

Program Priorities

The Treasurer's Office will meet performance targets by doing the following:

Outperform the State (LAIF) vs. the County Pool 3 by .50 Basis Points

- Actively manage the portfolio
- Take advantage of day-to-day market volatility, yield curve movements, spreads and credit swaps
- Continue to maintain 24 hour market monitoring (US, Asia, Europe)
- Maintain accurate cash flow forecasting

Achieve Customer Satisfaction Ratings of 97% or Better

- Continue to distribute customer service surveys to pool participants and make available to customers in lobby areas
- Implement customer suggestions, if any, when financially and administratively feasible
- Continue to improve and enhance comprehensive financial reports and spreadsheets via e-mail

Process 97% of Deposits Within One Day (Funding Adjustment 1)

- Communicate to depositing departments refined policies and procedures regarding submitting deposit permits in a timely manner
- Continue to research technology and security upgrades in the cashiering area
- Upgrade, enhance or replace the CASHNET cashiering system

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of funds managed	961	961	1,057	1,045	1,045
Number of deposits processed	23,276	25,326	27,221	25,500	25,500
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better	96%	100%	100%	97%	98%
Percent of deposits processed within one day	99%	96%	96%	97%	98%
Is Anyone Better Off? (Outcome)					
Dollar[1]/Percent[2] Growth in County Pool due to investments[3]	$71,575,278 / 4.17%	$75,875,147 / 3.65%	$67,503,217 / 2.97%	$57,500,000 / 2.625%	$57,500,000 / 2.625%
County Pool 3 yield rate vs. Local Agency Investment Fund (LAIF):[4]					
- Pool 3	4.04%	3.52%	2.84%	2.50%	2.50%
- LAIF	3.43%	2.17%	1.52%	2.00%	2.00%

[1] Gross investment/security earnings

[2] Gross earnings rate

[3] Assuming the Pool remains at $2 billion or higher

[4] Percentages under Pool 3 yield rate vs. LAIF are net rates (after fees and charges)

Treasurer (1520P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	10.0	10.0	10.0	10.0		10.0
Total Requirements	2,638,873	1,857,903	1,987,340	2,196,371	209,031	2,228,291
Total Sources	4,383,461	3,821,382	2,804,363	2,196,371	(607,992)	2,179,371
Net County Cost	(1,744,588)	(1,963,479)	(817,023)		817,023	48,920
NCC Breakdown						
A-87 Cost Plan			31,559	39,804	8,245	39,804
Mandated Services			(848,582)	(39,804)	808,778	9,116

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenue Treasury Commissions.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; service and supply accounts were increased to cover costs involved with upgrading and extending Bloomberg sources for investment information and replacing worn equipment; Other Charges decreased slightly due to a revision in fee calculation of the Public Official Bond; Fund Balance has been decreased with the majority of the Department's Fund Balance reflected in the Tax Collector's Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(745,988)	71,035	0	0	817,023	0

2. **Final Fund Balance Adjustment**

Additional Fund Balance, generated mostly from Commissions receipts, will be used to offset benefit costs and the balance has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
137,996	17,000	0	120,996	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(607,992)	88,035	0	120,996	817,023	0

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: reduction in one-time Fund Balance; and inclusion of negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(17,000)	31,920	0	0	48,920	0

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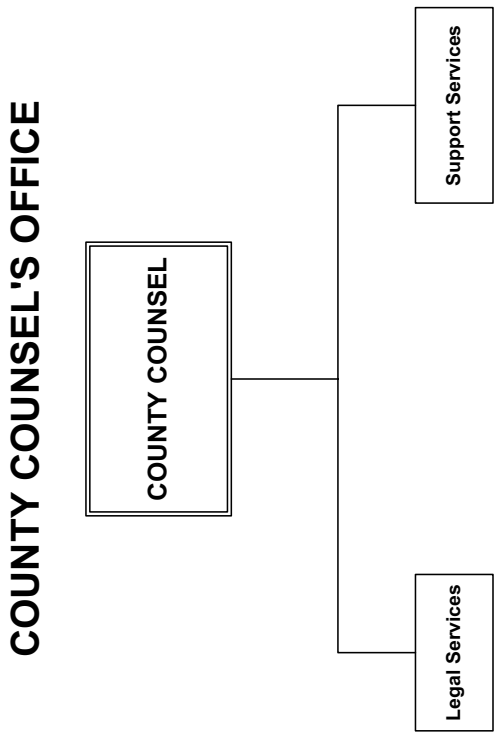
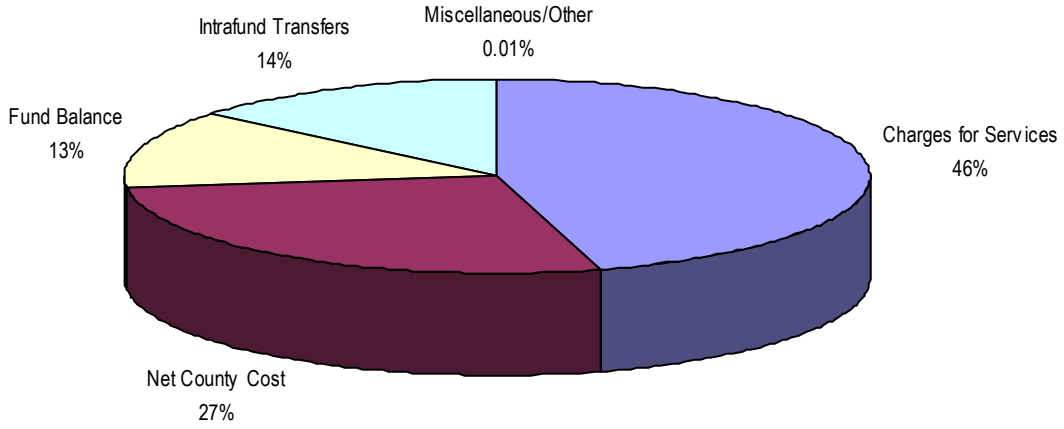
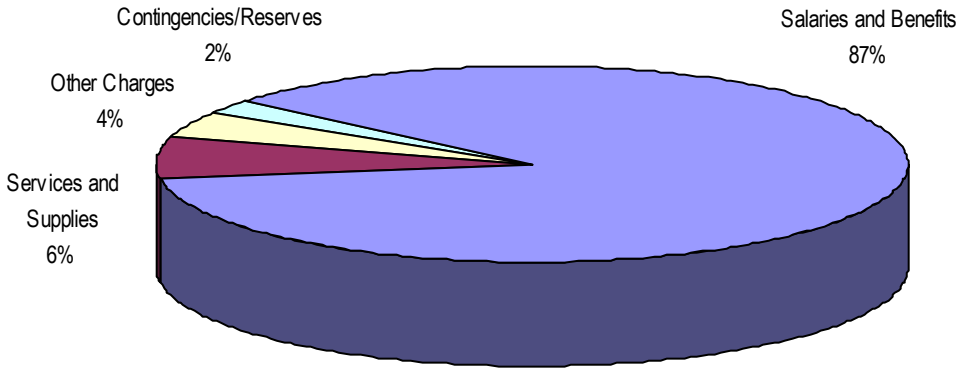

COUNTY COUNSEL'S OFFICE
COUNTY COUNSEL
Support Services
Legal Services

County Counsel (1600B)

FY 2004-05 Adopted Sources



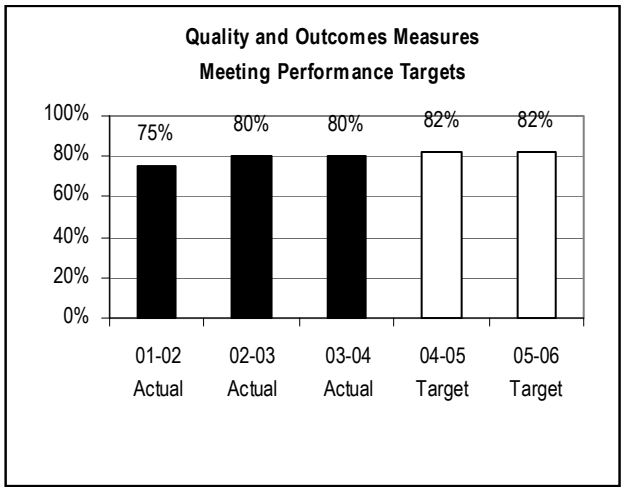
FY 2004-05 Adopted Requirements

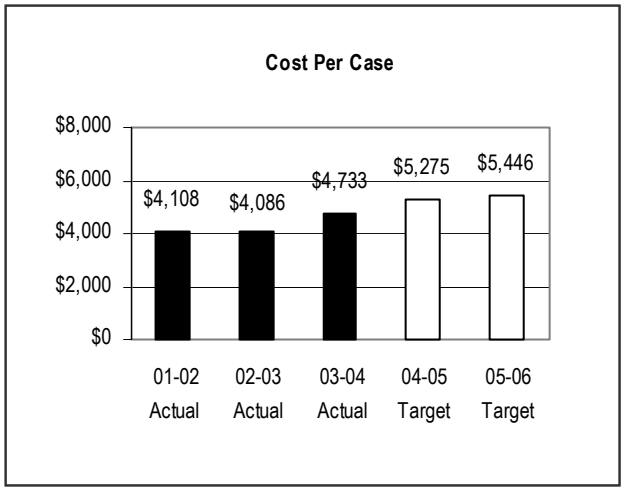


Department Locator

County
- Administration and Fiscal
  - Board of Supervisors
  - County Manager/Clerk of the Board
  - Assessor-County Clerk-Recorder
  - Controller's Office
  - Treasurer-Tax Collector
  - ▷ **County Counsel**
  - Employee and Public Services
  - Information Services Department
  - Grand Jury
  - First 5 San Mateo County
  - Retirement (*Sam*CERA)

Department Measures





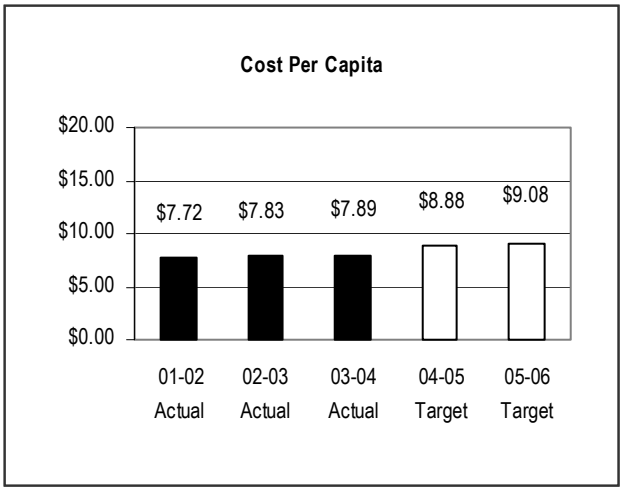
Department Mission Statement

The County Counsel's Office provides high quality and timely legal services to the Board of Supervisors, all County departments and agencies, elected officials, boards and commissions, various school districts, special districts, and other public agencies so that they may carry out their responsibilities in a manner fully consistent with the law. The County Counsel's Office provides high quality legal representation to these clients in disputes before administrative agencies and the courts with the goal of achieving the best results in a timely manner.

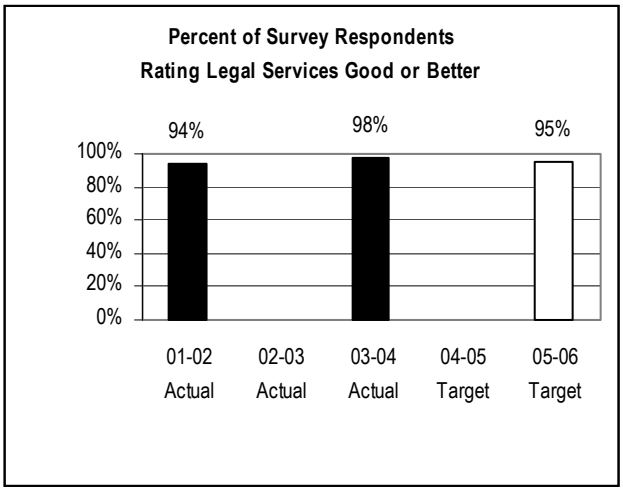
Contributions to Shared Vision 2010 Goals

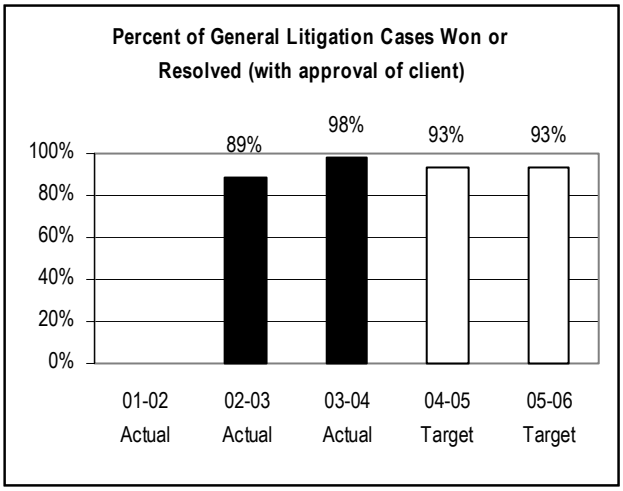
The County Counsel's Office contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 1**. Representing the County's equal employment goals and the Equal Benefits ordinance helps ensure that the County's diverse population works well together to build strong communities and effective government.
- **Goal 3, 4 and 19:** Providing legal services to the schools, the Community College District and First 5 Commission helps ensure that children have access to childcare/early learning opportunities, educational and improved K-12 education.
- **Goal 5:** Spearheading compliance with the new federal provisions regarding privacy of health information, Health Insurance Portability and Accountability Act (HIPAA), ensures residents have access to healthcare free of any concern.
- **Goal 6:** Representing the Human Services Agency, especially, the Children's Protective Service, ensures that children grow up in safe and supportive homes.
- **Goal 8:** Representing the Public Guardian and conservatorship program helps vulnerable people achieve a better quality of life.
- **Goal 9 and 11:** Representing the Housing Authority and the Planning Division of Environmental Services supports housing for people at all income levels.
- **Goals 14 and 15:** Representing the Department of Parks and Recreation, and particularly work with respect to the proposed countywide park funding mechanism and the San Bruno Mountain Habitat Conservation Plan, helps the County preserve and enhance important natural resources and provide residents access to parks and recreational activities.
- **Goal 20 and 22:** Providing sound well reasoned and correct legal advice to County departments and other clients allows government decisions to be based on future impact, rather than immediate gain.
- **Goal 23.** Representing a variety of public entities in addition to the County, including schools, special districts and the First 5 Commission as well as cooperation with City Attorney offices, fosters broader regional solutions for issues and promotes effective communication and collaboration for strategic approaches to issues affecting the entire County.



Headline Measures





Services and Accomplishments

The County Counsel's Office is committed to providing the highest level of professional legal services to the Board of Supervisors, County departments and other agencies and districts. Legal advice needs to be accurate and thorough. All attorneys in the Office are knowledgeable in their areas of substantive expertise, well informed about County regulations and policies, provide advice which is practical and effective, provide creative solutions to difficult problems, maintain a high standard of ethics and integrity and work with their clients in a spirit of cooperation. All attorneys must communicate clearly and concisely, keep clients sufficiently informed about the progress of their matters, must return communications promptly, keep clients informed about changes in the law and must complete their assignments within a reasonable amount of time.

The following are major accomplishments in the current year:

- Provided legal advice in drafting and implementation of mobile home license ordinance and rental control ordinance and facilitated acquisition by tenants of El Granada Mobile Home Park
- Finalized retirement litigation with savings of hundreds of millions of dollars to County and the Retirement System
- Provided legal support for acquisition of the Burlingame Long Term Care
- Spearheaded implementation of HIPAA rules to ensure privacy of medical information
- Provided ongoing legal advice for the update of the San Mateo County Local Coastal Program and the Devil's Slide Improvement Project
- Drafted ordinance regulating Bed and Breakfast homes
- Finalized San Francisquito Creek flood litigation at minimal cost to County
- Continued representation of County's interest in appeal of judgment regarding the County's financial privacy regulations
- Represented the County before the Public Utilities Commission (PUC) regarding the Pacific Gas & Electric (PG&E) transmission lines

Story Behind Baseline Performance

The County Counsel's Office conducted its third comprehensive customer satisfaction survey in the Fall of 2003. In all, eighty-three (83) responses were obtained. On average, 97% of survey respondents rated the expertise of County Counsel staff as good or better, and 88% of survey respondents rated the communication and responsiveness of staff as good or better. Overall, 98% of survey respondents rated legal services provided by staff as good or better. A marked improvement from the first survey was seen in the area of providing creative solutions to difficult problems. While some improvement was seen in the promptness of returning calls, room for improvement still exists. The Office intends to conduct the survey at two-year intervals. The next survey will be conducted in the Fall of 2005.

The types of litigation cases handled by the County Counsel's Office fall into three major categories: Conservatorship proceedings, Personal Injury and General Government. In FY 2002-03, the Office handled 1,375 litigation matters. While the number of new litigation matters is not anticipated to decrease in the next few years and in fact might increase, the County Counsel's Office will work to decrease the time to resolve these matters.

Major challenges over the next two years include:

- To provide legal support for a number of complex matters, including the implementation of the Housing Endowment and Trust, the update of the Local Coastal Program, the implementation of changes to the County Child Protective Services system and the resolution of a number of lawsuits arising out of last year's flooding along Colma Creek
- To manage workload despite reduced appropriation levels

Department Priorities

The County Counsel's Office will meet performance targets by doing the following:

Achieve 95% Overall Customer Satisfaction Rating with Legal Services (Funding Adjustment 6)

- Emphasize continuing education to develop a higher level of expertise and meet client needs by participating in both outside and in-house continuing legal education courses
- Provide training on legal issues to clients
- Keep clients better informed of matters by advising clients periodically of the progress on matters
- Develop closer working relationships with clients by ensuring greater availability for face-to-face meetings

Win or Resolve at Least 93% of General Litigation Cases with Approval of Client

- Seek removal of clients from litigation as early as feasible
- Provide periodic updates to clients regarding progress of litigation
- Assess risks of a favorable or unfavorable result as early in the litigation process as possible to provide guidance on the advisability of settlement or alternative dispute resolution (arbitration, mediation or early neutral evaluation)
- Vigorously represent the client in alternative dispute resolution
- Use dispositive motions, where appropriate, to resolve cases prior to trial
- Vigorously represent the client in the event of trial

Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

- Deletion of one vacant support staff position
- Reduction in computer hardware and software accounts
- Increased reimbursements from self-insured and probate conservatorship programs for services provided by staff

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of customer agencies served	53	53	53	53	53
Number of cases	1,316	1,375	1,379	1,224	1,224
How Well We Do It (Quality)					
Percent of general litigation cases won or resolved with approval of client	---	89%	98%	93%	93%
Attorneys per capita	1:32,438	1:32,593	1:32,734	1:33,051	1:33,368
Cost per capita as compared with surrounding counties	$7.72 / $9.01	$7.83 / $9.54	$7.89 / $11.08	$8.88 / $11.08	$9.08 / $11.41
Department cost as a percentage of the County budget	0.4%	0.4%	0.4%	0.4%	0.5%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating legal services good or better	94%	---	98%	---	95%

County Counsel (1600B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	2,324,957	2,726,171	2,402,099	3,066,558	664,459	3,066,558
Interfund Revenue	112					
Miscellaneous Revenue	54,682	8,277	1,000	1,000		1,000
Total Revenue	2,379,751	2,734,448	2,403,099	3,067,558	664,459	3,067,558
Fund Balance	701,560	668,123	668,123	895,095	226,972	895,095
TOTAL SOURCES	3,081,311	3,402,571	3,071,222	3,962,653	891,431	3,962,653
REQUIREMENTS						
Salaries and Benefits	4,878,610	5,113,772	5,237,969	5,808,388	570,419	6,092,204
Services and Supplies	388,526	272,458	350,755	476,590	125,835	476,590
Other Charges	299,180	293,394	297,815	296,206	(1,609)	296,206
Gross Appropriations	5,566,316	5,679,625	5,886,539	6,581,184	694,645	6,865,000
Intrafund Transfers	(1,067,818)	(1,389,816)	(1,048,221)	(924,229)	123,992	(924,229)
Net Appropriations	4,498,499	4,289,809	4,838,318	5,656,955	818,637	5,940,771
Contingencies/Dept Reserves	425,879	73,796	73,796	146,590	72,794	146,590
TOTAL REQUIREMENTS	4,924,378	4,363,605	4,912,114	5,803,545	891,431	6,087,361
NET COUNTY COST	1,843,067	961,034	1,840,892	1,840,892		2,124,708
AUTHORIZED POSITIONS						
Salary Resolution	38.0	38.0	38.0	38.0		38.0
Funded FTE	35.7	36.1	36.0	37.5	1.5	37.5

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources increased by $891,431 or 29.0% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Charges for Services
There is a net increase of $664,459 in this funding source due to increased legal fees for probate conservatorship estates approved pursuant to Local Court rules effective July 1, 2004 as well as increased fees for legal services provided to the County's self-insured risk management fund. The probate conservatorship revenues have been moved from Intrafund Transfers to this revenue category. Reimbursement for legal services provided to the Housing Endowment and Trust (HEAT) JPA has also been included.

Fund Balance
There is an increase of $226,972 in this funding source due to prior year savings and reimbursements.

TOTAL REQUIREMENTS

Total Requirements increased by $891,431 or 18.1% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits
There is a net increase of $570,419 in this expenditure category. Merit increases and negotiated labor increases have been included as well as the deletion of a vacant Legal Secretary position. The deletion of the vacant Legal Secretary position will require existing staff to absorb support tasks for various attorneys and will significantly impact the response time to departments and agencies. One Deputy County Counsel position has been added to cover the duties of employee called for active duty in the Middle East.

Services and Supplies
There is a net increase of $125,835 in this expenditure category. Legal Services Contracts account has been increased.

Other Charges
There is a net decrease of $1,609 in this expenditure category due to service level reductions in Automation and Telephone charges.

Intrafund Transfers
There is a net decrease of $123,992 in expenditure transfers. The decrease in Intrafund Transfers is primarily due to the transfer of court-ordered fees from conservatorship estates (paid by Adult Services) to Interfund Revenue to reflect the newly implemented court approved fee schedule. Other adjustment includes a reimbursement for services provided for the Youth Services Center Project and Planning.

Contingencies/Departmental Reserves
There is an increase of $72,794 in Reserves which has been set aside to meet the County Reserves Policy. The Balance in Reserves represents three percent of Net Appropriations, which exceeds the two percent County Reserves Policy requirement by $33,451.

NET COUNTY COST

No change.

FY 2005-06 Budget Overview

TOTAL SOURCES

No change.

TOTAL REQUIREMENTS

Total Requirements increased by $283,816 or 5.1% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits
There is an increase of $283,816 in this expenditure category due to merit and negotiated labor increases.

NET COUNTY COST

There is an increase of $283,816 or 15% in this Department's General Fund allocation due to negotiated labor increases.

County Counsel (1600B)

Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	38.0	38.0	38.0	38.0		38.0
Funded FTE	35.7	36.1	36.0	37.5	1.5	37.5
Total Requirements	4,924,378	4,363,605	4,912,114	5,803,545	891,431	6,087,361
Total Sources	3,081,311	3,402,571	3,071,222	3,962,653	891,431	3,962,653
Net County Cost	1,843,067	961,034	1,840,892	1,840,892		2,124,708
NCC Breakdown						
A-87 Cost Plan			226,656	205,703	(20,953)	205,703
Mandated Services			1,614,236	1,635,189	20,953	1,919,005

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $1,840,892 or 31.7%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases and adjustments to retiree health costs. Anticipated one-time revenue has been eliminated and a minor decrease was reflected in Fund Balance. A minor decrease was reflected in service charges from internal departments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(78,835)	462,542	0	2,327	543,704	0

2. **Adjustments to Staffing and Associated Costs**

To meet the budget target the following items have been adjusted: one vacant Legal Secretary position has been eliminated; and computer software expenses have been reduced.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(163,704)	0	0	(163,704)	(1)

3. **Reimbursement from Self-Insured Risk Management Program**

Legal services provided to the County's self-insured risk management fund have increased resulting in additional reimbursements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
380,000	0	0	0	(380,000)	0

4. **Adjustments to Legal Fees**

Adjustments have been made to revenue as a result of the increase in legal fees for probate conservatorship estates pursuant to Local Rules of Court effective July 1, 2004. Intrafund transfers have been adjusted to reflect the transfer of these fees to a revenue class and include fees for legal services for construction of the Youth Services Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
344,459	0	273,992	70,467	0	0

5. **Additional Adjustment to Legal Fees**

Reimbursements for legal services provided to the Housing Endowment and Trust (HEAT) JPA and Planning Division have been included. As a result, salary and benefits appropriations have been restored (the County Counsel's Office will no longer need to close the office for one week as had previously been anticipated) and the Legal Services Contracts account has been increased.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
10,000	160,000	(150,000)	0	0	0

6. **Final Fund Balance Adjustment**

Fund Balance will offset costs associated with the addition of one Deputy County Counsel position needed to cover assignment of staff member called to active duty for service in the Middle East.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
235,807	235,807	0	0	0	1

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
891,431	694,645	123,992	72,794	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

7. **Adjustments to Provide Current Level of Services**

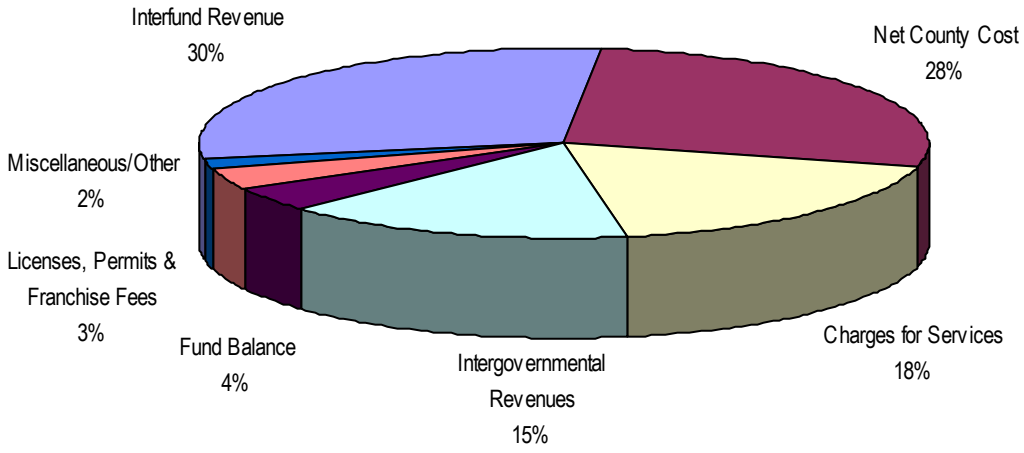
Budget adjustments have been made as follows: inclusion of merit and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	283,816	0	0	283,816	0

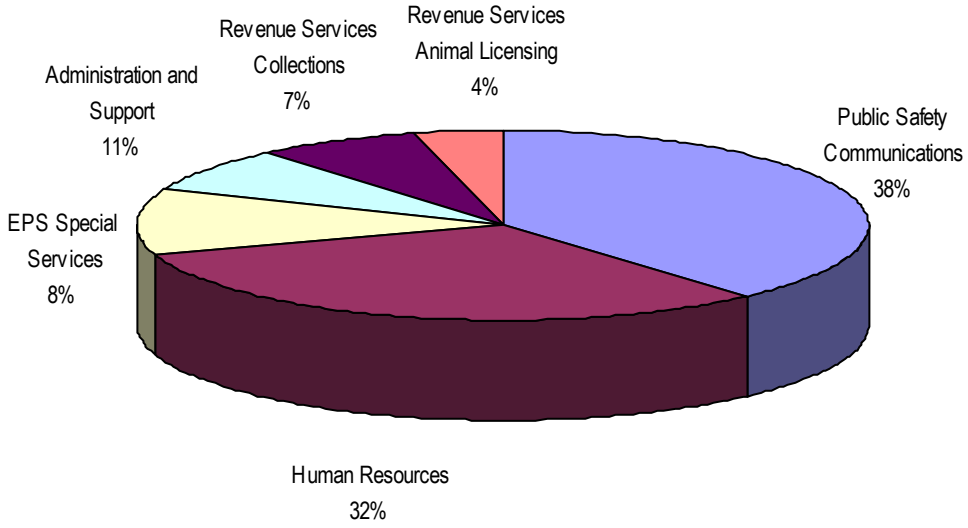
EMPLOYEE AND PUBLIC SERVICES

Employee and Public Services (1700D)

FY 2004-05 Adopted Sources



FY 2004-05 Adopted Requirements



Department Locator

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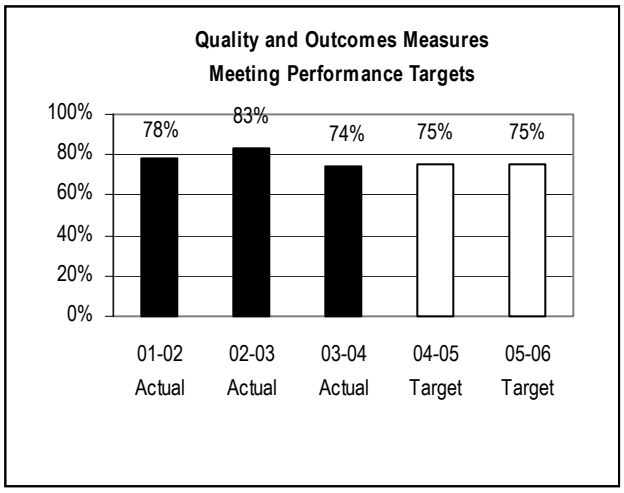
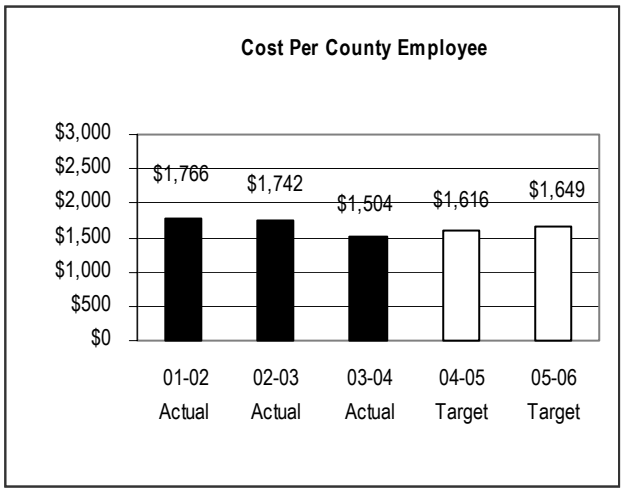
  - Treasurer-Tax Collector
  - County Counsel
  - ▷ **Employee and Public Services**
  - Information Services Department
  - Grand Jury
  - First 5 San Mateo County
  - Retirement (*Sam*CERA)

Department Measures





Department Mission Statement

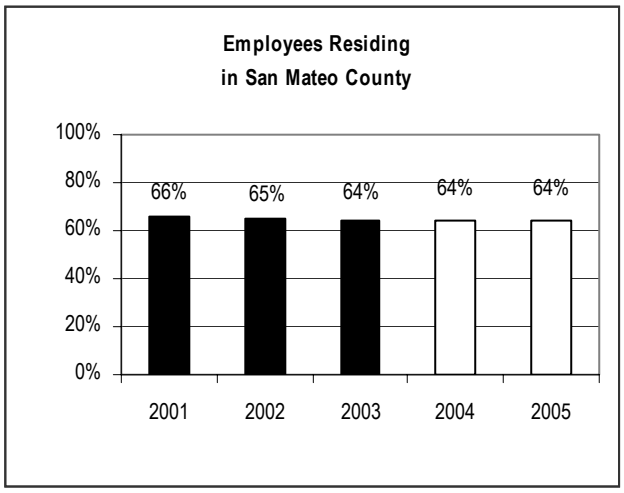
In partnership with others, Employee and Public Services anticipates and responds to the diverse needs of employees and their families, departments and the public by providing quality resources and services to make the County and community a better place to live and work.

Contributions to Shared Vision 2010 Goals

The Employee and Public Services (EPS) Department contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 1:** EPS Human Resources assures the provision of equal employment opportunity and supports department employee recruitment efforts that reflect the population served by the County.
- **Goal 3:** EPS Human Resources administers the County's contract for the operation of the County's Child Care Center (Our Place) and offers regular educational seminars to all employee parents to address safety, health and other current parent issues.
- **Goal 4:** EPS Administration and Human Resources provides employees of the County, other public agencies and non-profit organizations with a wide array of skill-based and educational training, such as on-site associate, bachelor and master's degree courses, tuition reimbursement, online and classroom training in needed skills.
- **Goal 5:** EPS Human Resources administers the County's health care plans for employees, retirees and their dependents. A wide array of screening and risk reduction programs are offered through the Health and Fitness program and the County's long-term partnership with Stanford University at little or no cost to the County or participants.
- **Goal 7:** The 9-1-1 Public Safety Communications Center dispatches for fire agencies, law agencies, the County's contracted ambulance provider and various other public agencies. A healthy and safe County working environment is protected through insurance and a wide array of occupational health and safety programs.
- **Goal 14:** Environmental Purchasing Policy is designed to increase the use of environmentally preferable products and services, including recycled content products, non-toxic materials, energy and water efficient products. The County has an extensive recycling program as well as a surplus property program.
- **Goal 16:** EPS Human Resources supports employee recruitment efforts that are focused primarily in San Mateo County and the Bay Area. In 2002, 64.1% of County employees resided in the County.
- **Goal 22:** Key strategic partnerships have enhanced services. The consolidated fire/Emergency Medical Services dispatch service has improved response times. The partnership with nonprofit agencies has enabled those agencies to save money by participating in the County's purchasing, training and

recruitment advertising programs. The cities and special districts participate in the County's Training Programs.



Story Behind Baseline Performance

Employee and Public Services includes the following programs:

- Administration and Support
- Human Resources
- Public Safety Communications
- Revenue Services - Animal Licensing
- Revenue Services - Collections
- EPS Special Services (Copy Center, Mail Services, Purchasing)

Accomplishments that have contributed to improved performance and progress this past year include:

Improved Employee Recruitment, Retention and Development

- Implemented a comprehensive differential pay program for military reserve employees called to active duty in the Middle East
- Implemented the online notification for registration for training programs
- Expanded the Reinstatement/Rehire Program for hard-to-fill classifications which enables former employees to have their sick leave and vacation accruals restored
- Implemented a second Management Development/Mentoring Program to assist employees in their development and prepare them to assume higher level positions in the County. Twenty-five more managers are participating in this 12-month program, which covers such topics as leadership expectations, program/ change management and public presentations
- Conducted over 40 recruitments to fill 276 positions at Burlingame Long Term Care
- Implemented a Health Care Flexible Spending Account which permits employees to pay for eligible health care expenses (including, medical, dental and vision) on a pre-tax basis. There are 530 employees enrolled in the program with an anticipated $106,000 savings for plan participants and the County
- Redesigned New Employee Welcome to a half day format and implemented a web-intranet based presentation for Benefits and Retirement options
- Assisted 42 individuals in their efforts to resolve workplace conflicts through the Workplace Mediation Program since the program's inception in June 2002. Agreements have been reached with 90% of mediations.
- Streamlined and shortened the hiring and selection process for entry-level and lateral dispatcher recruits
- Developed and implemented a comprehensive Mentoring and Succession Planning Program for Supervising Communications Dispatchers
- Developed updated performance standards for all positions in Revenue Services

Improved Ability to Provide High Quality Law Enforcement, Fire and Medical Dispatch Services

- Implemented the dispatch component of a state-of-the-art trunked radio system for over 1,500 users in Law Enforcement, Emergency Medical Services, Animal Control, Public Works, Building Inspection, Parks and Recreation, and the City of Redwood City. This new system improves the coverage and reliability of emergency communications
- Completed the first phase of the Emergency Fire Dispatch Program by conducting training for over 30 public safety dispatchers
- Updated and standardized dispatch protocols for law enforcement mutual aid communications delivery
- Served as the only Public Safety Communications representative on a statewide Homeland Security Committee
- Implemented communications protocols for a countywide Electronic Tracking System by law enforcement in apprehension of bank robbers
- Installed and implemented a state-of-the art automated Alarm Monitoring Board for County building and facility security
- Supported countywide law enforcement by conducting communications coordination for high profile special operations such as: Avoid the 23, Car Seat Safety Campaign, Sheriff's "Operation Graffiti Master" and U.S. Marshall's Fugitive Apprehension Task Force
- Created and installed a software interface between the Computer Aided Dispatch (CAD) System and the Sheriff's Records Management System

Improved Cost Effectiveness

- Installed an automatic phone dialing system for a more efficient and effective way of contacting debtors and increasing collections
- Completed the pilot of the online requisition/certification system for use by departments in hiring and promoting personnel, thereby simplifying and improving the tracking and management of records
- Expanded participation in Heart Walk to 537 employees and $104,000 in contributions to the American Heart Association in

2003, representing a significant increase from the 357 employees and $70,499 in contributions received in 2002
- Completed the assessment, design and testing for the upgrade for the personnel/payroll system in conjunction with the Controller's Office and Information Services
- Implemented a process which allows payments (credit card and checks) to be made by phone
- Updated the Revenue Services website providing more information for debtors
- Completed the contract with the Franchise Tax Board which allows the County to utilize this organization as another collection resource
- Expanded the use of bi-lingual billing information
- Added additional tools for locating debtors
- Updated the Animal Licensing website to provide more information to pet owners
- Continued to work with County Veterinarians to provide licensing information to pet owners
- Implemented an outreach program to increase the number of licensed pets in the County
- Provided the animal licensing web-page link to cities to ensure easy access for pet owners within their jurisdiction
- Conducted purchasing training for more than 80 departmental purchasing representatives, thereby enhancing purchasing efficiencies
- Renegotiated the Countywide contract for copy machines, reducing the cost to departments by 10% and saving the County approximately $150,000 over a two-year period. The renegotiation also included a commitment by the vendor to donate all machines as their terms end to the County surplus program for reuse by departments and non-profit agencies
- Purchased fuel-efficient electric/gas hybrid vehicles for the Department of Public Works for countywide use, saving departments money and preserving our natural resources
- Consolidated County vending machines under a single countywide contract, maximizing purchasing power and reducing electricity usage
- Auctioned County passenger vans to local non-profits, saving them money and maximizing County reuse objectives
- Negotiated a new lease for an upgrade of the Copy Center's two high volume copy machines at a reduced cost, enabling the production of certain jobs in half the time with improved quality
- Reduced and consolidated afternoon mail pickup/delivery routes while maintaining twice a day service to key locations, in light of staff reductions due to budget cuts
- Improved the method of delivery of certified mail by the local United States Post Office, resulting in increased accuracy of mail delivery

Major challenges over the next two years will be:

- To maintain high customer satisfaction after budget reductions
- To manage the complex Employee Relations and Equal Employment Opportunity (EEO) formal and informal complaints
- To retain and develop County employees due to anticipated retirements
- To improve dispatch operation call processing times
- To maintain revenue collections in a downturn economy
- To expand the use of technology
- To reorganize the management structure as a result of anticipated retirements

Department Priorities

Employee and Public Services will meet performance targets by doing the following:

Improve Customer Satisfaction and Overall Performance in All Programs

- Implement the new activities in the 2002-04 EPS Plan
- Complete the implementation of the upgrade of the personnel/payroll system in conjunction with the Controller's Office, Information Services and all County departments
- Expand the online requisition/certification system to all departments
- Explore an online Tuition Reimbursement registration, approval and payment system
- Continue to provide education and outreach to nonprofit agencies, cities and special districts regarding the services provided by the County, including training, vendor agreements and recruitment advertising
- Continue to explore the expansion of web-based service delivery to customers, such as online registration and enrollment for benefits
- Explore the feasibility of implementing additional retention/career development programs
- Provide systematic Quality Assurance feedback to staff in the areas of Law Enforcement Mutual Aid Communications, Emergency Medical Dispatch and Emergency Fire Dispatch
- Study the feasibility of upgrading the automated telephone system to support state-of-the-art operations including mapping, Global Positioning System (GPS) and wireless 9-1-1 callers
- Assist the Sheriff's Office in the integration of Mobile Data Terminals in patrol cars
- Develop a "9-1-1 for Kids" program targeted at pre-school and grade-schoolers
- Develop instructional pamphlets to educate elderly and bilingual residents on what to expect when they call 9-1-1 for police, fire and medical service
- Continue to provide technical assistance to departments on policies and procedures, product lines, vendor agreements and use of systems
- Continue to provide training on procurement policy, practices and procedures
- Continue to meet with departments on a regular basis to identify how to improve procedures and how to better understand future departmental needs

Reduce Liabilities, Protect Resources and Enhance Revenue

- Implement an online payment system for Revenue Services
- Explore an automated liability claims management system for Risk Management
- Design mandated training for managers and employees to educate them on laws and regulations affecting the workplace
- Certify and implement the nationally recognized Fire Calltaking/ Dispatching system in order to standardize call screening, dispatch delivery and equipment allocation
- Assume full communications and dispatch responsibilities for the South San Francisco Fire Department, completing countywide fire service communications consolidation
- Pursue grant opportunities to equip a law enforcement emergency back-up communications facility
- Certify as a nationally recognized "Center of Excellence" in Emergency Medical Dispatch in order to ensure quality patient care and efficient resource utilization
- Implement a new payment system that allows debtors to pay outstanding invoices online
- Continue to work with the Probation Department to automate the account referral process
- Pilot a direct payment deposit program with the Treasurer's Office in conjunction with the online payment system
- Expand outreach program beginning with a pilot in the City of San Carlos in an effort to increase the number of licensed pets in the County
- Develop an online payment process for Animal Licensing
- Establish a Countywide vendor agreement for the purchase of recycled printer cartridges
- Consolidate cell phone contracts under a single vendor
- Continue to research the cost/benefit of new technologies and fiscally sound equipment upgrades that improve efficiency and lower cost margins
- Replace the current mass production copy machine with one that enables on-line job ordering

Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

- Deletion of four positions from the following divisions: Human Resources and Public Safety Communications
- Reduction in copy and mailing costs due to expansion of online services
- Reduction in contract costs
- Elimination of the organizational development function
- Reduction in software license costs

Employee and Public Services (1700D)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	428,896	487,130	532,376	587,845	55,469	602,329
Use of Money and Property	28,499	38,167	42,000	38,000	(4,000)	38,000
Intergovernmental Revenues	2,967,572	2,569,636	2,603,508	2,603,508		2,603,508
Charges for Services	2,870,693	3,065,804	3,133,832	3,074,226	(59,606)	3,169,691
Interfund Revenue	4,137,626	4,263,065	4,871,289	4,939,710	68,421	5,108,090
Miscellaneous Revenue	228,745	209,112	158,682	165,650	6,968	165,650
Other Financing Sources	69		100,000	100,000		100,000
Total Revenue	10,662,099	10,632,913	11,441,687	11,508,939	67,252	11,787,268
Fund Balance	997,561	822,294	822,294	716,571	(105,723)	515,190
TOTAL SOURCES	11,659,660	11,455,207	12,263,981	12,225,510	(38,471)	12,302,458
REQUIREMENTS						
Salaries and Benefits	13,924,265	14,710,214	15,549,072	15,647,210	98,138	16,334,413
Services and Supplies	3,167,899	2,798,414	3,442,211	3,262,776	(179,435)	3,259,606
Other Charges	1,490,384	1,391,199	1,478,367	1,470,960	(7,407)	1,471,144
Fixed Assets	34,510					
Gross Appropriations	18,617,057	18,899,827	20,469,650	20,380,946	(88,704)	21,065,163
Intrafund Transfers	(3,189,167)	(3,424,832)	(4,066,255)	(4,045,994)	20,261	(4,147,639)
Net Appropriations	15,427,890	15,474,995	16,403,395	16,334,952	(68,443)	16,917,524
Contingencies/Dept Reserves	331,257	485,218	485,218	515,190	29,972	436,914
TOTAL REQUIREMENTS	15,759,147	15,960,213	16,888,613	16,850,142	(38,471)	17,354,438
NET COUNTY COST	4,099,487	4,505,006	4,624,632	4,624,632		5,051,980
AUTHORIZED POSITIONS						
Salary Resolution	180.0	175.0	175.0	171.0	(4.0)	171.0
Funded FTE	169.5	164.2	164.2	159.5	(4.7)	159.5

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources decreased by $38,471 or 0.3% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Licenses, Permits and Franchises
There is an increase of $55,469 in this funding source due to Animal Licensing fees collected by Revenue Services resulting from implementation of several outreach efforts and a fee increase.

Use of Money and Property
There is a decrease of $4,000 in this funding source as the concessions received from the newly consolidated and managed Countywide vending machine program are less than originally anticipated.

Charges for Services
There is a net decrease of $59,606 in this funding source. Adjustments include a reduction of $19,606 in contractual agreements with users of dispatch services provided by Public Safety Communications, reduction of $50,000 from outside agencies for organizational development activities and an increase of $10,000 in restitution fees from debtors.

Interfund Revenue
There is a net increase of $68,421 in this funding source. Revenue collection charges from the San Mateo Medical Center have been decreased by $89,079 based on the number of accounts and collection activity. Reimbursement from Human Resources Trust Funds has been increased by $141,020 to cover salary and benefit increases for Risk Management, Benefits, Modified Work and the Employee Assistance Program. Copy Center revenue has been increased by $14,065 due to increased business from Non-General Fund departments.

Miscellaneous Revenue
There is an increase of $6,968 in this funding source due to the increased pass-thru pager revenue from Public Safety Communications contract agencies.

Fund Balance
There is a decrease of $105,723 in this funding source. A reduction in Fund Balance is anticipated due to the completion of several major projects including the purchase of equipment, the funding of one-time services and prior year usage of Reserves to meet the budget reduction target.

TOTAL REQUIREMENTS

Total Requirements decreased by $38,471 or 0.2% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits
There is a net increase of $98,138 in this expenditure category. Merit increases and negotiated labor increases have been included as well as the deletion of four positions and reductions in Extra Help. The deletion of two filled Recruiter (Management Analyst) positions means the remaining recruiters will assume additional workload. The impact of this reassigned work will mean that positions will take longer to be filled. The deletion of a filled Individual and Organizational Development and Training Manager (Administrative Services Manager) position will mean the elimination of the organizational development component of the division. Departments will need to either use their own staff or outside consultants to conduct organizational assessments, teambuilding and facilitate meetings. The deletion of a vacant Communications Dispatcher position was the result of a redesign of the console configuration.

Services and Supplies
There is a net decrease of $179,435 in this expenditure category. Decreases reflect the completion of several major one-time projects and reductions in many accounts to meet the budget reduction target, including safety equipment, contracts, training, software, and hardware purchases. A portion of Fund Balance has been appropriated in the Tuition Reimbursement account for one-time usage as a result of increased participation and college tuition fees.

Other Charges
There is a net decrease of $7,407 in this expenditure category due to service level reductions in Automation, Telephone and Copy Center service charges.

Intrafund Transfers
There is a net decrease of $20,261 in expenditure transfers. The decrease in Intrafund Transfers (reimbursement from other General Fund departments) is primarily due to a decrease in Copy Center business.

Contingencies/Departmental Reserves
There is an increase of $29,972 in Reserves which has been set aside to meet the County Reserves Policy. The Balance in Reserves represents three percent of Net Appropriations, which exceeds the two percent County Reserves Policy requirement by $188,491.

NET COUNTY COST

No change.

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources increased by $76,948 or 0.6% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Licenses, Permits and Franchises
There is an increase of $14,484 in this funding source due to the continued outreach efforts in the Animal Licensing program.

Charges for Services
There is an increase of $95,465 in this funding source due to the adjustments to contractual agreements with users of dispatch services provided by Public Safety Dispatch.

Interfund Revenue
There is an increase of $168,380 in this funding source. Revenue collections charges from the San Mateo Medical Center have been increased by $48,570 based on anticipated collection activity. Reimbursement from Non-General Fund departments for Human Resources and Surplus property services has been increased by $14,691. Reimbursement from Human Resources Trust Fund has been increased by $115,119 to cover salary and benefit increases for Risk Management, Benefits and Modified Work.

Fund Balance
There is a decrease of $201,381 in this funding source as the Department utilized the one-time funding of services to meet the Net County Cost target.

TOTAL REQUIREMENTS

Total Requirements increased by $504,296 or 2.9% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits
There is an increase of $687,203 in this expenditure category due to merit and negotiated labor increases. Appropriation savings are included to reflect anticipated management retirements.

Services and Supplies
There is an net decrease of $3,170 in this expenditure category primarily due to the completion of a one-time project, including reductions in Tuition Reimbursement account. Increases have been made in various contract and professional services accounts.

Other Charges
There is an increase of $184 in this expenditure category to cover internal service charges.

Intrafund Transfers
There is an increase of $101,645 in expenditure reimbursements. The increase in Intrafund Transfers (reimbursement from other General Fund departments) is primarily due to an anticipated increase in collection activity and Human Resources services.

Contingencies/Departmental Reserves
There is a decrease of $78,276 in Reserves which has been set aside to meet the County Reserves Policy. The Balance in Reserves represents three percent of Net Appropriations, which exceeds the two percent County Reserves Policy requirement by $98,564.

NET COUNTY COST

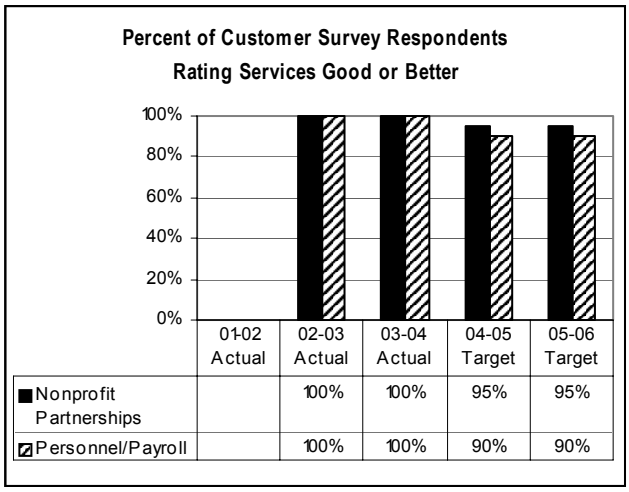
There is an increase of $427,348 or 9% in this Department's General Fund allocation due to negotiated labor increases.

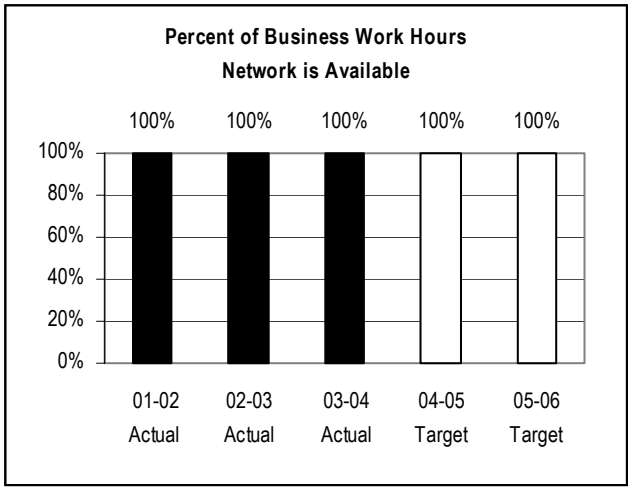
Administration and Support (1710P)

Program Locator

County
Administration and Fiscal
Employee and Public Services
▷ **Administration and Support**
Human Resources
Public Safety Communications
Revenue Services - Collections
Revenue Services - Animal Licensing
EPS Special Services

Headline Measures





Program Outcome Statement

The Employee and Public Services Administration leads, directs and coordinates Departmental activities including: developing policies and programs; responding to information requests from other departments and agencies; contracts, finance and human resource administration; tracking legislation; supporting the EPS website and network as well as building community partnerships in order to support the Department's mission.

Services and Accomplishments

Employee and Public Services (EPS) Administration provides management and oversight for the Department as well as departmentwide technology support, fiscal management, budgeting, contract management, personnel/payroll system management and support to nonprofits.

EPS Administration has increased the County's organizational effectiveness by implementing a number of new programs and activities. The following are major accomplishments in the current year:

- Installed an automatic phone dialing system for a more efficient and effective way of contacting debtors and increasing collections
- Completed the pilot of the online requisition/certification system for use by departments in hiring and promoting personnel, thereby simplifying and improving the tracking and management of records
- Expanded participation in Heart Walk to 537 employees and $104,000 in contributions to the American Heart Association in 2003, representing a significant increase from the 357 employees and $70,499 in contributions received in 2002
- Implemented a comprehensive differential pay program for military reserve employees called to active duty in the Middle East
- Completed the assessment, design and testing for the upgrade for the personnel/payroll system in conjunction with the Controller's Office and Information Services
- Supported County efforts in implementing the Ventura decision, a court case impacting retirement benefits for retirees and employees
- Upgraded the workers' compensation online injury reporting and management information system
- Implemented the online notification for registration for training programs
- Implemented a HIPAA (Health Insurance Portability and Accountability Act) compliant electronic process with the County's healthcare providers

Story Behind Baseline Performance

EPS Administration continues to receive high customer satisfaction ratings. In FY 2002-03, 100% of non-profit agencies and 90% of personnel/payroll customers rated the services provided by EPS Administration as good or excellent. Program staff conducted education and training on a quarterly basis for over 40 personnel/ payroll specialists on payroll transactions, time card processing, leaves of absence, benefits enrollment and compiling payroll data for analysis. This regular training reduces errors and increases productivity**.** The percent of personnel/payroll transactions requiring retroactive adjustments is currently at 3% and should remain at this level in FY 2004-05. Program staff also collaborated with the County Manager's Office to provide a Position Control training session through the County's Fiscal Officers Training Academy (FOTA). Nonprofits are kept informed on all purchasing, training and recruitment programs. In FY 2002-03, over 7,800 non-profits were contacted with 29% participating in County programs. Increased outreach will be conducted to increase the number of nonprofits utilizing purchasing discounts, training opportunities and recruitment advertising.

Network availability has continuously reached 100%. Over the last few years, EPS Administration has continued to provide information and other materials on its website, including benefits forms, listing of vacancies, ability to apply online, customer survey forms, non-profit partnerships, risk management policies, job classification table and employee relations handbook. Efforts to expand online services will continue in FY 2004-05.

Major challenges in the next two years will be:

- To maintain services to customers within the budget constraints
- To expand the use of technology
- To build on current partnerships as new programs and initiatives are implemented
- To reorganize the management structure as a result of anticipated retirements

Program Priorities

EPS Administration will meet performance targets by doing the following:

Achieve Customer Satisfaction Rating of 90% or Better

- Complete the implementation of the upgrade of the personnel/ payroll system in conjunction with the Controller's Office, Information Services and all County departments
- Expand the online requisition/certification system to all departments
- Implement an online payment system for Revenue Services
- Explore an online Tuition Reimbursement registration, approval and payment system
- Explore an automated liability claims management system for Risk Management
- Continue to provide education and outreach to nonprofit agencies, cities and special districts regarding the services provided by the County, including training, vendor agreements and recruitment advertising

Accomplish 100% of New Activities Within Established Timeframes

- Implement new activities in the 2002-04 EPS Plan

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of new activities in the Employee and Public Services Plan (1)	34	27	27	28	---
Number of contacts with County nonprofit agencies	---	7,839	17,339	8,000	8,000
Number of hours network is available during business hours	2,376	2,388	2,412	2,412	2,388
How Well We Do It (Quality)					
Percent of new activities accomplished within established timeframes (1)	79%	100%	44%	100%	---
Percent of personnel/payroll transactions requiring retroactive adjustments	---	2%	3%	3%	3%
Percent of business work hours the network is available	100%	100%	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Number/Percent of County nonprofit agencies participating in purchasing, training and recruitment programs	88 / 27%	94 / 29%	100 / 31%	105 / 32%	105 / 32%
Percent of customer survey respondents rating services good or better					
- Nonprofit partnerships	---	100%	100%	95%	95%
- Personnel/Payroll customers	---	100%	100%	90%	90%

(1) The current EPS plan concludes in December 2004. The plan for 2005 through 2007 will be developed in late 2004/early 2005.

Administration and Support (1710P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	9.0	9.0	9.0	9.0		9.0
Funded FTE	8.5	8.4	8.4	8.4	(0.0)	8.4
Total Requirements	1,669,348	1,772,207	1,884,953	1,857,037	(27,916)	1,825,286
Total Sources	1,123,828	1,096,302	1,189,148	1,083,398	(105,750)	993,090
Net County Cost	545,519	675,905	695,805	773,639	77,834	832,196
NCC Breakdown						
A-87 Cost Plan			302,554	327,251	24,697	327,251
Non-Mandated Services			393,251	446,388	53,137	504,945

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $773,639 or 41.7%. Of this amount $446,388 or 57.7% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and includes the following services: managing 11 divisions including human resource administration, finance management, developing policies and procedures, tracking legislation, supporting the EPS website and network, responding to information requests from other departments and agencies and contract administration.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; negotiated labor increases and a reduction in contract expenses. The decrease in revenue is as a result of reduced Fund Balance due to the elimination of one-time expenditures. Reserves are increased and have been set aside in compliance with the County's Reserves Policy. The increase in Net County Cost is partially offset by reductions in other Departmental programs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(117,782)	(64,512)	(5,408)	29,972	77,834	0

2. **Final Fund Balance Adjustment**

Fund Balance will cover training for Department of Child Support staff as well as workspace reconfiguration in conjunction with Training Division reorganization.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
12,032	12,032	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(105,750)	(52,480)	(5,408)	29,972	77,834	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; and decreases in Fund Balance as a result of reductions in Reserves.

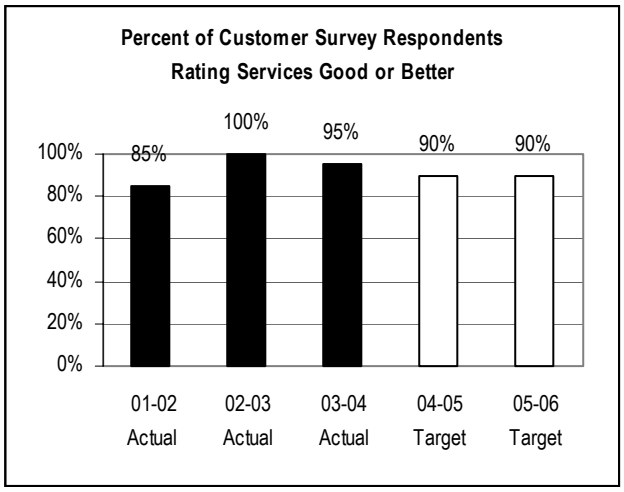
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(90,308)	46,525	0	(78,276)	58,557	0

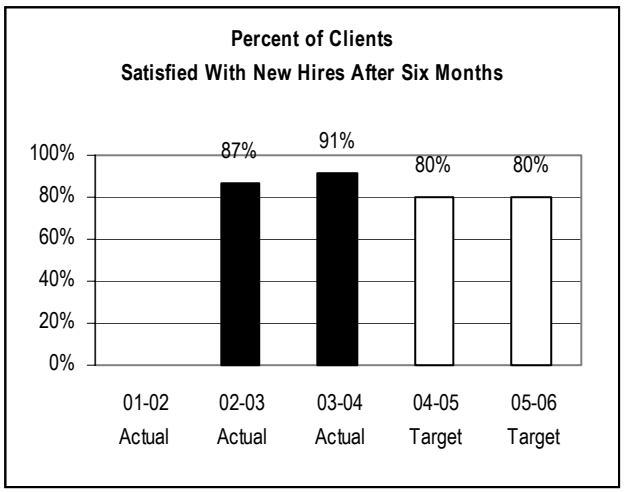
Human Resources (1720P)

Program Locator

County
Administration and Fiscal
Employee and Public Services
Administration and Support
▷ **Human Resources**
Public Safety Communications
Revenue Services - Collections
Revenue Services - Animal Licensing
EPS Special Services

Headline Measures





Program Outcome Statement

The Human Resources Division recruits, develops and retains a quality workforce and fosters a healthy, safe and productive work environment for employees, their families, departments and the public in order to increase organizational effectiveness and meet the diverse needs of customers.

Services and Accomplishments

The Human Resources Division provides the following services: recruitment and selection, classification and compensation studies, labor and employee relations, equal employment opportunity, benefits and health and fitness, risk management, individual and organizational development and supports the Civil Service Commission and the Commission on the Status of Women.

The Human Resources Division has increased the County's organizational effectiveness by implementing a number of new programs and activities. The following are major accomplishments in the current fiscal year:

- Expanded the Reinstatement/Rehire Program for hard-to-fill classifications which enables former employees to have their sick leave and vacation accruals restored
- Implemented a second Management Development/Mentoring Program to assist employees in their development and prepare them to assume higher level positions in the County. Twenty-five more managers are participating in this 12-month program, which covers such topics as leadership expectations, program/ change management and public presentations.
- Conducted over 40 recruitments to fill 276 positions at Burlingame Long Term Care
- Implemented a Health Care Flexible Spending Account which permits employees to pay for eligible health care expenses (including, medical, dental and vision) on a pre-tax basis. There are 530 employees enrolled in the program with an anticipated $106,000 savings for plan participants and the County.
- Redesigned New Employee Welcome to a half day format and implemented a web-intranet based presentation for Benefits and Retirement options
- Hosted the fourth annual Hear Me Roar! Young Women's Conference at Sequoia High School in Redwood City. The conference, which was attended by 130 high-school age young women in San Mateo County, covered areas in health and wellness, violence prevention, inspirational women, motivation and information about higher education and careers
- Assisted 42 individuals in their efforts to resolve workplace conflicts through the Workplace Mediation Program since the program's inception in June 2002. Agreements have been reached in 90% of mediations.

Story Behind Baseline Performance

In FY 2002-03, 87% of client survey respondents indicated that they were satisfied with new hires after six months. That year the County hired 1,076 employees: 360 new hires, 216 promotions and 500 extra help. This represents a decrease of 687 permanent and extra help employees compared to FY 2001-02. This is primarily due to the Countywide hiring freeze that has been in place for the last two years. However, the increase in FY 2003-04 represents the recruitments conducted for various positions at the Burlingame Long Term Care facility. The number of recruitments should continue to increase in FY 2004-05, despite the hiring freeze, as a result of anticipated retirements. Positions that are mission-critical and/or offset by revenue sources, including grants will likely be filled. It is anticipated that 13% of the workforce will leave County employment in FY 2004-05.

Customer satisfaction ratings continue to be high. In FY 2002-03, 100% of customer survey respondents rated the services provided by the Human Resources Division as good or excellent, representing a 15 percentage point increase from the prior year. An overall customer satisfaction rating of 95% was received in FY 2003-04. However, ratings may drop in FY 2004-05 due to budget reductions in various programs, including personnel services, training and health and benefits.

The Human Resources Division works to minimize the number of employment complaints by providing County departments with employee relations and equal employment information. In FY 2002-03 there were a total of 126 employment complaints, down from 129 the prior year. About 92% of these complaints were resolved prior to formal process, representing a slight increase from the prior year. The number of employment complaints increased in FY 2003-04 since expanded employment laws seem to encourage increased complaints.

Major challenges over the next two years will be:

- To manage complex employee relations issues and formal and informal EEO complaints
- To meet the needs and demands of employees, applicants and the public through expanded use of technology
- To manage the lay-off/outplacement process due to the economic crisis, all within budget constraints

Program Priorities

The Human Resources Division will meet performance targets by doing the following:

Contain the Growth of Employment Complaints to 3%

- Design mandated training for managers and employees to educate them on laws and regulations affecting the workplace. This will reduce County's liability, ensure consistency and improve effectiveness. Some training topics might include:
  - Non-discrimination
  - Health and safety awareness
  - Management responsibilities and accountability

Achieve Customer Satisfaction Rating of 90% or Better

- Continue to explore the expansion of web-based service delivery to customers, including:
  - Online registration and enrollment for benefits
  - Online use of selected forms (e.g. Leave of Absence, Family Medical Leave Act)

Increase the Number of Promotions by 85

- Explore the feasibility of implementing the following retention/ career development programs:
  - Mentoring/succession planning program
  - College savings plan program

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of hires and promotions [1]					
- New Hires	711	360	498	450	450
- Promotions	400	216	240	325	325
- Extra help	652	500	551	550	550
Number of employment complaints					
- Equal Employment Opportunity (EEO)	80	84	87	90	100
- Employee Relations (ER)	49	42	96	75	75
Number of employees in training	5,071	2,584	2,039	2,100	2,075
Number of Workers' Compensation claims					
- Total claims	642	624	646	600	600
- Claims resulting in lost time	92	111	134	125	125
Number of employees in health promotion/ risk assessment classes [2]	2,704	3,315	2,065	2,000	2,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating overall satisfaction with services good or excellent	85%	100%	95%	90%	90%
Percent of employees leaving County employment [3]	8%	6%	7%	13%	9%
Percent of complaints resolved prior to formal process					
- EEO	81%	88%	82%	80%	80%
- ER	96%	95%	94%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of clients satisfied with new hires after six months	---	87%	91%	80%	80%
Percent of employees reporting continued use of behavior after one month after participating in health promotion/risk reduction classes [4]	---	90%	92%	90%	90%

[1] Reported by calendar year as all employment data has historically been collected by calendar year

[2] The decrease in the number of classes is due to the deletion of the Industrial Hygiene Coordinator position in FY 2003-04

[3] Many retirements are anticipated in March 2005

[4] FY 2002-03 data reflects partial year

Human Resources (1720P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	59.0	56.0	56.0	53.0	(3.0)	53.0
Funded FTE	51.0	48.2	48.2	44.6	(3.7)	44.6
Total Requirements	4,922,213	4,886,874	5,472,798	5,341,745	(131,053)	5,505,722
Total Sources	2,310,142	2,367,592	3,006,239	3,199,132	192,893	3,256,000
Net County Cost	2,612,071	2,519,282	2,466,559	2,142,613	(323,946)	2,249,722
NCC Breakdown						
A-87 Cost Plan			818,016	884,790	66,774	884,790
Mandated Services			1,648,543	1,257,823	(390,720)	1,364,932

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $2,142,613 or 40.1%. Of this amount $1,257,823 or 58.7% is discretionary. Discretionary services include Mandated Services with no maintenance-of-effort (MOE) as well as the following Non-Mandated Services: Benefits administrative program expenses, training programs and the administration for the Commission on the Status of Women.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; negotiated labor increases; reductions in contract expenses; reductions in internal service charges, and increased reimbursement (Intrafund Transfers) for additional services. Fund Balance has been used to meet the increased costs and participation in the Tuition Reimbursement program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
182,020	235,818	(32,688)	0	21,110	0

2. **Deletion of Two Filled Recruiter Positions**

The deletion of two filled recruiter (Management Analyst) positions means that the remaining recruiters will assume additional workload. The impact of this reassigned work will mean that positions will take longer to be filled.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(214,248)	0	0	(214,248)	(2)

3. **Reorganization of the Individual and Organizational Development (IOD) Division**

Although training courses on leadership, professional development, computers, and other programs will continue, the organizational development component of this division will be eliminated, including one filled Administrative Services Manager position. As a result,

departments will need to either use their own staff or outside consultants to conduct organizational assessments and team-building and facilitate meetings. Associated contract costs have been reduced, as well as under-realized revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(50,000)	(165,808)	0	0	(115,808)	(1)

4. **Reduction in Recruitment Copy and Mail Costs**

Due to the effectiveness of online recruiting efforts, the printing and mailing of the weekly job bulletin to approximately 150 agencies can be eliminated. Instead, agencies will be sent a notice of easy access to the County's Job Opportunities website.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(15,000)	0	0	(15,000)	0

5. **Final Fund Balance Adjustment**

Fund Balance will be used to offset Tuition Reimbursement costs due to increased participation and higher college tuition fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
60,873	60,873	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
192,893	(98,365)	(32,688)	0	(323,946)	(3)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

6. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; and increase in revenue due to reimbursement for services provided to Non-General Fund departments and from Human Resources trust funds.

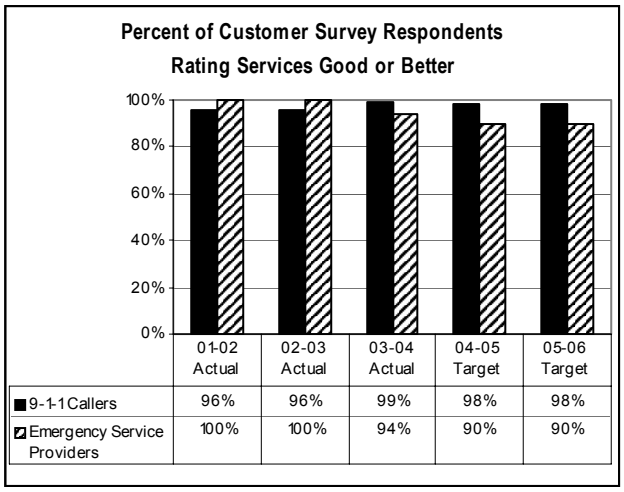
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
56,868	170,479	(6,502)	0	107,109	0

Public Safety Communications (1730P)

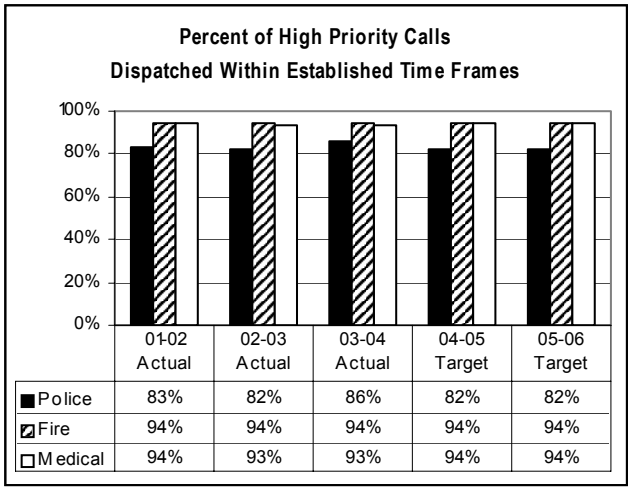
Program Locator

County
Administration and Fiscal
Employee and Public Services
Administration and Support
Human Resources
▷ **Public Safety Communications**
Revenue Services - Collections
Revenue Services - Animal Licensing
EPS Special Services

Headline Measures



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
9-1-1 Callers	96%	96%	99%	98%	98%
Emergency Service Providers	100%	100%	94%	90%	90%



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
Police	83%	82%	86%	82%	82%
Fire	94%	94%	94%	94%	94%
Medical	94%	93%	93%	94%	94%

Program Outcome Statement

Public Safety Communications provides high quality law enforcement, fire and medical dispatch and communications services to the public and public safety agencies in order to protect the health and safety of the people of San Mateo County.

Services and Accomplishments

Public Safety Communications (PSC) provides dispatching services for 9-1-1 or emergency lines for fire, police or emergency medical assistance and supports emergency service-providers who respond to the public's calls for help.

The following are major accomplishments in the current year:

- Implemented the dispatch component of a state-of-the-art trunked radio system for over 1,500 users in Law Enforcement, Emergency Medical Services, Animal Control, Public Works, Building Inspection, Parks and Recreation and the City of Redwood City to improve the coverage and reliability of emergency communications
- Completed the first phase of the Emergency Fire Dispatch Program by conducting training for over 30 public safety dispatchers
- Updated and standardized dispatch protocols for law enforcement mutual aid communications delivery
- Served as the only Public Safety Communications representative on a statewide Homeland Security Committee
- Streamlined and shortened the hiring and selection process for entry-level and lateral recruits
- Developed and implemented a comprehensive Mentoring and Succession Planning Program for Supervising Communications Dispatchers
- Implemented communications protocols for a countywide Electronic Tracking System by law enforcement in apprehension of bank robbers
- Installed and implemented a state-of-the art automated Alarm Monitoring Board for County building and facility security
- Supported countywide law enforcement by conducting communications coordination for high profile special operations such as: Avoid the 23, Car Seat Safety Campaign, Sheriff's "Operation Graffiti Master" and U.S. Marshall's Fugitive Apprehension Task Force
- Created and installed a software interface between the Computer Aided Dispatch (CAD) System and the Sheriff's Records Management System

Story Behind Baseline Performance

In FY 2002-03, PSC handled over 685,000 calls. Of which, about 65,000 were high priority calls. Program staff dispatched 82% of high priority police calls, 94% of high priority fire calls and 93% of high priority medical calls within established timeframes. The call processing time for police calls is higher than medical and fire due to the complexities in processing these types of calls, including the need to obtain additional information and language barriers.

Customers consistently rate the services provided by PSC as good or excellent. In FY 2002-03, 96% of 9-1-1 callers surveyed and 100% of emergency services providers surveyed rated the services provided by PSC as good or excellent. PSC will continue to strive to achieve high customer survey ratings and implement customer feedback, when applicable. Public education on usage of 9-1-1 will continue in the upcoming fiscal year.

Major challenges over the next two years will be:

- To continue to improve call processing times
- To improve information to the public

Program Priorities

The Public Safety Communications Program will meet performance targets by doing the following:

Process 82% High Priority Police Calls and 94% of High Priority Medical and Fire Calls Within Established Timeframes

- Provide systematic Quality Assurance feedback to staff in the areas of Law Enforcement Mutual Aid communications, Emergency Medical Dispatch and Emergency Fire Dispatch
- Improve response times to large-scale fire and law enforcement incidents by providing agency-approved transportation
- Certify and implement the nationally recognized Fire Calltaking/ Dispatching system in order to standardize call screening, dispatch delivery and equipment allocation
- Study the feasibility of upgrading the automated telephone system to support state-of- the-art operations including mapping, Global Positioning System (GPS) and wireless 9-1-1 callers
- Assume full communications and dispatch responsibilities for the South San Francisco Fire Department, completing countywide fire service communications consolidation
- Pursue grant opportunities to equip a law enforcement emergency back-up communications facility

Achieve Customer Satisfaction Ratings of 90% or Better

- Certify as a nationally recognized “Center of Excellence” in Emergency Medical Dispatch in order to ensure quality patient care and efficient resource utilization
- Assist the Sheriff’s Office in the integration of Mobile Data Terminals in patrol cars

Reduce Number of Information Calls by 2%

- Develop a “9-1-1 for Kids” program targeted at pre-school and grade-schoolers
- Develop instructional pamphlets to educate elderly and bilingual residents on what to expect when they call 9-1-1 for police, fire and medical services

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Total number of calls received [1]	746,500	687,629	634,044	642,800	642,800
Total number of all calls processed annually by category of:					
- High priority	68,434	65,193	63,578	65,000	65,000
- Other dispatched	207,910	207,160	200,348	225,000	225,000
- Informational	470,156	415,276	370,118	352,800	352,800
How Well We Do It (Quality)					
Percent of customer survey respondents rating overall services good or excellent					
- By 911 callers	96%	96%	99%	98%	98%
- By emergency service providers	100%	100%	94%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of high priority calls dispatched within established time frames					
- Police	83%	82%	86%	82%	82%
- Fire	94%	94%	94%	94%	94%
- Medical	94%	93%	93%	94%	94%

[1] The September 11th terrorist attacks generated an exceptionally high volume of calls.

Public Safety Communications (1730P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	59.0	58.0	58.0	57.0	(1.0)	57.0
Funded FTE	57.0	56.0	56.0	55.0	(1.0)	55.0
Total Requirements	6,171,205	6,342,858	6,442,519	6,465,682	23,163	6,769,706
Total Sources	5,917,060	5,682,642	5,750,334	5,737,504	(12,830)	5,832,969
Net County Cost	254,145	660,216	692,185	728,178	35,993	936,737
NCC Breakdown						
A-87 Cost Plan			22,988	42,810	19,822	42,810
Non-Mandated Services			669,197	685,368	16,171	893,927

Program Net County Cost

The portion of this Program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $728,178 or 11.3%. Of this amount, $685,368, or 94.1% is discretionary. This discretionary amount includes Mandated services with no specified maintenance of effort (MOE) as well as the following Non-Mandated Services: subsidy for EPA (unrecovered costs of providing service). The County's budget for all Public Safety services exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this Program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; negotiated labor increases; and reductions in Extra Help, contract expenses, safety equipment, computer software and training.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(12,830)	123,169	(15,442)	0	120,557	0

2. **Deletion of a Vacant Communications Dispatcher Position**

Due to a redesign of the console configuration, a vacant Communication Dispatcher position has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(84,564)	0	0	(84,564)	(1)

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(12,830)	38,605	(15,442)	0	35,993	(1)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; and increase revenue due to adjustments to contractual agreements with users of dispatch services.

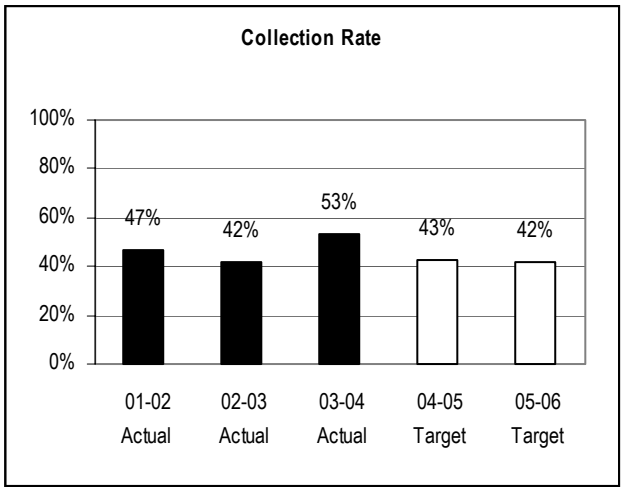
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
95,465	307,067	(3,043)	0	208,559	0

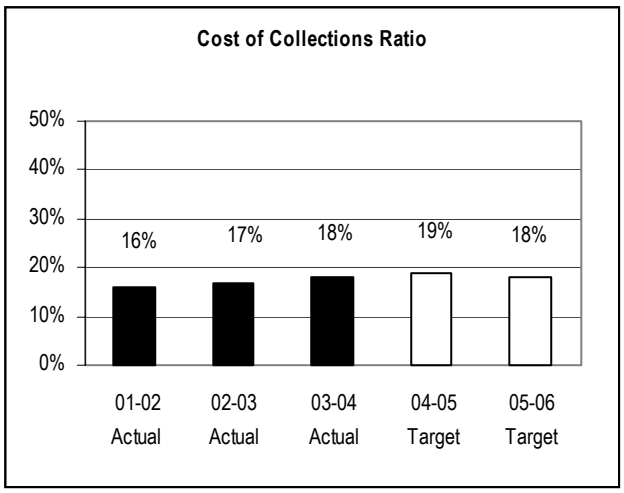
Revenue Services Collections Unit (1741P)

Program Locator

County
- Administration and Fiscal
  - Employee and Public Services
    - Administration and Support
    - Human Resources
    - Public Safety Communications
    - ▷ **Revenue Services - Collections**
    - Revenue Services - Animal Licensing
    - EPS Special Services

Headline Measures





Program Outcome Statement

The Collections Unit provides billing and revenue debt collection services to County departments in a cost-effective manner to maximize revenue recovery.

Services and Accomplishments

The Collections Unit provides revenue collection services for many County departments, including San Mateo Medical Center, Courts and Private Defender. Services provided include establishing accounts, billing and collection, contacting debtors, processing payments and posting revenues.

The following are major accomplishments in the current year:

- Installed an automatic phone dialing system to help increase collections
- Implemented a process which allows payments (credit card and checks) to be made by phone
- Updated the Revenue Services website providing more information for debtors
- Completed the contract with the Franchise Tax Board which allows the County to utilize this organization as another collection resource
- Expanded the use of bi-lingual billing information
- Added additional tools for locating debtors
- Developed updated performance standards for all positions in Revenue Services

Story Behind Baseline Performance

The Collections Unit continues to meet or exceed both its revenue and expenditure goals. Over the past nine years, annual revenue has increased from $6,000,000 to $18,000,000. The Collections Unit has achieved a revenue to expenditure ratio of less than 20%. The Collections rate reached 53% in FY 2003-04, significantly higher than the 42% received in FY 2002-03. However, the collections rate is projected to decrease in FY 2004-05 since the Medical Center is working accounts longer prior to sending them to Revenue Services. The goal to contact all debtors five days after receiving account has been met. Staff continue to provide timely and cost effective services while maintaining a strong collections rate.

Major challenges in the next two years will be:

- To maintain collections in an economic downturn
- To explore and implement new technologies and collection tools within limited resources

Program Priorities

The Collections Unit will meet performance targets by doing the following:

Achieve 43% Collections Rate

- Implement a new payment system that allows debtors to pay outstanding invoices online

Maintain Cost of Collections Ratio at 19%

- Continue to work with the Probation Department to automate the account referral process
- Pilot a direct payment deposit program with the Treasurer's Office in conjunction with the online payment system

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Dollar amount of accounts received	$38.8M	$42.9M	$34M	$42.5M	$44.0M
Number of accounts received	59,420	62,125	60,771	59,200	62,800
How Well We Do It (Quality)					
Percent of debtors contacted within five days of receipt	100%	100%	100%	100%	100%
Percent of accounts collected	55%	51%	47%	50%	50%
Is Anyone Better Off? (Outcome)					
Dollars collected	$18.4M	$18.1M	$18.4M	$18.3M	$18.6M
Total cost of collections	$2.9M	$3.1M	$3.4M	$3.4M	$3.4M
Collections rate	47%	42%	53%	43%	42%
Cost of collections ratio	16%	17%	18%	19%	18%

Revenue Services Collections Unit (1741P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	33.0	33.0	33.0	33.0		33.0
Funded FTE	33.0	33.0	33.0	33.0		33.0
Total Requirements	1,433,119	1,391,917	1,316,527	1,237,448	(79,079)	1,286,018
Total Sources	1,577,397	1,466,887	1,427,079	1,348,000	(79,079)	1,396,570
Net County Cost	(144,278)	(74,970)	(110,552)	(110,552)		(110,552)
NCC Breakdown						
A-87 Cost Plan			(126,832)	(41,177)	85,655	(41,177)
Non-Mandated Services			16,280	(69,375)	(85,655)	(69,375)

Program Net County Cost

This program has no Net County Cost. Revenues received from charges to users exceed direct operational costs and are used to offset overhead budgeted in other programs.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; negotiated labor increases; reduction in Extra Help; decrease in Medical Center collections; and an increase in Court collections; and a decrease in one-time costs for a systems upgrade.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(79,079)	69,352	(148,431)	0	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; and projected increase in revenue is based on the current and anticipated collection rate.

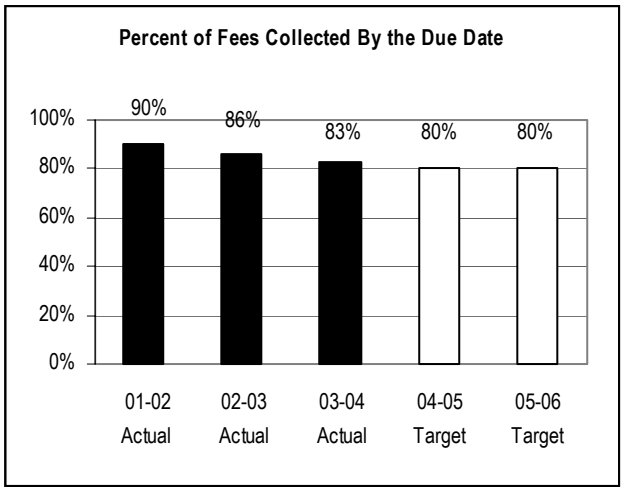
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
48,570	136,051	(87,481)	0	0	0

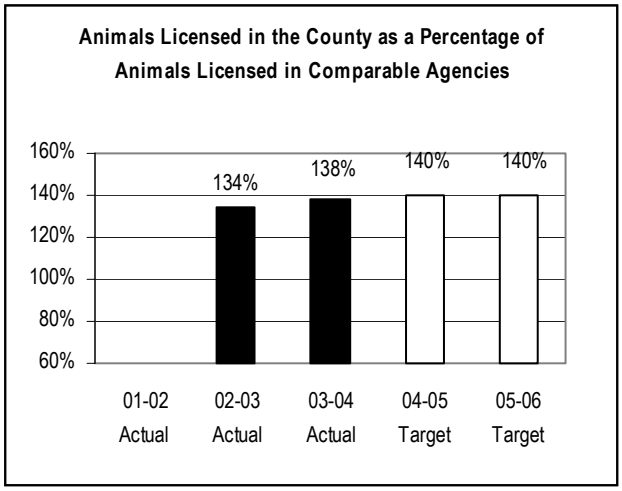
Revenue Services Animal Licensing Unit (1742P)

Program Locator

County
- Administration and Fiscal
  - Employee and Public Services
    - Administration and Support
    - Human Resources
    - Public Safety Communications
    - Revenue Services - Collections
    - ▷ **Revenue Services - Animal Licensing**
    - EPS Special Services

Headline Measures





Program Outcome Statement

The Animal Licensing Unit works to protect the health and welfare of the public through education and licensing of cats and dogs.

Services and Accomplishments

The Animal Licensing Unit provides billing and collection services for fees associated with the issuance of dog and cat licenses to pet owners in the county. It also provides public access to information about the licensing of pets.

The following are major accomplishments in the current year:

- Updated the Animal Licensing website to provide more information to pet owners
- Continued to work with County Veterinarians to provide licensing information to pet owners
- Implemented an outreach program to increase the number of licensed pets in the County
- Provided the animal licensing web-page link to cities to ensure easy access for pet owners within their jurisdiction

Story Behind Baseline Performance

Pet owners in San Mateo County have the option of purchasing either one-year or three-year licenses by mail or at multiple locations. Animal Licensing offers a variety of flexible payment options (cash, check, credit card). Most pet owners renew their licenses on a timely basis. In FY 2002-03, 86% of pet owners paid licensing fees by due date.

Continued outreach to County veterinarians and pet owners to increase the number of licensed pets has been effective. As of June 2003, the number of dogs licensed in San Mateo County is 54,158, 1,932 more than the previous fiscal year and 6,494 more than FY 2001-02. The Unit licenses 38% more animals than comparable agencies.

Major challenges over the next two years will be:

- To increase the licensing of animals through public education and awareness
- To increase the use of technology for outreach, education and services

Program Priorities

The Animal Licensing Unit will meet performance targets by doing the following:

License an Additional 500 Dogs

- Expand outreach program beginning with a pilot in the City of San Carlos in an effort to increase the number of licensed pets in the County

Collect 90% of Fees by Due Date

- Develop an online payment process for Animal Licensing

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of bills issued	49,019	53,399	54,843	55,600	56,500
How Well We Do It (Quality)					
Percent of fees collected by the due date	90%	86%	83%	80%	80%
Is Anyone Better Off? (Outcome)					
Number of dogs licensed	47,664	52,226	54,158	54,000	54,500
Animals licensed in the County as percentage of animals licensed in comparable agencies	---	134%	138%	140%	140%

Revenue Services Animal Licensing Unit (1742P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	4.0	4.0	4.0	4.0		4.0
Funded FTE	4.0	4.0	4.0	4.0		4.0
Total Requirements	447,422	439,060	599,172	641,045	41,873	605,329
Total Sources	511,218	553,056	599,172	641,045	41,873	605,329
Net County Cost	(63,796)	(113,996)				

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenue from Animal Licensing Fees.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; and negotiated labor increases, as well as an increase in license fees. Additional revenue generated from the fee increase will be transferred to the Environmental Services Agency (Animal Control Unit).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
41,873	41,873	0	0	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; an increase in revenue in Animal Licensing Fees; and a Fund Balance reduction.

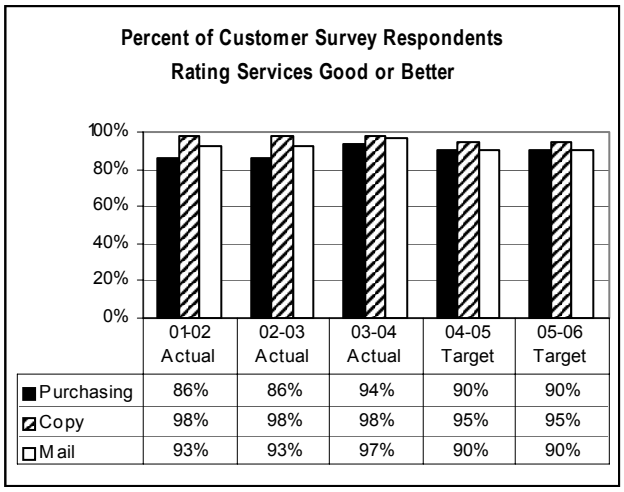
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(35,716)	(35,716)	0	0	0	0

EPS Special Services (1750P)

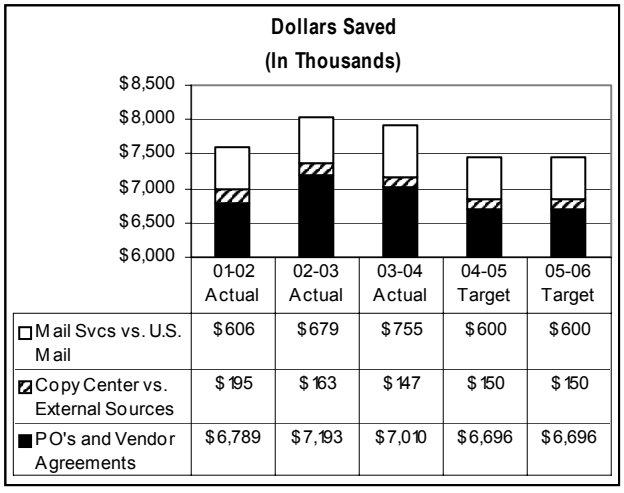
Program Locator

County
- Administration and Fiscal
  - Employee and Public Services
    - Administration and Support
    - Human Resources
    - Public Safety Communications
    - Revenue Services - Collections
    - Revenue Services - Animal Licensing
    - ▷ **EPS Special Services**

Headline Measures



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
Purchasing	86%	86%	94%	90%	90%
Copy	98%	98%	98%	95%	95%
Mail	93%	93%	97%	90%	90%



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
Mail Svcs vs. U.S. Mail	$606	$679	$755	$600	$600
Copy Center vs. External Sources	$195	$163	$147	$150	$150
PO's and Vendor Agreements	$6,789	$7,193	$7,010	$6,696	$6,696

Program Outcome Statement

The EPS Special Services Program procures quality goods and services, distributes internal and U.S. Mail and provides copying services for County departments in a cost-effective, accurate and timely manner.

Services and Accomplishments

The EPS Special Services Program includes Purchasing, Mail and Copy Center. Purchasing procures quality goods at the best value for its customers. The Mail Services processes and distributes all internal and external mail for County departments and the Copy Center produces copies for most County departments.

The following are major accomplishments in the current year:

- Conducted purchasing training for more than 80 departmental purchasing representatives, thereby enhancing purchasing efficiencies
- Renegotiated the Countywide contract for copy machines, reducing the cost to departments by 10% and saving the County approximately $150,000 over a two-year period. The renegotiation also included a commitment by the vendor to donate all machines as their terms end to the County surplus program for reuse by departments and non-profit agencies.
- Purchased fuel-efficient electric/gas hybrid vehicles for the Department of Public Works for Countywide use, saving departments money and preserving our natural resources
- Consolidated County vending machines under a single Countywide contract, maximizing purchasing power and reducing electricity usage
- Auctioned County passenger vans to local non-profits, saving them money and maximizing County reuse objectives
- Negotiated a new lease for an upgrade of the Copy Center's two high volume copy machines at a reduced cost, enabling the production of certain jobs in half the time with improved quality
- Reduced and consolidated afternoon mail pickup/delivery routes while maintaining twice a day service to key locations, in light of staff reductions due to budget cuts
- Improved the method of delivery of certified mail by the local United States Post Office, resulting in increased accuracy of mail delivery

Story Behind Baseline Performance

The EPS Special Services Program handles over $37 million in purchasing requests, processes over five million pieces of mail and makes over eight million copies annually. County departments saved $7.2 million in purchases in FY 2002-03 through the competitive bid process. Program staff also delivered 1.6 million pieces of internal Pony mail, and processed 4.4 million pieces of U.S. Mail, an increase of 6% over the prior fiscal year, saving the County $678,912 in FY 2002-03. The same level of copy price discounts

was maintained despite increased cost of paper, labor, and general overhead, saving the County $162,547.

In FY 2002-03, 98% of customer survey respondents rated copying services as good or better; 93% rated services provided by mail services as good or better; and 86% of survey respondents rated services provided purchasing as good or better. The Program continues to work toward improving quality and timeliness of services.

The challenges over the next two years will be:

- To maintain high customer satisfaction while staying current with technology changes
- To maintain service levels despite budget cuts

Program Priorities

The EPS Special Services Program will meet performance targets by doing the following:

Achieve Customer Satisfaction Rating of 90% or Better

- Continue to provide technical assistance to departments on policies and procedures, product lines, vendor agreements and use of systems
- Continue to provide training on procurement policy, practices and procedures
- Continue to meet with Departments on a regular basis to identify how to improve procedures and how to better understand future departmental needs

Achieve $7.4 Million Dollar Savings for Customers using Purchasing, Mail and Copy Services vs. External Vendors

- Establish a countywide vendor agreement for the purchase of recycled printer cartridges
- Consolidate cell phone contracts under a single vendor
- Continue to research the cost/benefit of new technologies and fiscally sound equipment upgrades that improve efficiency and lower cost margins
- Replace the current mass production copy machine with one that enables on-line job ordering

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Total dollar value of Purchasing requests	$37,100,771	$39,000,106	$37,687,863	$36,000,000	$36,000,000
Total number of copy impressions completed annually	9,753,934	8,126,898	7,338,112	7,200,000	7,200,000
Total pieces U.S. and Pony mail processed	5,720,766	6,049,549	5,830,658	5,700,000	5,700,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better:					
- Purchasing	86%	86%	94%	90%	90%
- Copy	98%	98%	98%	95%	95%
- Mail	93%	93%	97%	90%	90%
Is Anyone Better Off? (Outcome)					
Total dollars/percent saved through the use of purchase orders and vendor agreements	$6,789,456 / 18.6%	$7,192,903 / 18.6%	$7,009,942 / 18.5%	$6,696,000 / 18.6%	$6,696,000 / 18.6%
Total dollars/percent saved using the Copy Center versus external sources	$195,079 / 36%	$162,547 / 36%	$146,762 / 36%	$150,000 / 36%	$150,000 / 36%
Total dollars/percent saved using Mail Services versus U.S. Mail	$605,864 / 31%	$678,912 / 27%	$754,817 / 35%	$600,000 / 26%	$600,000 / 26%

EPS Special Services (1750P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	16.0	15.0	15.0	15.0		15.0
Funded FTE	16.0	14.5	14.5	14.5		14.5
Total Requirements	1,115,841	1,127,297	1,172,644	1,307,185	134,541	1,362,377
Total Sources	220,015	288,728	292,009	216,431	(75,578)	218,500
Net County Cost	895,826	838,569	880,635	1,090,754	210,119	1,143,877
NCC Breakdown						
A-87 Cost Plan			173,618	295,538	121,920	295,538
Non-Mandated Services			707,017	795,216	88,199	848,339

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $1,090,754 or 83.4%. Of this amount, $795,216 or 72.9% is discretionary. Discretionary services include Mandated Services currently provided with no maintenance-of-effort (MOE), as well as the following Non-Mandated services: Cost of procuring goods and services for County departments and outside agencies with no reimbursement for costs; distribution and processing of internal and U.S. Mail for County departments and copy services to County departments.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; negotiated labor increases, and consolidation of three budget units into one unit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(75,578)	(87,689)	222,230	0	210,119	0

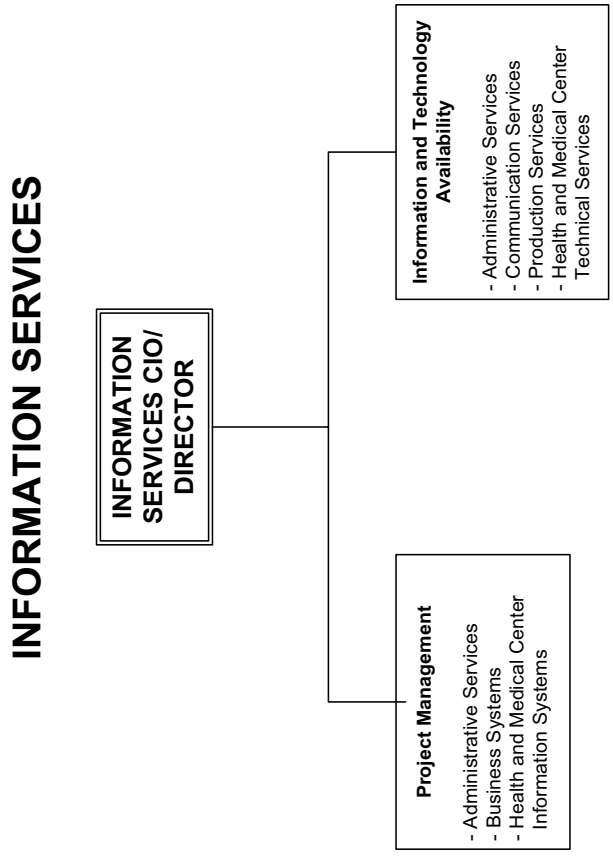
FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

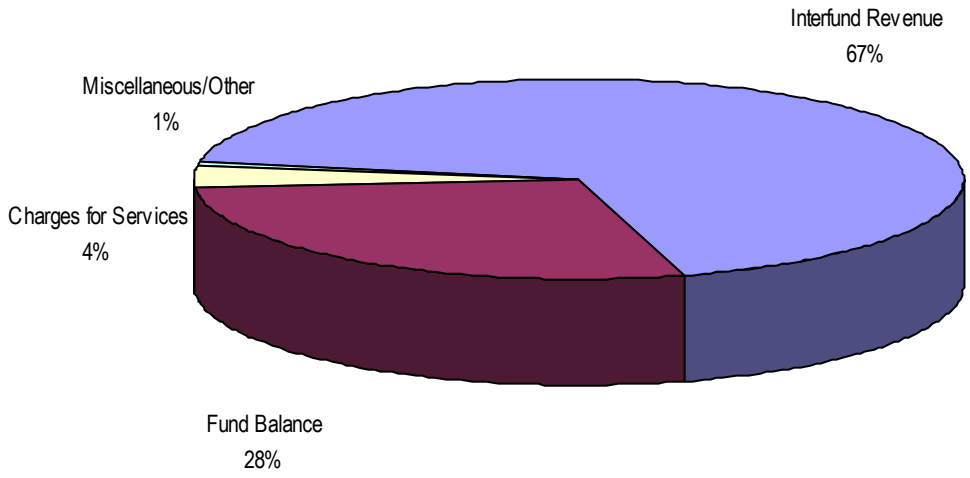
Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; and increase in revenue due to reimbursements from Non-General Fund departments for Surplus Property services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,069	59,811	(4,619)	0	53,123	0

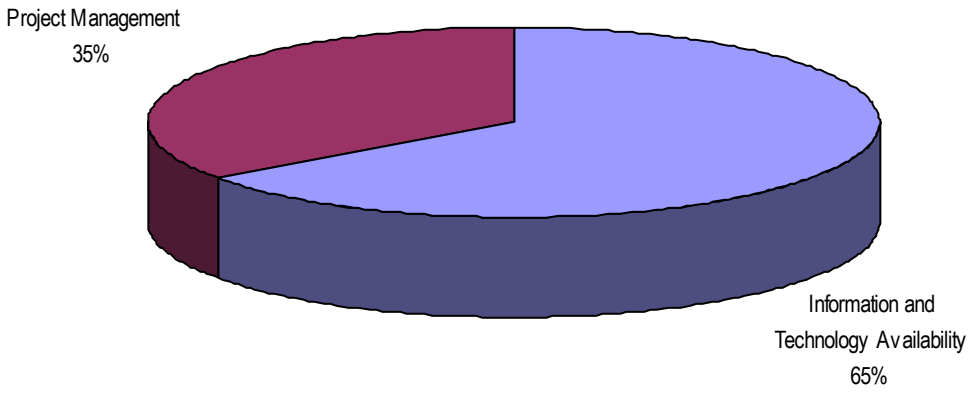

INFORMATION SERVICES
INFORMATION SERVICES CIO/ DIRECTOR
Information and Technology Availability
- Administrative Services
- Communication Services
- Production Services
- Health and Medical Center Technical Services
Project Management
- Administrative Services
- Business Systems
- Health and Medical Center Information Systems

Information Services Department (1800B)

FY 2004-05 Adopted Sources



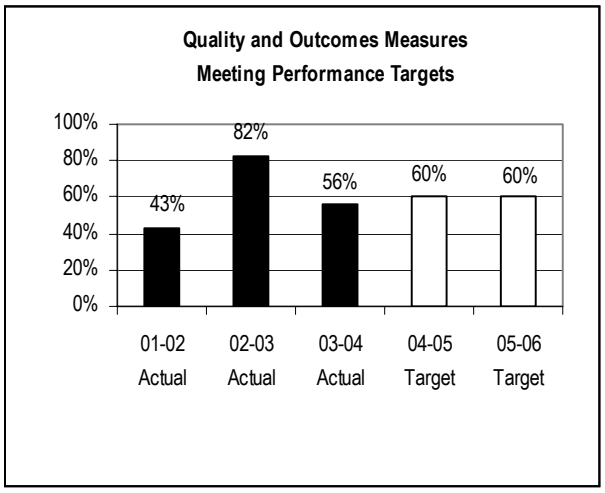
FY 2004-05 Adopted Requirements

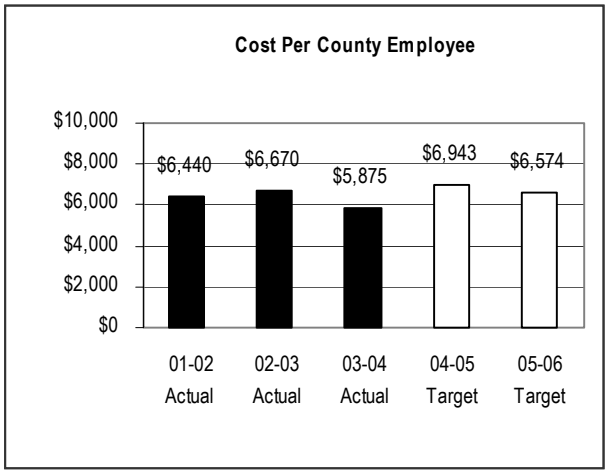


Department Locator

County
- Administration and Fiscal
  - Board of Supervisors
  - County Manager/Clerk of the Board
  - Assessor-County Clerk-Recorder
  - Controller's Office
  - Treasurer-Tax Collector
  - County Counsel
  - Employee and Public Services
  - ▷ **Information Services Department**
  - Grand Jury
  - First 5 San Mateo County
  - Retirement (*Sam*CERA)

Department Measures





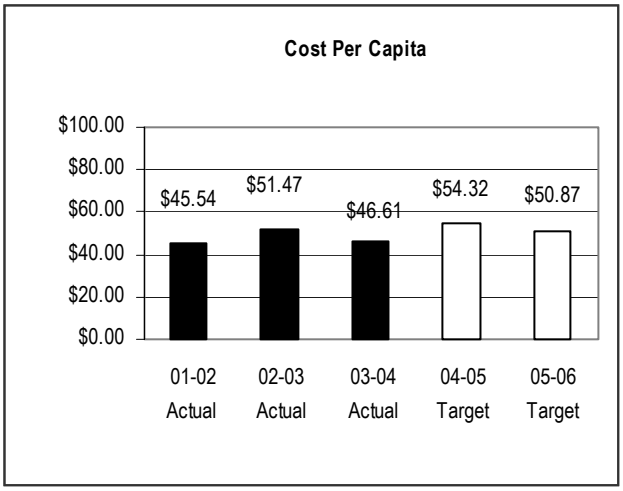
Department Mission Statement

The Information Services Department assists County departments achieve their missions through the use of information technology by establishing a cost-effective direction for information technology management, including network design, applications development, database administration and information reporting, data center operations, operating system support and collaborative services.

Contributions to Shared Vision 2010 Goals

The Information Services Department (ISD) contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 7**: ISD contributes to the goal of public safety by ensuring that the County's law enforcement and emergency medical radio systems provide effective coverage and are available; and that Criminal Justice information is accurate and available only to appropriate staff and agencies.
- **Goal 10**: ISD assists departments in making land use decisions by providing and maintaining a Geographical Information System (GIS).
- **Goal 20:** ISD developed Countywide Information Technology Strategic Plan (ITSP) to set long range Information Technology (IT) direction, using a Countywide visioning approach.
- **Goal 22:** A key element in effective cross-departmental communication is the voice and data networking infrastructure designed, built and maintained by ISD.



Story Behind Baseline Performance

Information Services includes the following programs:

- Technology and Information Availability
- Project Management

Accomplishments that have contributed to improved performance and progress this past year include:

Implemented Project Management Standards

- Completed the procedures and systems to track Program goals
- Provided training to ISD staff on the Program and processes

Established Methods to Measure the Outcome of the Project Management Program

- Implemented standards for measuring project success
- Further refined systems to track project performance

Enhanced the County's IT Security

- Continued to improve the County's ability to withstand intrusion from the Internet by adding firewall layers
- Installed advanced, proactive anti-virus software on over half of the County's 4,000 plus computers

Led Program Development Efforts to Reduce the Cost of Information Technology

- Implemented a "Technology Refresh" program to leverage the County's collective purchasing power for PC acquisitions
- Demonstrated the ability to provide standard PC maintenance at a 1:200 Technician to PC ratio
- Played the lead role in the development of the Countywide IT Strategic Plan (ITSP)
- Started and facilitated the Countywide IT Standards Committee

Major challenges over the next two years will be:

- To ensure that staff have incorporated the Project Management Program in their business approach
- To communicate to ISD's customer base the importance and value of ISD's OBM Program in light of their expectation of ISD to provide more for less
- To maintain a high availability computing environment in today's fiscal climate
- To effectively communicate to departments the need to use a Countywide perspective on all IT projects

Department Priorities

The Information Services Department will meet performance targets by doing the following:

Reduce Cost of PC Acquisition and Cost of Standard Maintenance

- Continue to explore alternative technologies and ownership strategies
- Continue to develop and promote remote desktop administration in an effort to reduce the maintenance cost of PC's

Maintain Network and Server Availability

- Continue to develop internal depth-of-support able to handle network and server support calls through the highest level of difficulty
- Continue the network assessment program enabling departments to have a formal review of their IT infrastructure with recommendations based upon the department's business needs in advance of their budget cycle
- Continue the in-house IT Technician development program that offers department based IT personnel with advanced training and skills

Promote Web Based IT Security

- Implement agent based virus protection software on all of the County Windows and Novell servers and Windows workstations
- Implement a centralized method of providing critical security updates to Windows based workstations and servers available to all County Departments
- Filter 100% of incoming E-Mail for viruses and Spam

Ensure IT Projects Follow Established Project Management Procedures

- Continue to train staff in the Project Management Program
- Continue to refine aspects of the Project Management Program processes and procedures

Ensure IT Projects are Completed on Time and Within Budget

- Develop, implement and provide staff training in project estimation methodology for IT projects
- Ensure that clear change control and scope management procedures are established and practiced
- Continue to communicate with departments on project status, including steps necessary to keep projects on track

Budget Reduction Summary

The following adjustments were made to keep rates flat:

- Elimination of seven vacant positions
- Reductions in contractor use
- Reductions in the use of overtime

Information Services Department (1800B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	78,805	67,032	90,000	77,000	(13,000)	77,000
Charges for Services	851,157	519,323	546,773	546,773		546,773
Interfund Revenue	10,700,600	9,951,822	10,300,800	10,377,451	76,651	9,665,659
Miscellaneous Revenue	81,475	47,540				
Other Financing Sources		1,428				
Total Revenue	11,712,038	10,587,145	10,937,573	11,001,224	63,651	10,289,432
Fund Balance	2,774,317	3,683,981	3,683,981	4,314,614	630,633	4,127,892
TOTAL SOURCES	14,486,355	14,271,126	14,621,554	15,315,838	694,284	14,417,324
REQUIREMENTS						
Salaries and Benefits	13,315,375	14,110,204	16,214,258	15,865,866	(348,392)	16,667,345
Services and Supplies	18,274,592	17,784,165	21,703,488	21,405,432	(298,056)	20,309,532
Other Charges	1,036,931	1,081,340	1,201,340	1,149,745	(51,595)	1,149,745
Fixed Assets	871,263	303,877	686,600	1,560,393	873,793	50,000
Other Financing Uses	56,130	286,577	324,000	324,000		324,000
Gross Appropriations	33,554,292	33,566,164	40,129,686	40,305,436	175,750	38,500,622
Intrafund Transfers	(22,765,695)	(23,394,758)	(29,493,106)	(29,117,490)	375,616	(28,950,685)
Net Appropriations	10,788,597	10,171,406	10,636,580	11,187,946	551,366	9,549,937
Contingencies/Dept Reserves	3,697,758	4,099,720	3,984,974	4,127,892	142,918	4,867,387
TOTAL REQUIREMENTS	14,486,355	14,271,126	14,621,554	15,315,838	694,284	14,417,324
AUTHORIZED POSITIONS						
Salary Resolution	154.0	144.0	144.0	135.0	(9.0)	135.0
Funded FTE	152.8	143.1	143.1	134.1	(9.0)	134.1

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources increased by $694,284 or 4.7% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Use of Money and Property
There is a decrease of $13,000 in this funding source due to reductions in the amount of commissions collected from public telephones.

Interfund Revenue
There is a net increase of $76,651 in this funding source due to increases in expected revenues received from the San Mateo Medical Center. One-time funding received from the Courts has been eliminated due to project completion.

Fund Balance
There is an increase of $630,633 in this funding source due to the additional rollover of Reserves, partially offset by the elimination of projects reappropriated in FY 2003-04.

TOTAL REQUIREMENTS

Total Requirements increased by $694,284 or 4.7% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits
There is a net decrease of $348,392 in this expenditure category. This reduction is primarily due to the elimination of seven vacant positions: three Systems Engineers, two Associate System Engineers, one Production Technician and one Advisory Systems Engineer. Other adjustments include merit increases and negotiated labor increases as well as reductions in On-Call and Overtime. These reductions are primarily due to the rescheduling of planned maintenance activities from after hours to traditional business hours. The Central Records Center staff, one Records Center Supervisor and one Records Center Assistant, have been transferred to the Assessor-County Clerk-Recorder. A filled information technology position deleted in the Department of Child Support Services budget will be transferred to this Department. ISD's position count will not change as a result of the transfer since the position will fill an existing vacancy.

Services and Supplies
There is a net decrease of $298,056 in this expenditure category due to reduction of contractual staff, elimination of one-time expenditures and reduction in vendor maintenance costs; offset partially by an increase in the allocation of charges between programs.

Other Charges
There is a decrease of $51,595 in this expenditure category due primarily to a reduction in General Liability Insurance, offset by an increase to Radio Site Lease costs.

Fixed Assets
There is a net increase of $873,793 in this expenditure category due to the funding of equipment replacements due to end of service life and capacity issues.

Intrafund Transfers
There is a net decrease of $375,616 in this expenditure category due to reductions in anticipated charges to other General Fund departments, offset by the increase in allocation of expenses between programs.

Contingencies/Departmental Reserves
There is an increase of $142,918 in this expenditure category due to contributions for future equipment replacement, offset by use of Reserves to fund Fixed Asset purchases. The balance in Reserves represents 37% of Net Appropriations, which exceeds the two percent County Reserves Policy requirement by $3,904,133.

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources decreased by $898,514 or 5.9% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Interfund Revenue
There is a decrease of $711,792 in this funding source due to the elimination of one-time projects.

Fund Balance
There is an increase of $186,722 in this funding source due to the rollover of Reserves.

TOTAL REQUIREMENTS

Total Requirements decreased by $898,514 or 5.9% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits
There is an increase of $801,479 in this expenditure category due to merit and negotiated labor increases

Services and Supplies
There is a decrease of $1,095,900 in this expenditure category due to the elimination of one-time projects.

Fixed Assets
There is a decrease of $1,510,393 in this expenditure category due to the elimination of one-time purchases.

Intrafund Transfers
There is an increase of $166,805 in this expenditure category due to increased costs, offset partially by the elimination of one-time projects and purchases.

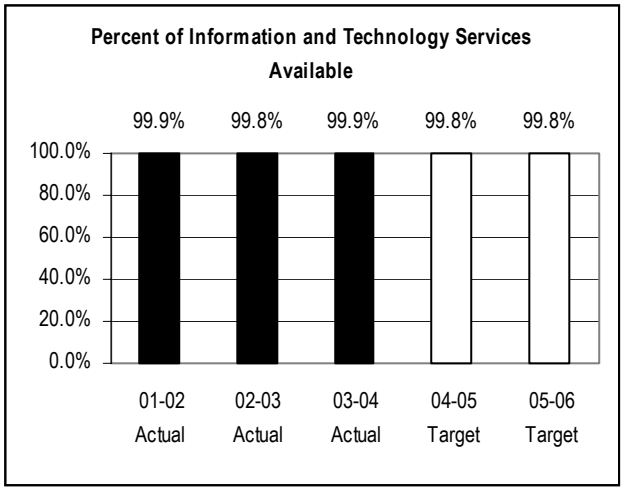
Contingencies/Departmental Reserves
There is an increase of $739,495 in this expenditure category due to contributions for future equipment replacement. The balance in Reserves represents 51% of Net Appropriations, which exceeds the two percent County Reserves Policy requirement by $4,676,388.

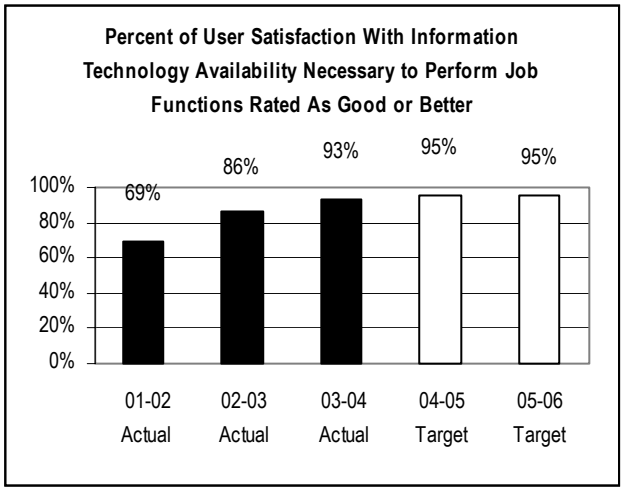
Information and Technology Availability (1830P)

Program Locator

County
Administration and Fiscal
Information Services Department
▷ **Information and Technology Availability**
Project Management

Headline Measures





Program Outcome Statement

The Information and Technology Availability Program provides Information Technology support services including help desk and change coordination services, data, voice and radio networking support, mainframe and data center services, desktop, and file server support to County departments ensuring high quality service delivery to all County Departments and County residents.

Services and Accomplishments

The Information and Technology Availability Program provides the County with a secure, high availability, high performance computing environment. This environment includes equipment and services provided by departments as well as those provided by the Information Services Department (ISD). Currently the Program monitors and maintains over 11,000 devices including network appliances and department file servers. A centralized Help Desk model is used to provide timely responses to customer service requests and infrastructure problems and to document the history of resolving problems and issues.

The following are the major accomplishments in the current year:

- Continued to improve the County's ability to withstand intrusion from the Internet
- Installed advanced, proactive anti-virus software on over half of the County's 4,000 plus computers
- Performed standard PC maintenance at a 1:200 Technician to PC ratio
- Implemented a "Technology Refresh" program to leverage the County's collective purchasing power for PC acquisition

Story Behind Baseline Performance

During this current year over 140,000 virus infected e-mail messages and 1,330,000 Spam messages were blocked at the Internet gateway. Agent based anti-virus technology helped protect the County from two serious virus attacks. Research was undertaken to determine the best method to implement a similar program for Windows Operating System patches and updates. Customer satisfaction ratings reflect a high level of satisfaction with the Information Technology (IT) availability to perform job functions.

Information Technology and Availability staff continue to develop alternative methods of providing PC and server support to County departments. For FY 2004-05, fixed bid maintenance agreements were developed for the maintenance of department file servers. These agreements augment the Program's "full service" technical support agreements. The fixed charge aspect of the agreements allows departments to have more certainty in their expenses than time and materials charges allow. Program delivery costs are held down by the use of a broad range of standardization, imaging and remote control technologies.

Major challenges over the next two years will be:

- To maintain a high quality-computing environment in today's fiscal climate
- To effectively communicate to departments the need to use a Countywide perspective on all IT projects

Program Priorities

The Information and Technology Availability Program will meet performance targets by doing the following:

Reduce the Cost of PC Acquisition by 10% per Unit and Cost of Standard Maintenance by 25%

- Continue to explore alternative technologies and ownership strategies
- Continue to develop and promote remote desktop administration in an effort to reduce the maintenance cost of PC's

Maintain 99.8% Network and Server Availability (Funding Adjustment 3)

- Continue to develop internal depth-of-support able to handle network and server support calls through the highest level of difficulty
- Continue the network assessment program enabling departments to have a formal review of their IT infrastructure with recommendations based upon the department's business needs in advance of their budget cycle
- Continue the in-house IT Technician development program that offers department based IT personnel with advanced training and skills (training is provided by Information and Technology Availability Program staff and enables departments with internal support staff to better maintain their IT equipment)

Promote Web Based IT Security by Blocking 25,000 E-Mail Viruses (Funding Adjustment 3)

- Implement agent based virus protection software on all of the County Windows and Novell servers and Windows workstations
- Implement a centralized method of providing critical security updates to Windows based workstations and servers available to all County Departments
- Filter 100% of incoming e-mail for viruses and Spam

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of County IT end-point devices:					
- Voice	6,004	6,139	7,399	7,000	7,000
- Radio	---	---	---	350	350
- Computers/Printers	4,712	5,070	5,590	4,800	4,800
Security Measure					
- Number of incoming e-mail viruses blocked	---	---	140,275	25,000	25,000
- Number of Spam messages blocked	---	---	1,337,371	1,000,000	1,000,000
Help Desk Call Volume	---	17,282	20,230	17,722	18,000
How Well We Do It (Quality)					
Percent of Help Desk Calls responded to within Service Level commitments					
- Emergency Calls	100%	100%	100%	100%	100%
- Critical Calls	99%	100%	100%	99%	99%
- High Calls	99%	99%	99%	99%	99%
- Routine Calls	99%	99%	99%	98%	97%
Technology to PC maintenance ratio (ISD supported PC's only)	---	---	1: 227	1: 250	1: 250
Percent of IT Devices and Applications meeting availability goals					
- Network Devices	90%	98%	98%	95%	95%
- File Servers	99%	100%	99%	98%	98%
Is Anyone Better Off? (Outcome)					
Number of unplanned, unscheduled major outages	1	5	6	3	3
Percent of Information and Technology services available (1)	99.9%	99.8%	99.9%	99.8%	99.8%
Percent of user satisfaction with Information Technology availability necessary to perform job functions rated as good or better	69%	86%	93%	95%	95%

(1) The IT environment is available to all County Departments allowing all staff to conduct their business

Information and Technology Availability (1830P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	90.0	88.0	88.0	77.0	(11.0)	77.0
Funded FTE	89.1	87.3	87.3	76.3	(11.0)	76.3
Total Requirements	16,397,795	16,316,006	9,155,406	9,974,172	818,766	9,823,997
Total Sources	5,474,184	5,782,224	9,155,406	9,974,172	818,766	9,823,997
Net County Cost	10,923,612	10,533,782				

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenues from charges to users.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, negotiated labor increases and the transfer of two positions from this Program to the Project Management Program; decreases due to project completions; deletion of one-time equipment purchases; decrease in customer requests for vendor services; increase in vendor costs for software and hardware maintenance; increase in Reserves for equipment replacement; and additional reimbursement due to increased costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
702,049	(169,929)	102,431	769,547	0	(2)

2. **Cost Saving Measures**

Reductions in Salaries and Benefits will be realized, due primarily to the elimination of seven vacant technical positions (three Systems Engineers, two Associate System Engineers, one Production Technician and one Advisory Systems Engineer) and rescheduling of planned maintenance activities at the beginning or end of normal business days and utilizing flex scheduling for staff.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(824,993)	824,993	0	0	(7)

3. **Equipment Upgrades and Replacements**

Funding is included for the replacement of infrastructure servers, data center equipment and network equipment that have reached the end of service life; capacity improvements for the data center; added capacity and security for the remote access environment; radio test equipment; and improvements to the County's Admin Microwave system.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	983,100	(349,100)	(634,000)	0	0

4. **Customer Improvement Projects**

Information Services will be assisting customers in the replacement of server and network equipment that are no longer supported or have reached the end of service life. These initiatives will be customer funded.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
67,500	367,601	(300,101)	0	0	0

5. **Transfer Records Center**

The County's Central Records Center, located at Tower Road in San Mateo, will be transferred from the Information Services Department (ISD) to the Assessor-County Clerk-Recorder. Operational costs for the Records Center will be covered by County Clerk-Recorder trust fund receipts, resulting in County savings. Savings were already included in the May budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(249,194)	249,194	0	0	(2)

6. **Reappropriation of Projects**

The following projects in progress at end of FY 2003-04 will be reappropriated: Burlingame Long Term Care, Public Works Hazardous Waste, Human Services Call Center, Cardkey upgrades and Budget System software maintenance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	240,091	(240,091)	0	0	0

7. **Final Fund Balance Adjustment**

Additional Fund Balance will be rebated to mainframe customers, partially offset by increase in anticipated Admin Microwave financing payments which reduces Reserves designated for this project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
49,217	0	115,008	(65,791)	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
818,766	346,676	402,334	69,756	0	(11)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

8. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and higher benefit costs; contract services and equipment purchases will be reduced to reflect the elimination of one-time projects; increased Reserves for equipment replacement; and reimbursements have been reduced due to decreased costs.

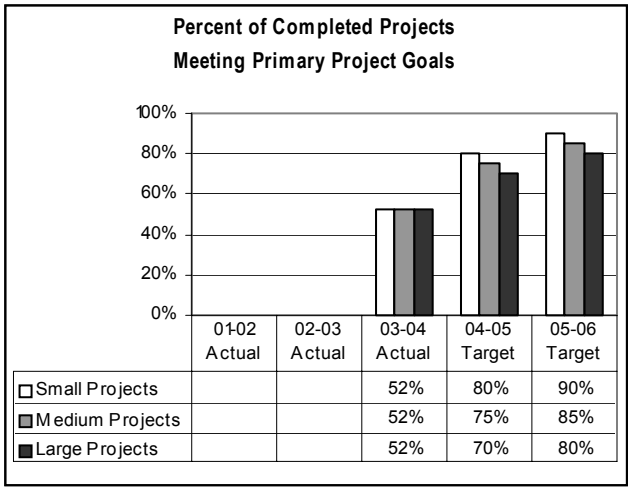
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(150,175)	(1,155,070)	338,562	666,333	0	0

Project Management (1840P)

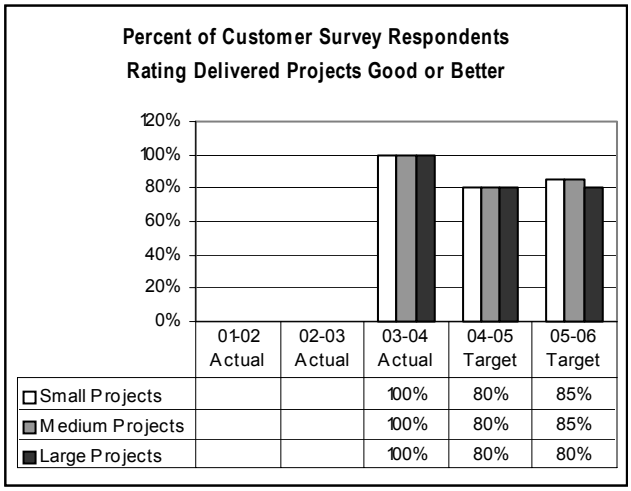
Program Locator

County
Administration and Fiscal
Information Services Department
Information and Technology Availability
▷ **Project Management**

Headline Measures



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
Small Projects			52%	80%	90%
Medium Projects			52%	75%	85%
Large Projects			52%	70%	80%



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
Small Projects			100%	80%	85%
Medium Projects			100%	80%	85%
Large Projects			100%	80%	80%

Program Outcome Statement

The Project Management Program assists all County departments in achieving their desired program outcomes by providing quality Information Technology (IT) project planning and prioritization, coordination, facilitation and project delivery services.

Services and Accomplishments

The Project Management Program provides support for a broad range of IT services, including application analysis and development, communications systems design and implementation, desktop and file server installation and maintenance and the management of environments that deliver IT services. The Program's purpose is to plan, coordinate, monitor, and deliver these services effectively and efficiently. County departmental technical staff, contractors, vendors or Program staff may implement the projects. The success of this Program requires strong technical knowledge and skills, knowledge of County departments and their businesses, professional relationships with outside service providers, a close working relationship with departmental technical staff as well as a current and reliable technical environment.

The following are major accomplishments in the current year:

- Completed the procedures and systems to track the Program goals
- Provided training to Information Services Department (ISD) staff on the Program and process
- Started the Project Management Program with staff and ISD customers

Story Behind Baseline Performance

The current year has been the first year that both Program staff and County departments were exposed to this program. It has been well received by both groups and has shown some early benefits, including project management consistency and quality of deliverables with less time spent in the production of those deliverables.

Since this Program is relatively new, goals will be adjusted based upon the feedback received from County departments and staff. Current year actuals indicate that at least 52% of completed projects met primary goals. By comparison, the industry average for IT projects being completed on time, within budget and meeting project goals is only 28%. Two examples of this Program's successes are the Health Information Telecenter project for the Human Services Agency and an upgrade of the communications infrastructure for the San Mateo Medical Center's core system.

An integral part of the Program is to evaluate technology and determine how to best support County goals. Wherever possible, cross-departmental initiatives and practices are promoted as a means of short-term as well as long-term cost savings. An example is the uniform Countywide backup and disaster recovery system that

provides a uniform method and process where electronic data from all departmental servers is backed up and protected. The same is true for processes for managing non-electronic records located in the County's Records Center, managed by ISD. Other cross-departmental activities that ISD provides assistance with or oversight include management of the Geographic Information System (GIS) and the County's Electronic Document Management System (EDMS).

Major challenges over the next two years will be:

- To ensure staff have incorporated this program in their business approach
- To communicate to customer base the importance and value of this program in light of expectations to provide more for less

Program Priorities

The Information Technology Project Management Program will meet performance targets by doing the following:

Ensure 80% of IT Projects Follow Established Project Management Procedures

- Continue to train staff in the Project Management Program
- Continue to refine aspects of the Project Management Program processes and procedures

Complete at Least 80% of IT Projects on Time and Within Budget

- Develop, implement and provide staff training in project estimation methodology for IT projects
- Ensure that clear change control and scope management procedures are established and practiced
- Continue to communicate with departments on project status, including steps necessary to keep projects on track

Achieve at Least 80% Rate for Completed Projects Meeting Project Goals

- Continue to work with departments to identify and clarify project goals for IT projects
- Improve communications with customers in the pre-project/ proposal phase as a part of project management practices

Achieve at Least 80% Good or Better Customer Satisfaction Rating for Completed Projects (Funding Adjustment 3)

- Require ongoing project status communication with customers, as part of the project management practices
- Continue to work with departments to enhance prioritization of IT projects
- Develop educational materials for customers on the Project Management process

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of IT Projects completed (projects/ activities)	---	---	23	40	45
Number of IT Projects in progress	---	---	119	60	75
How Well We Do It (Quality)					
Percent of IT Projects that follow established Project Management procedures (S, M & L) (1), (3)	---	---	83%	80% / 85% / 90%	85% / 90% / 100%
Percent of IT Projects that are completed on time (S, M & L) (1), (3)	---	---	65%	80% / 75% / 70%	90% / 85% / 80%
Percent of IT Projects that are completed within budget (S, M & L) (1), (3)	---	---	57%	80% / 75% / 70%	90% / 85% / 80%
Is Anyone Better Off? (Outcome)					
Number of Projects that are cross-departmental	---	---	6	10	10
Percent of completed projects meeting project goals (S, M & L) (1), (2), (3)	---	---	52%	80% / 75% / 70%	90% / 85% / 80%
Percent of customer survey respondents rating satisfaction with delivered projects as good or better (S, M & L) (3)	---	---	100%	80% / 80% / 80%	85% / 85% / 80%

(1) Industry Benchmark: Only 28% of projects are completed on time, on budget, and with all the features and functions originally specified (meeting project goals). *Source:* The Standish Group; 2001 report that reviewed the outcome of over 280,000 IT projects worldwide.

(2) Project goals are described in the project proposal document that the customer approves before a project moves forward.

(3) S,M & L indicates the size of the project: small, medium and large. This differentiation is needed because as the size of the project increases so can the risk. However, for FY 2003-04, only summary data is available.

Project Management (1840P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	64.0	56.0	56.0	58.0	2.0	58.0
Funded FTE	63.7	55.9	55.9	57.8	2.0	57.8
Total Requirements	(1,911,440)	(2,044,880)	5,466,148	5,341,666	(124,482)	4,593,327
Total Sources	9,012,172	8,488,902	5,466,148	5,341,666	(124,482)	4,593,327
Net County Cost	(10,923,612)	(10,533,782)				

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenues from charges to users. Negative Net County Cost in prior years offset operational costs in other programs.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, negotiated labor increases and the transfer of two positions from the Information and Technology Availability Program to this program; decreases due to project completions; deletion of one-time equipment purchases; decrease in customer requests for vendor services; increase in vendor costs for software and hardware maintenance; increase in Reserves for equipment replacement; and additional reimbursement due to increased costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(945,983)	(517,813)	(501,332)	73,162	0	2

2. **Cost Saving Measures**

Reductions in salary and benefits will be realized, due primarily to the rescheduling of planned maintenance activities at the beginning or end of normal business days and utilizing flex scheduling for staff. Additional savings will be realized by reducing the dependence upon contractual staff for application development services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(668,614)	668,614	0	0	0

3. **Customer Improvement Projects**

Funding is included for customer initiatives, including projects at the San Mateo Medical Center; a centralized patch management server; and hardware and software tools necessary for staff to develop browser based applications.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
644,292	755,292	(111,000)	0	0	0

4. **Countywide Patch Management and Virus Services**

Additional funding from Non-Departmental will cover mandatory patch management and virus protection services for all County PCs and related systems.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	83,000	(83,000)	0	0	(2)

5. **Final Fund Balance Adjustment**

Additional Fund Balance will be used to cover reappropriation of CJIS and Department of Child Support Services projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
177,209	177,209	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(124,482)	(170,926)	(26,718)	73,162	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

6. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and higher benefit costs; contract services and equipment purchases will be reduced to reflect the elimination of one-time projects; Reserves have increased for equipment replacement; and reimbursements have increased due to increased costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(748,339)	(649,744)	(171,757)	73,162	0	0

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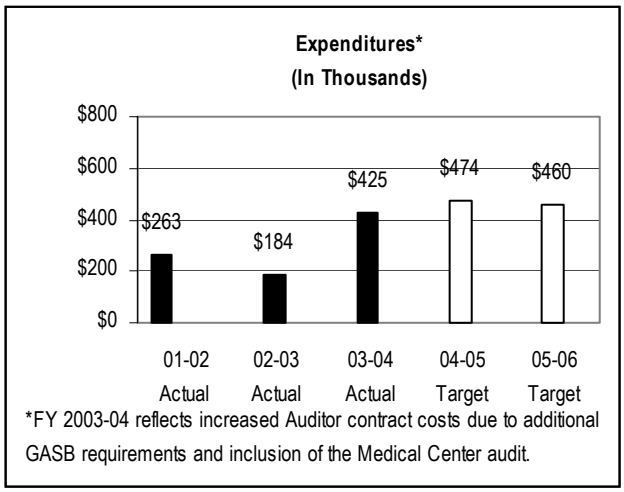
Grand Jury (1920B)

Budget Unit Locator

County
- Administration and Fiscal
  - Board of Supervisors
  - County Manager/Clerk of the Board
  - Assessor-County Clerk-Recorder
  - Controller's Office
  - Treasurer-Tax Collector
  - County Counsel
  - Employee and Public Services
  - Information Services Department
  - ▷ **Grand Jury**
  - First 5 San Mateo County
  - Retirement (*Sam*Cera)

Budget Unit Description

The San Mateo County Civil Grand Jury is a statutory body impaneled annually for the purpose of general investigating activities relating to local government. The Grand Jury may investigate any department of San Mateo County government, any city in the county, any of the special districts in the county or in certain cases, non-profit organizations or agencies in the county. The Grand Jurors are selected by the Superior Court and are under the guidance of a Superior Court Judge. However, the Grand Jury functions as an independent body and the direction of its investigations are determined by the Grand Jury itself. Specific areas of concern are documented and appropriate recommendations are made. This report is submitted to the Board of Supervisors. A formal response is required within 60 days by elected officials and 90 days by all others. A separate Criminal Grand Jury is drawn by order of the Presiding Judge, as necessary, for the purpose of returning criminal indictments.



*FY 2003-04 reflects increased Auditor contract costs due to additional GASB requirements and inclusion of the Medical Center audit.

Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $442,032 or 93.2%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: increased salary and benefits as a result of negotiated labor costs; and increased Fund Balance and corresponding appropriations set aside for additional audits.

Revenue/Sources	10,521
Appropriations	15,995
Intrafund Transfers	0
Reserves	0
Net County Cost	5,474
Positions	0

2. **Adjustment in Auditor Contract Costs**

The second year of the three-year agreement with Macias, Gini and Company, LLP to review the County's financial statements reflects a five percent increase.

Revenue/Sources	0
Appropriations	15,419
Intrafund Transfers	0
Reserves	0
Net County Cost	15,419
Positions	0

TOTAL FY 2004-05 FUNDING ADJUSTMENTS

Revenue/Sources	10,521
Appropriations	31,414
Intrafund Transfers	0
Reserves	0
Net County Cost	20,893
Positions	0

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: increased staffing costs as a result of negotiated labor costs; elimination of Fund Balance and corresponding appropriations; and a five percent increase in Auditor contract costs.

Revenue/Sources	(32,064)
Appropriations	(13,723)
Intrafund Transfers	0
Reserves	0
Net County Cost	18,341
Positions	0

Grand Jury (1920B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Interfund Revenue		25,000				
Total Revenue		25,000				
Fund Balance		21,543	21,543	32,064	10,521	
TOTAL SOURCES		46,543	21,543	32,064	10,521	
REQUIREMENTS						
Salaries and Benefits	48,749	50,781	62,907	68,381	5,474	71,795
Services and Supplies	125,594	369,843	369,575	395,515	25,940	378,378
Other Charges	10,092	4,306	10,200	10,200		10,200
TOTAL REQUIREMENTS	184,436	424,930	442,682	474,096	31,414	460,373
NET COUNTY COST	184,436	378,387	421,139	442,032	20,893	460,373

First 5 San Mateo County (1950B)

Budget Unit Locator

County
- Administration and Fiscal
  - Board of Supervisors
  - County Manager/Clerk of the Board
  - Assessor-County Clerk-Recorder
  - Controller's Office
  - Treasurer-Tax Collector
  - County Counsel
  - Employee and Public Services
  - Information Services Department
  - Grand Jury
  - ▷ **First 5 San Mateo County**
  - Retirement (*Sam*CERA)

Budget Unit Description

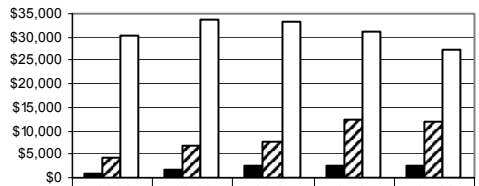
First 5 San Mateo County was created in 1998 with the passage of Proposition 10, the California Children and Families First Act. The Act levied tobacco tax to support a comprehensive, collaborative and integrated system of information and services that promote early childhood development for children ages 0 to 5. The Act also created a state commission and individual county commissions to oversee expenditures and funding priorities. The First 5 San Mateo County Commission is an independent body comprised of nine members, including a member of the Board of Supervisors, the Human Services Director, the County Superintendent of Schools, the Chief of Pediatrics (San Mateo Medical Center), the County Manager or designee and four public members appointed by the Board of Supervisors.

The Commission is committed to maximize the impact of its funding strategies and recognizes that funds are expected to decrease in future years. In FY 2001-02, Commissioners adopted an innovative 10-year strategic and financial plan to guide future investments. The Plan is updated annually and provides a framework to promote sustainability of projects by investing in broad initiatives that support systemic change. First 5 San Mateo County's multiyear, multilayered approach to funding allows for planning new and innovative programs, launching large-scale strategic initiatives, and providing ongoing support to existing grantees.

First 5 San Mateo County has moved closer to the full execution of six strategic initiatives by implementing both the Children's Health Initiative (CHI) and SmartKids, as well as funding the Prenatal-to-Three program's home visiting component as part of the Commission's Early Brain Development Initiative. The vision of CHI is for all children residing in San Mateo County to have access to quality health care through comprehensive health insurance, and the Commission has earmarked $2.3 million annually to target young children ages 0 to 5 in support of this vision. SmartKids, a child care facilities improvement fund aims to increase the supply of high quality care for young children. Technical assistance and supplies have already helped to establish new child care centers and expand existing ones to combat a shortage of affordable care. Home visits, health screenings, and case management services have been provided to at-risk families with young children through the Prenatal-to-Three program's home visiting component which serves as a significant support system in optimizing young children's cognitive development. First 5 San Mateo County has also encouraged and facilitated collaborations among programs and agencies and provided leadership in completing comprehensive community design processes for the Preschool for All and Early Brain Development Initiatives. As a good steward of Proposition 10 funds, the Commission carefully plans and responsibly approaches the issues of systems change, policy change, and service delivery improvement, at the same time recognizing that this work is the result of collaborative efforts and the high level of involvement from community partners.

Expenditures and Grant Awards

(In Thousands)



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
Other Expenditures	$890	$1,542	$2,534	$2,406	$2,490
Grant Awards	$4,187	$6,810	$7,782	$12,300	$11,950
Reserves	$30,172	$33,544	$33,403	$31,338	$27,511

Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue received from First 5 California (formerly The California Children and Families First Commission) Proposition 10 tobacco tax funds.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments to Revenue include: minor increase in CARES funding for the training and retention of early childhood professionals; funding for the third year of implementation of the School Readiness Initiative; and elimination of funding from Packard and Civic Engagement for special projects that ended in FY 2003-2004. Inclusion of merit increases, annualization of mid-year position changes and negotiated labor increases are reflected, which are offset by reductions in general office supply accounts and decreased use of outside consultant services. In addition, corresponding appropriations have been eliminated for the special projects previously supported by Packard and the Civic Engagement Project.

Revenue/Sources	(331,250)
Appropriations	(435,824)
Intrafund Transfers	0
Reserves	104,574
Net County Cost	0
Positions	0

2. **Reductions in Tobacco Tax Receipts and Interest**

Tobacco funds are anticipated to decrease sharply which has been the trend statewide. As a result of the decline in revenue, Reserves have been adjusted accordingly. Interest earnings are projected to decrease due to declined interest rates and changes to the average daily balance maintained in the Commission's trust fund account.

Revenue/Sources	(540,100)
Appropriations	0
Intrafund Transfers	0
Reserves	(540,100)
Net County Cost	0
Positions	0

3. **Additional Staffing for New Parent Kit and Evaluation Programs**

The Commission has approved funding two new positions to support coordination of the New Parent Kit and Evaluation programs. A full-time Office Assistant position has been added to coordinate and distribute First 5 San Mateo County's New Parent Kit. This Kit provides an array of information through videos and written materials for all new parents in San Mateo County. Approximately 10,000 kits are expected to be distributed annually through partnerships with hospitals and community agencies countywide. Previously, consultants and temp services were utilized in order to launch the New Parent Kit; however, in order to improve the coordination and distribution as well as support other administrative activities, consultant and temp responsibilities are being transferred to this position. A part-time Evaluation Analyst position has been added to assist the First 5 San Mateo County Planning and Evaluation Director in conducting trend analysis of key indicators of well-being for young children, analyzing gaps in services provided to young children and monitoring outcomes of programs funded by First 5 San Mateo County. In November 2003, the Commission recognized an increased need to provide data that furthers policy and program decision making in San Mateo County and approved transferring evaluation responsibilities from a consultant to an in-house position.

Revenue/Sources	94,824
Appropriations	94,824
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	2

4. **Adjustment to Grant Awards**

The Fund Balance and Reserves continue to be spent down as planned with increased disbursements to grantees through the Request for Proposal (RFP) and Strategic Initiative grant award processes. In November 2003, the annual cycle of RFPs was changed to an 18-month cycle to allow additional months for applicants to complete solid planning efforts and proposal development. At the same time, the funding for each cycle was increased by almost $400,000. In Spring 2004, the Commission released RFP 5 and funding decisions shall be made in Fall 2004. In addition, the Commission continues to earmark $6 million annually for large-scale Strategic Initiatives as outlined in the 10-Year Financial Plan. All implementation awards are multi-year with payments based on a multi-year payment formula. Installment payments are disbursed after review and approval of the grantee's program progress reports.

Revenue/Sources	865,685
Appropriations	2,300,000
Intrafund Transfers	0
Reserves	(1,434,315)
Net County Cost	0
Positions	0

5. **Final Fund Balance Adjustment**

Additional Fund Balance, generated from tobacco tax receipts, has been set aside in Reserves.

Revenue/Sources	940,845
Appropriations	0
Intrafund Transfers	0
Reserves	940,845
Net County Cost	0
Positions	0

6. **Additional State Grant Funding**

State grant funds (from tobacco tax receipts) have been included for various programs including Preschool for All (PFA) Demonstration Project and Children's Health Initiative. The PFA Demonstration Project will phase in voluntary access for up to 70% of the 4 year olds in two school districts in the County within three years and develop resources to implement countywide implementation within seven years. Appropriations will cover contracts, grant awards and Extra Help. Since appropriations for the Children's Health Initiative were already included in the Recommended Budget, Reserves have been adjusted.

Revenue/Sources	1,441,840
Appropriations	1,309,570
Intrafund Transfers	0
Reserves	132,270
Net County Cost	0
Positions	0

TOTAL FY 2004-05 FUNDING ADJUSTMENTS

Revenue/Sources	2,471,844
Appropriations	3,268,570
Intrafund Transfers	0
Reserves	(796,726)
Net County Cost	0
Positions	2

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

7. **Adjustments to Provide Current Level of Services**

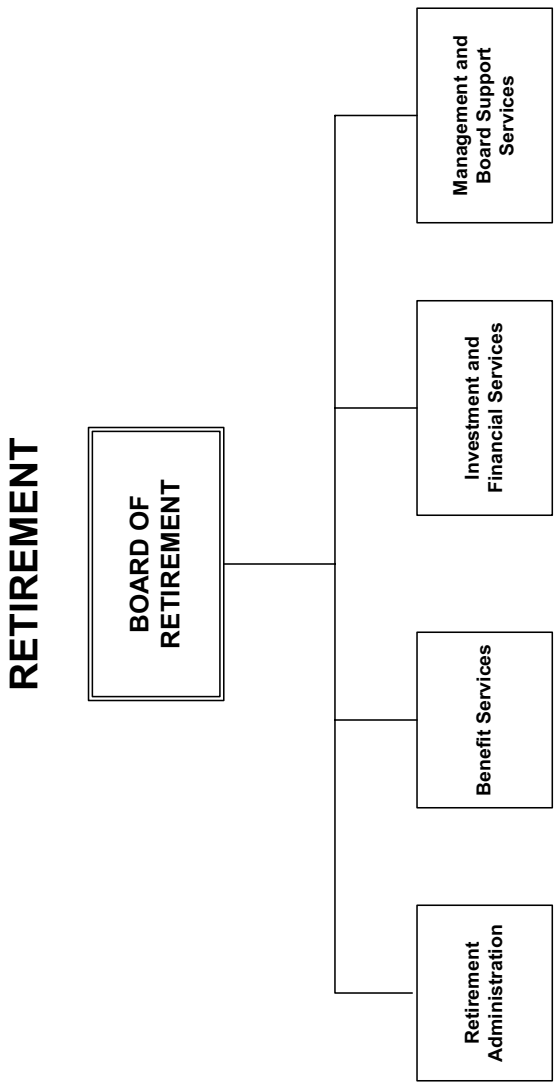
Budget adjustments to revenue include a continuing decline in tobacco tax revenue and interest earnings, as anticipated. Supplemental funding for the School Readiness Initiative is scheduled to sunset this fiscal year pending updates from First 5 California as to whether an on-going commitment to provide matching funds will be made. Salary and benefits increases are due to: merit increases; negotiated labor increases and higher benefit costs. A slight increase is reflected in this year's operating costs, which were reduced in the previous fiscal year. An increase for consultant services is in direct response to the Commission's 5-Year Evaluation Plan, which outlines the use of outside services every other year. Additionally, a reduction in Reserves is due primarily to prior year usage for strategic initiatives.

Revenue/Sources	(4,093,234)
Appropriations	(265,804)
Intrafund Transfers	0
Reserves	(3,827,430)
Net County Cost	0
Positions	0

First 5 San Mateo County (1950B)
First 5 Fund (Information Only)

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	1,122,933	943,801	990,100	850,000	(140,100)	750,000
Intergovernmental Revenues	11,175,664	9,745,516	9,704,111	10,769,701	1,065,590	9,994,701
Miscellaneous Revenue	125,066	506,204	355,000		(355,000)	
Total Revenue	12,423,664	11,195,521	11,049,211	11,619,701	570,490	10,744,701
Fund Balance	29,472,264	32,523,111	32,523,111	34,424,465	1,901,354	31,206,231
TOTAL SOURCES	41,895,928	43,718,632	43,572,322	46,044,166	2,471,844	41,950,932
REQUIREMENTS						
Salaries and Benefits	544,859	692,743	757,409	885,459	128,050	919,250
Services and Supplies	1,417,206	1,623,184	1,520,086	2,272,356	752,270	2,312,861
Other Charges	6,389,758	7,999,235	9,159,600	11,547,850	2,388,250	11,207,750
Net Appropriations	8,351,823	10,315,161	11,437,095	14,705,665	3,268,570	14,439,861
Non-General Fund Reserves	33,544,104	33,403,470	32,135,227	31,338,501	(796,726)	27,511,071
TOTAL REQUIREMENTS	41,895,927	43,718,631	43,572,322	46,044,166	2,471,844	41,950,932
AUTHORIZED POSITIONS						
Salary Resolution	8.0	8.0	8.0	10.0	2.0	10.0
Funded FTE	8.0	8.0	8.0	9.2	1.2	9.2


RETIREMENT
BOARD OF RETIREMENT
Management and Board Support Services
Investment and Financial Services
Benefit Services
Retirement Administration

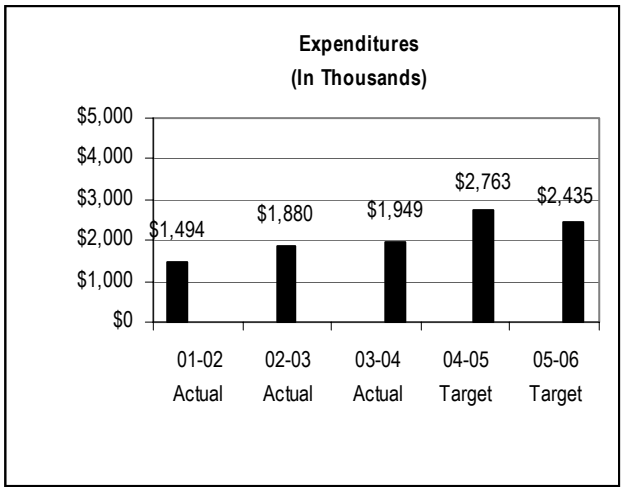
Retirement Office (2000B)

Budget Unit Locator

County
- Administration and Fiscal
  - Board of Supervisors
  - County Manager/Clerk of the Board
  - Assessor-County Clerk-Recorder
  - Controller's Office
  - Treasurer-Tax Collector
  - County Counsel
  - Employee and Public Services
  - Information Services Department
  - Grand Jury
  - First 5 San Mateo County
  - ▷ **Retirement (*Sam*CERA)**

Budget Unit Description

The Board of Retirement strives to provide caring, fair, accurate, timely and knowledgeable professional service to clients and the public; to prudently manage the assets and actuarial liabilities of the Retirement System, so as to minimize the cost to the County, while assuring the ability to pay all earned benefits; and to constantly improve the effectiveness of services and the efficiency of its operations. *SamCERA* was established on July 1, 1944 by the Board of Supervisors to provide defined benefit retirement programs for San Mateo County employees, retirees and their beneficiaries. *SamCERA* is governed by a nine-member Board of Retirement, which is empowered by the State Constitution to serve as fiduciary for *SamCERA's* members and as Administrator of the County's Retirement System.



Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Operational expenses are fully offset by transfers from the Retirement Fund.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, scheduled negotiated labor increases as well as employer retirement contributions; increases in legal services and leased facility rental charges; increases in negotiated cost adjustments to other County departments including Controller's general accounting services; and reductions in member education, emergency procedures documentation and fixed assets.

Revenue/Sources	126,596
Appropriations	126,596
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

2. **Implementation of Ventura Lawsuit Implementation**

Appropriations are included for Extra Help staffing, general office supplies, equipment and professional fees for the implementation of Ventura settlement. The California Supreme Court mandated SamCERA to recalculate inclusion of certain terminal pay codes and retroactive benefits for specified retired members with retirement date prior to December 28, 1998. This project is estimated to continue for up to 24 months. All Ventura expenses will be offset by transfer from the Ventura Retirement Trust Fund.

Revenue/Sources	364,360
Appropriations	364,360
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

3. **Addition of Electronic Document Management System (EDMS)**

Appropriations are included for the addition of an Electronic Document Management System (EDMS). A market study of compatible EDMS has been completed. An EDMS will be purchased to integrate document creation, storage, retrieval and disposal.

Revenue/Sources	140,000
Appropriations	140,000
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

4. **Additional Staffing for Administration**

Two Retirements Analysts have been added to cover anticipated workload due to enhanced benefit formula and new legislation. Service and supply accounts have also been increased primarily to cover computer and software expenses for these positions.

Revenue/Sources	137,854
Appropriations	137,854
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	2

TOTAL FY 2004-05 FUNDING ADJUSTMENTS

Revenue/Sources	768,810
Appropriations	768,810
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	2

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

5. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of negotiated labor increases, as well as merit increases and higher benefit costs; and reduction in appropriations from the completion of the EDMS implementation.

Revenue/Sources	(327,570)
Appropriations	(327,570)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Retirement Office (2000B)
Retirement Trust Fund (Information Only)

FY 2004-05 and 2005-06 Budget Unit Summary

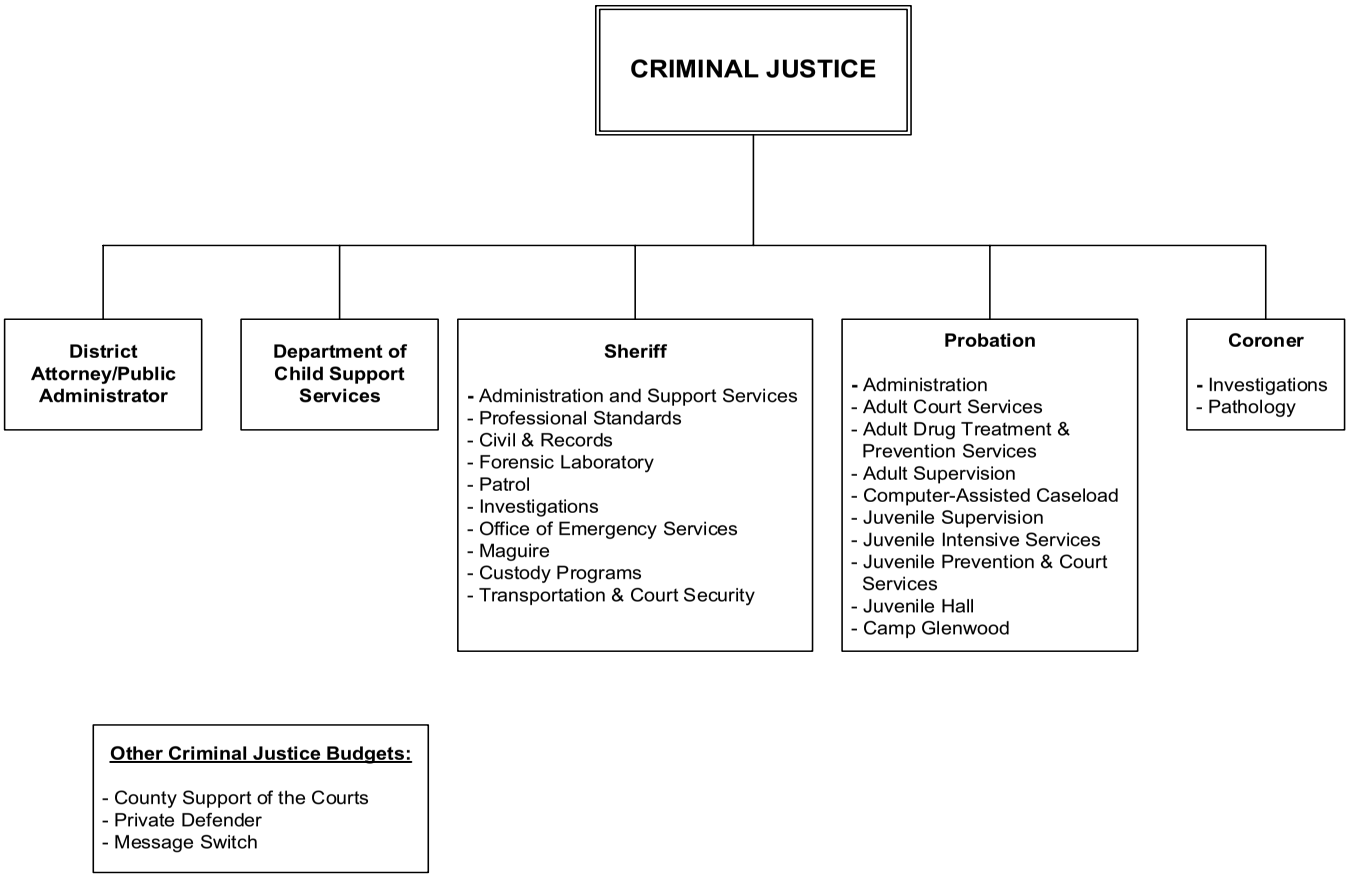
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	1,880,376	1,948,799				
Other Financing Sources			1,994,500	2,763,310	768,810	2,435,740
TOTAL SOURCES	1,880,376	1,948,799	1,994,500	2,763,310	768,810	2,435,740
REQUIREMENTS						
Salaries and Benefits	960,776	1,108,896	1,120,292	1,632,412	512,120	1,438,342
Services and Supplies	810,658	729,557	694,208	940,398	246,190	819,898
Other Charges	108,943	82,334	150,000	175,500	25,500	162,500
Fixed Assets		28,012	30,000	15,000	(15,000)	15,000
TOTAL REQUIREMENTS	1,880,376	1,948,799	1,994,500	2,763,310	768,810	2,435,740
AUTHORIZED POSITIONS						
Salary Resolution	11.0	11.0	11.0	13.0	2.0	13.0
Funded FTE	11.0	11.0	11.0	13.0	2.0	13.0

Criminal Justice

Adopted Budget
FY 2004-2005
FY 2005-2006

People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

CRIMINAL JUSTICE



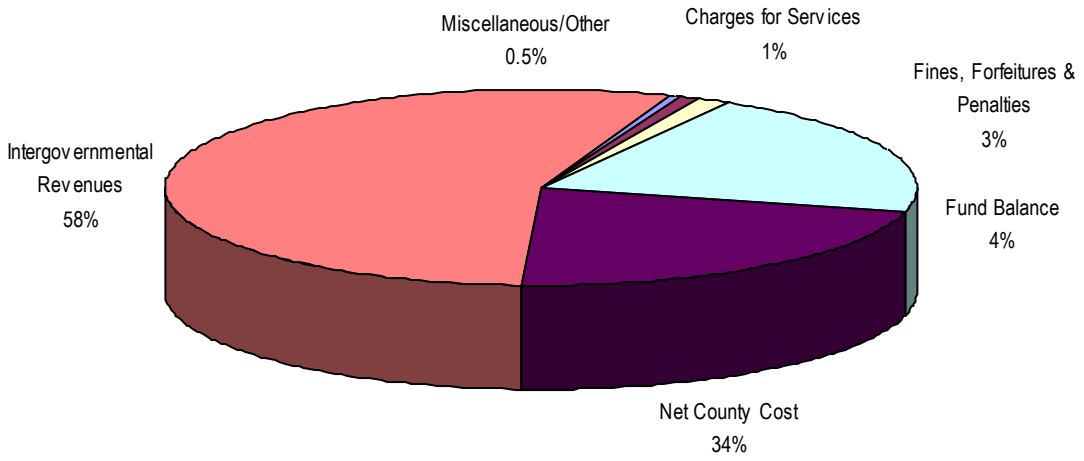
Criminal Justice Agency
FY 2004-05 and 2005-06 All Funds Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
General Fund Budgets						
District Attorney/Public Administrator	17,058,569	19,950,334	21,802,084	22,198,970	396,886	23,075,868
Department of Child Support Services	13,127,595	12,523,159	13,477,143	11,322,697	(2,154,446)	11,322,697
County Support of the Courts	19,974,165	21,931,814	21,687,742	22,727,186	1,039,444	22,727,186
Private Defender Program	10,908,986	11,562,253	11,537,634	12,158,860	621,226	12,894,301
Sheriff's Office	89,154,634	99,637,144	102,100,835	111,921,661	9,820,826	115,025,430
Message Switch	871,187	902,298	896,948	957,363	60,415	980,767
Probation Department	45,661,061	49,629,331	49,648,010	50,968,027	1,320,017	51,733,542
Coroner's Office	2,196,026	2,421,741	2,427,102	2,410,102	(17,000)	2,472,040
Total General Fund	198,952,222	218,558,074	223,577,498	234,664,866	11,087,368	240,231,831
Total Requirements	198,952,222	218,558,074	223,577,498	234,664,866	11,087,368	240,231,831
Total Sources	134,507,628	135,312,807	134,175,455	141,284,333	7,108,878	139,176,917
Net County Cost	64,444,594	83,245,267	89,402,043	93,38,053	3,978,490	101,054,914

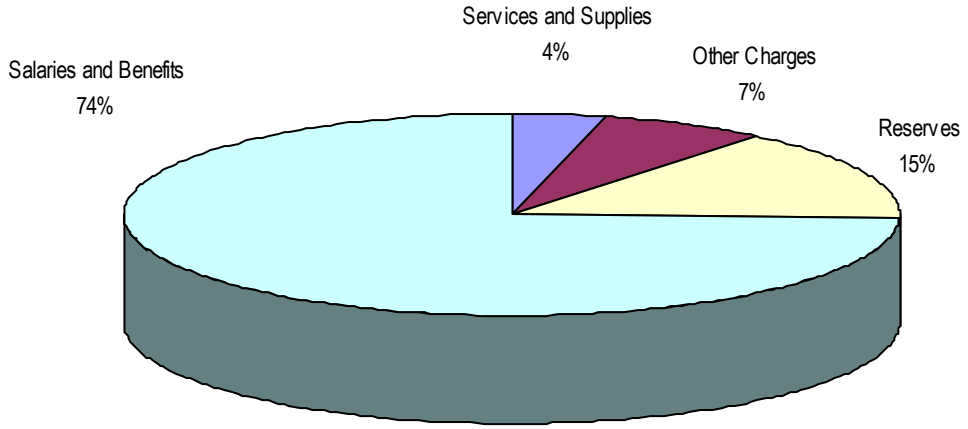
DISTRICT ATTORNEY/ PUBLIC ADMINISTRATOR

District Attorney/Public Administrator (2510B)

FY 2004-05 Adopted Sources



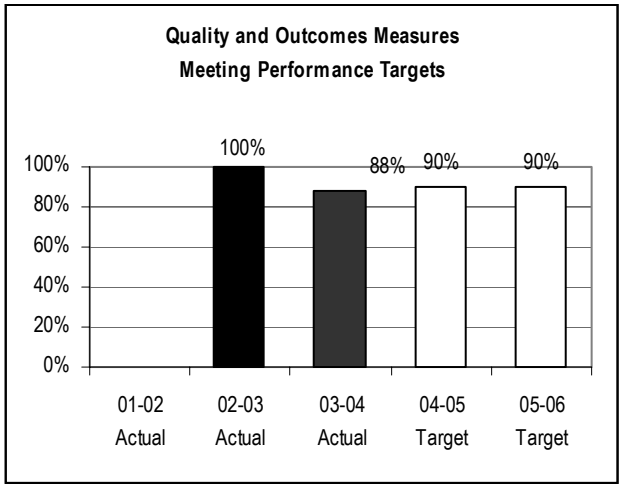
FY 2004-05 Adopted Requirements

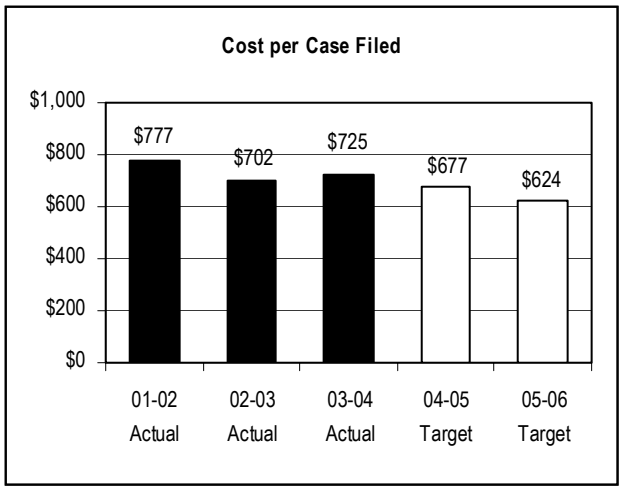


Program Locator

County
Criminal Justice
▷ **District Attorney's Office**
Department of Child Support Services
County Support of the Courts
Private Defender Program
Sheriff's Office
Message Switch
Probation Department
Coroner's Office

Department Measures





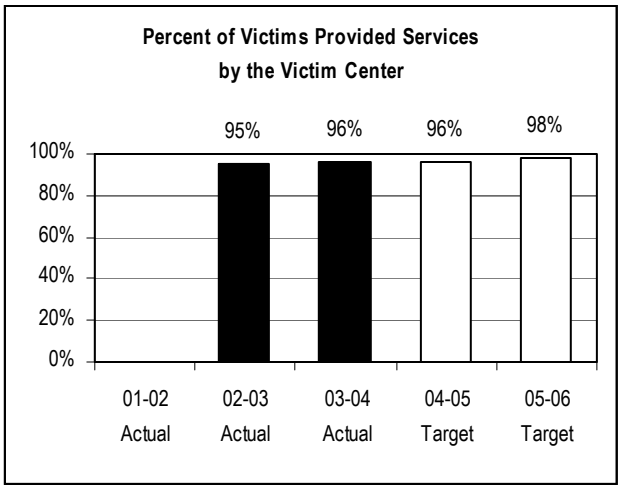
Department Mission Statement

San Mateo County District Attorney/Public Administrator's Office serves the people of the State of California by prosecuting adult and juvenile offenders, enforcing consumer and environmental laws, administering decedent estates, providing legal and investigative support to other law enforcement agencies and disseminating public information about law enforcement while ensuring public safety and accountability for criminal conduct.

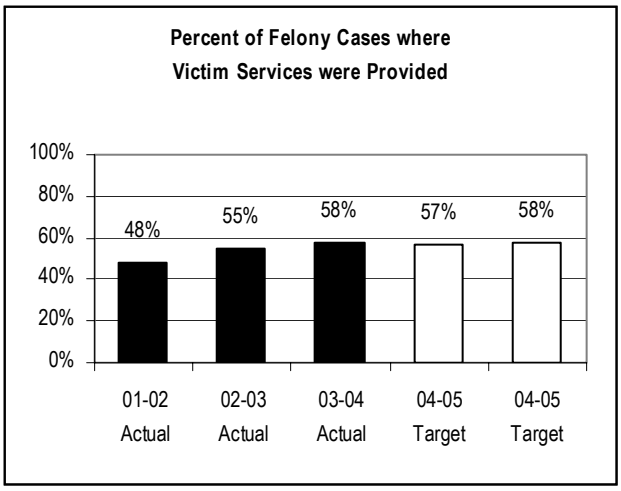
Contributions to Shared Vision 2010 Goals

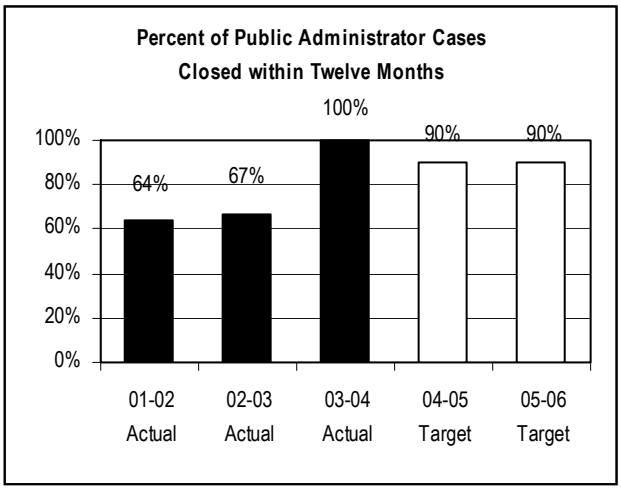
The District Attorney's Office contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 1:** The District Attorney's Office seeks justice and accountability for all who violate the law and provides assistance to those victimized by criminals.



Headline Measures





Services and Accomplishments

The District Attorney's Office prosecutes felony and misdemeanor crimes committed in San Mateo County as well as traffic infractions, County Ordinance violations and juvenile cases. The Office advises and conducts investigations for the Criminal Grand Jury and conducts investigations of welfare fraud, theft, embezzlement and other cases pending trial. The Office initiates legal actions to prohibit unfair business practices and handles water pollution, hazardous waste and similar cases. The Victim's Unit provides financial, emotional, social and other assistance to victims of reported crimes. Finally, the Office serves as the Public Administrator in the probate of estates.

The following were major accomplishments in the prior year:

- Increased the total number of victims contacted, including those of unsolved crimes, by 84%
- Designated a Deputy District Attorney to handle gang cases
- Designated a Deputy District Attorney to handle elder abuse cases
- Closed all Public Administrator estates within 12 months

Story Behind Baseline Performance

Over the past two years, victim services have been greatly enhanced. Of the victims contacted, 96% receive services. The majority of felony cases, which are drug-related, do not have victims. However, the trend for services provided to felony victims is on the rise with 635 (48%) in FY 2001-02 compared to 702 (58%) in FY 2003-04. Prior to the transfer of the Victim Center, contact was limited to victims of crimes in cases that were filed with the court. New databases and procedures now enable the Office to identify victims more comprehensively and earlier in the process.

In the last four years, gang violence has increased significantly, particularly in the northern and southern areas of the county. Caseloads have increased from three to four gang-related cases per month to approximately ten cases per month and the trend indicates the seriousness of the crimes is intensifying. The District Attorney's Office prosecutes gang cases to deter gang violence in the County. Elder abuse is also increasing on a dramatic scale. Specialized prosecution efforts to prevent the financial and abusive treatment of elder citizens in San Mateo County requires increased prosecutorial efforts. Since 2000, elder abuse filings have increased 150%. Investigations of financial abuse of elders are resource intensive and not all police agencies have the same capability of conducting complex investigations, which places a burden on the District Attorney's limited investigative resources.

The Public Administrator program investigates and administers the estates of persons who die with no will or without an appropriate person willing or able to act as administrator. This program now has a stable and experienced staff, which has enabled it to administer estates in a more efficient manner and to achieve turnaround targets. The number of large estates has decreased resulting in lower overall distribution to heirs. The larger estates increasingly have wills/trusts and executors who are able to administer them. Smaller estates are not as complex and tend to close earlier. With the implementation of an outreach program, an increase in the number of estates administered by this program is anticipated.

Major challenges over the next two years will be:

- To increase prosecution efforts in gang cases
- To increase prosecution efforts in elder abuse cases
- To increase the number of estates through outreach
- To maintain estate closure rates of within 12 months

Department Priorities

The District Attorney's Office will meet performance targets by doing the following:

<u>Provide Victim Center Services to at Least 95% of Victims in All Cases and 58% of Victims in Felony Cases</u>

- Maintain the level of outreach to victims by contacting 5,225 victims of crime in all cases and 1,300 victims in felony cases

<u>Reduce Gang Proliferation</u>

- Prosecute 100% of gang-related cases referred to the District Attorney's Office that meet the standard for filing

- Continue to work cooperatively with law enforcement to identify and prosecute gangs

Aggressively Prosecute Elder Abuse

- Prosecute 100% elder abuse related cases referred to the District Attorney's Office that meet the standard for filing
- Continue to participate in outreach to educate the faith community on elder abuse
- Continue to provide training to law enforcement to identify situations when senior citizens are at risk of either physical or financial abuse

Aggressively Prosecute Public Corruption

- Spot-check 10% of Statements of Economic Interest for officials who file in San Mateo County
- Begin investigation to allegations of theft of public monies within 5 days of notification

Close 90% of Public Administrator Estates Within 12 Months

- Run quarterly reports to determine the current status of open estates
- Deliver Inventory and Appraisal documents to the Deputy Public Administrators within 30 days of receipt of property

Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

- Reduced Departmental Reserves

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Total cases reviewed	21,038	23,392	26,031	29,493	32,737
Total filings	18,138	20,007	22,325	25,069	27,576
Number of felony cases with victims	1,323	1,202	1,232	1,300	1,319
Number of victims contacted, including unsolved cases	701	2,585	4,754	5,225	5,312
Number of Public Administrator cases opened	68	61	68	67	68
Number of Public Administrator cases closed	64	86	66	75	75
How Well We Do It (Quality)					
Average number of cases reviewed by attorney	438	487	542	614	682
Percent of victims for whom services were provided	---	95%	96%	96%	98%
Percent of Public Administrator cases closed within 12 months	64%	67%	100%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of total filings with conviction (not including dismissals)	94%	91%	TBD	TBD	TBD
Percent of felony cases where victim services were provided	48%	55%	58%	57%	58%
Average amount distributed to heirs through Estate Probate	$72,340	$69,550	$39,816	$99,000	$99,000

District Attorney/Public Administrator (2510B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	353,210	610,863	342,720	342,720		342,720
Use of Money and Property	138,198	145,993	69,955	85,500	15,545	85,500
Intergovernmental Revenues	12,438,416	11,767,717	12,347,052	12,268,281	(78,771)	12,268,281
Charges for Services	212,067	345,283	173,000	198,000	25,000	198,000
Miscellaneous Revenue	93,680	59,356	48,993	20,000	(28,993)	20,000
Total Revenue	13,235,571	12,929,212	12,981,720	12,914,501	(67,219)	12,914,501
Fund Balance	3,191,839	4,244,005	4,244,005	4,708,110	464,105	4,708,110
TOTAL SOURCES	16,427,410	17,173,217	17,225,725	17,622,611	396,886	17,622,611
REQUIREMENTS						
Salaries and Benefits	12,733,152	14,567,916	16,285,273	16,698,169	412,896	17,575,067
Services and Supplies	789,860	657,533	789,287	866,936	77,649	866,936
Other Charges	1,507,398	1,618,834	1,621,473	1,586,158	(35,315)	1,586,158
Fixed Assets	15,205					
Gross Appropriations	15,045,615	16,844,283	18,696,033	19,151,263	455,230	20,028,161
Intrafund Transfers	(272,556)					
Net Appropriations	14,773,059	16,844,283	18,696,033	19,151,263	455,230	20,028,161
Contingencies/Dept Reserves	2,285,510	3,106,051	3,106,051	3,047,707	(58,344)	3,047,707
TOTAL REQUIREMENTS	17,058,569	19,950,334	21,802,084	22,198,970	396,886	23,075,868
NET COUNTY COST	631,158	2,777,118	4,576,359	4,576,359		5,453,257
AUTHORIZED POSITIONS						
Salary Resolution	123.0	123.0	123.0	123.0		123.0
Funded FTE	119.5	120.2	120.1	120.2	0.2	120.2

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources increased by $396,886 or 2.3% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Use of Money and Property
There is an increase of $15,545 in this funding source due to past history and current trends.

Intergovernmental Revenues
There is a decrease of $78,771 in this funding source due to $20,967 reduction in the Spousal Abuser Prosecution Program grant and $57,804 reduction in the Statutory Rape Prosecution Program grant.

Charges for Services
There is an increase of $25,000 in this funding source due to past history and current trends.

Miscellaneous Revenue
There is a decrease of $28,993 in this funding source due to one-time percentage of revenue from escheated estates unclaimed by heirs.

Fund Balance
There is an increase of $464,105 in this funding source due to savings generated by vacant positions and implemented cost saving measures.

TOTAL REQUIREMENTS

Total Requirements increased by $396,886 or 1.8% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits
There is a net increase of $215,992 in this expenditure category due to merit increases as well as negotiated labor and benefit costs that have been offset by one-time MOU credit in last fiscal year, reductions in overtime and other miscellaneous reductions.

Services and Supplies
There is an increase of $77,649 in this expenditure category primarily due to increase in witness fees and negotiated contract increases.

Other Charges
There is a decrease of $35,315 in this expenditure category due to reduction in Information Services Department (ISD) charges.

Contingencies/Departmental Reserves
There is a decrease of $522,449 in this expenditure category to meet the budget target. This has been offset by the $464,105 increase in Fund Balance, for a net reduction of $58,344 to Reserves.

NET COUNTY COST

There is no change in this Department General Fund allocation.

FY 2005-06 Budget Overview

TOTAL SOURCES

No change.

TOTAL REQUIREMENTS

Total Requirements increased by $876,898 or 6% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes.

Salaries and Benefits
There is an increase of $876,898 in this expenditure category. Salaries and Benefits increased due to merit increases, negotiated, labor increases and increased benefit costs.

NET COUNTY COST

There is an increase of $876,898 in this Department's General Fund allocation. This increase is a result of negotiated labor increases, merit and flexibly staffed position increases.

District Attorney/Public Administrator (2510B)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	123.0	123.0	123.0	123.0		123.0
Funded FTE	119.5	120.2	120.1	120.2	0.2	120.2
Total Requirements	17,058,569	19,950,334	21,802,084	22,198,970	396,886	23,075,868
Total Sources	16,427,410	17,173,217	17,225,725	17,622,611	396,886	17,622,611
Net County Cost	631,158	2,777,118	4,576,359	4,576,359		5,453,257
NCC Breakdown						
Federal Grants Match			25,000	25,000		25,000
State Grants Match			19,007	19,007		19,007
Realignment MOE			146,792	146,792		146,792
Mandated Services			4,385,560	4,385,560		5,262,458

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $4,576,359 or 20%. Of this amount $4,385,559 or 96% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases, including the Inspectors (DSA); reductions in most Service and Supplies accounts and an increase in witness fees; and reductions in Other Charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(67,219)	455,230	0	0	522,449	0

2. **Adjust Fund Balance**

Savings were realized due to vacant positions during the first half of the year and careful monitoring of all expenditures. Fund Balance has been increased with the balance set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
464,105	0	0	464,105	0	0

3. **Reduce Departmental Reserves**

Reserves have been reduced to meet the budget target.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	(522,449)	(522,449)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
396,886	455,230	0	(58,344)	0	0

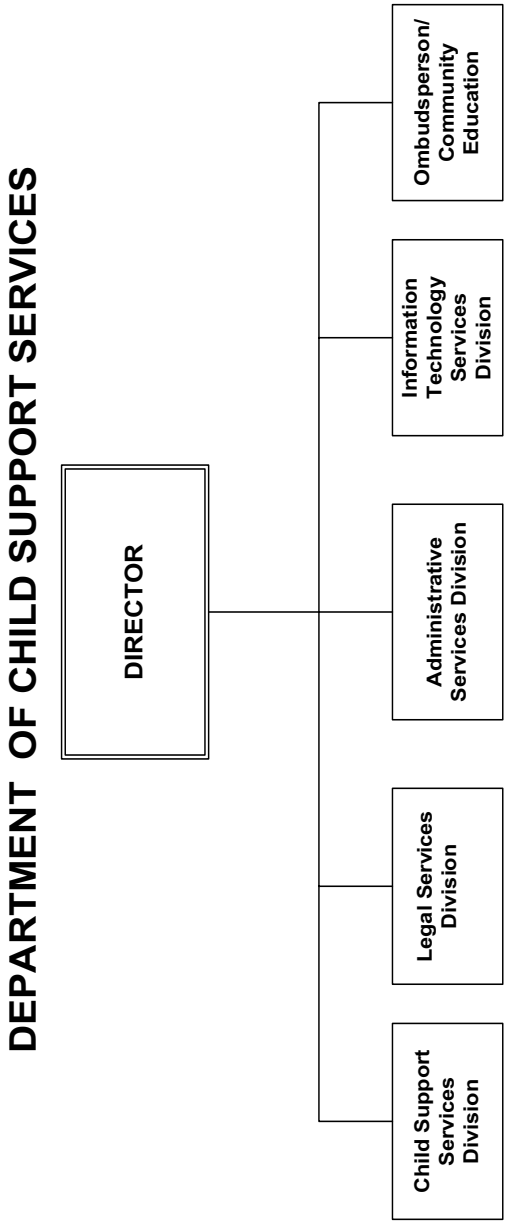
FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

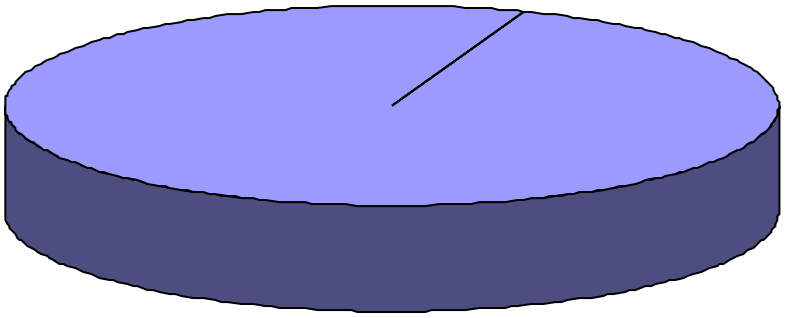
Budget adjustments have been made as follows: inclusion of merit increases; negotiated labor increases and increased benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	876,898	0	0	876,898	0

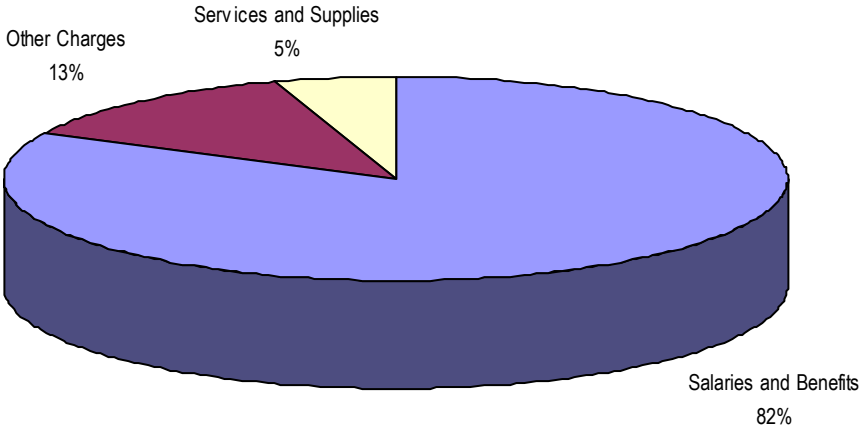

DEPARTMENT OF CHILD SUPPORT SERVICES
DIRECTOR
Child Support Services Division
Legal Services Division
Administrative Services Division
Information Technology Services Division
Ombudsperson/ Community Education

Department of Child Support Services (2600B)

FY 2004-05 Adopted Sources



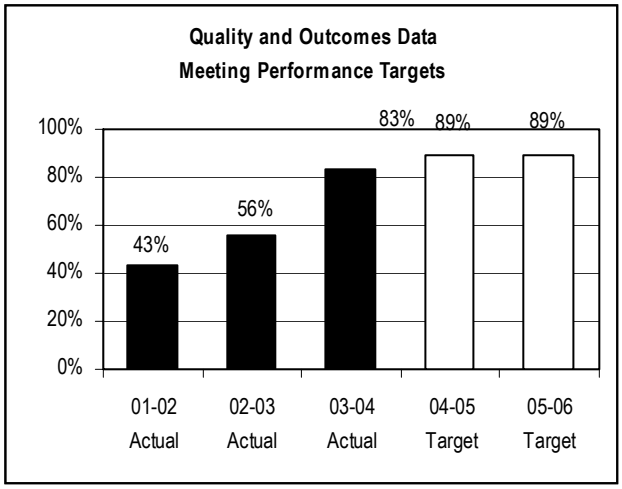
FY 2004-05 Adopted Requirements

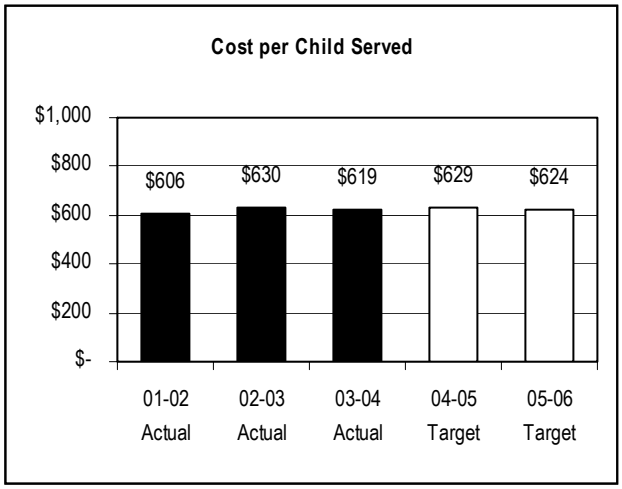


Department Locator

County
- Criminal Justice
  - District Attorney's Office
  - ▷ **Department of Child Support Services**
  - County Support of the Courts
  - Private Defender Program
  - Sheriff's Office
  - Message Switch
  - Probation Department
  - Coroner's Office

Department Measures





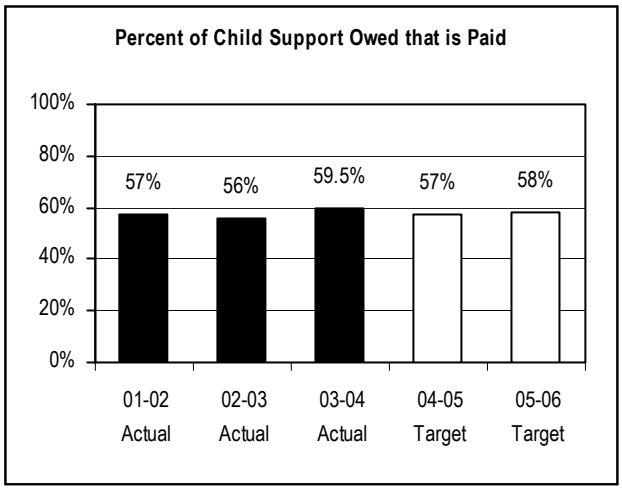
Department Mission Statement

The Department of Child Support Services enforces the family law statutes that require non-custodial parents to support their children by establishing and enforcing court orders for medical, spousal and child support. The Department also refers parents to programs that remove the barriers to parental responsibility and educates the community about the responsibilities of parenthood.

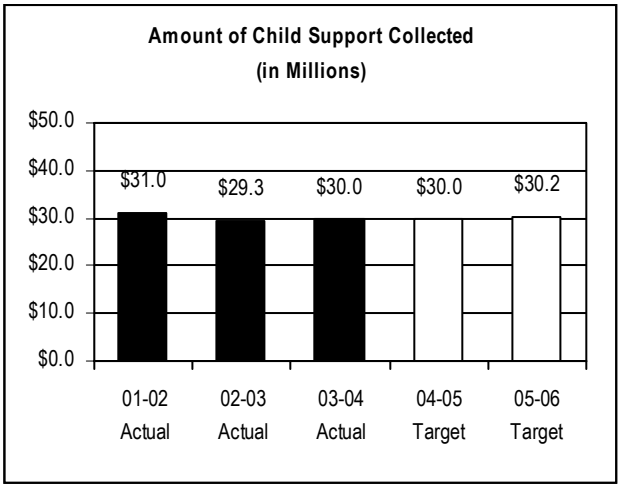
Contributions to Shared Vision 2010 Goals

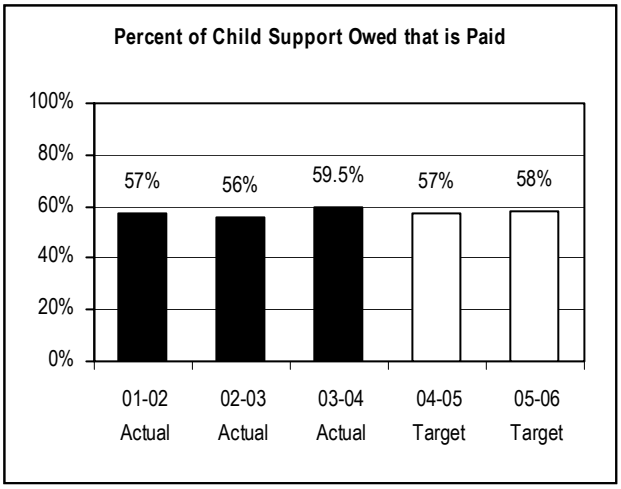
The Department of Child Support Services contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 3**: The Department creates financial access to childcare opportunities by collecting up to 50% of child care costs from non-custodial parents for their minor children.
- **Goal 5**: The Department establishes and enforces court orders for health insurance for minor children, thus reducing barriers and increasing access to healthcare for children.
- **Goal 6**: The Department establishes, enforces and collects child support to ensure that children grow up in a financially supportive home.
- **Goal 8**: The Department serves an at-risk population of children from divorced or single parent homes and children that currently or have previously received public assistance. The Department helps provide these children the financial resources needed to obtain a better quality of life.
- **Goal 17**: The Department collects about $30 million a year in child support, the majority of which is distributed directly to county households.
- **Goal 22:** The Department works collaboratively with other County agencies and community partners to better serve its customers and educate the public about parental financial responsibilities to their children.
- **Goal 24**: A child support obligation is a legal, moral, and financial responsibility. The Department helps residents understand, accept and meet that responsibility which contributes to the quality of life of the county as a whole.



Headline Measures





Services and Accomplishments

The Department of Child Support Services establishes and enforces orders for child support and for medical insurance. This service is free to all residents of San Mateo County.

The following were major accomplishments in the prior year:

- Collected over $29.4 million in child support
- Ranked among the top performing counties in the collection of current support and the collection of arrears
- At the direction of the state, changed computer systems, which included drafting user manuals, redesigning business practices and training all staff on the new system. The Department also developed web-based check scanning and account auditing tools to improve productivity on the new system.
- Offered mediation of visitation issues to clients through the Peninsula Conflict Resolution Center Family Mediation Program
- Maintained a 45 second average wait time in the Call Center with reduced staffing
- Taught over 1,500 high school students about the legal and financial responsibilities of parenthood

Story Behind Baseline Performance

In FY 2003-2004, the Department of Child Support Services (DCSS) faced three major challenges: the continued poor performance of the local economy, an automation conversion and reduced funding. Despite these challenges, San Mateo County continues to be one of the best performing child support offices in the state.

Child support collections are closely tied to the health of the county economy. After peaking at $31.0 million in FY 2001-2002, San Mateo DCSS collections dropped to $29.3 million last year and are projected to be about the same this year. The decline in collections is attributable to the rise in the local unemployment rate combined with a drop in federal tax intercepts. Wage assignments account for about 70% of the child support collected in San Mateo County. That collection source peaked in 2000 at $17 million and will be about $15 million this year. When the unemployment rate began rising in 2001, intercepts of unemployment payments increased, which partially offset the loss of wage assignments. However, that source of child support has also declined this year, to about 25% of the peak amount in 2003. The office also intercepts federal and state tax refunds, to pay off child support arrears. Tax intercepts peaked during the dot.com boom at $3.5 million, and are projected to be $1.8 million this year. A positive trend in collections is the increase in child support paid by credit card. When a phone payment option was added to the automated system, collections from credit cards increased by 578%, from $8,700 a month to an average of $59,000 a month.

At the direction of the California Department of Child Support Services, San Mateo converted to a new automated system in November 2003. Preparations for this change began in the fall of 2002. In a normal year, the management and supervisory team review performance data throughout the year and develop projects to enhance collections. Using this approach in the past, San Mateo has steadily improved performance on all measures. Due to the conversion, performance did not improve in FY 03-04. This was not unique to San Mateo. Nearly all counties that have changed child support computer systems have seen a drop in performance. Productivity and performance are expected to return to prior levels in FY 2004-2005.

The final challenge, doing more work with fewer staff, has been complicated by the move to the new automated system. The organizational structure of the department was developed around the old system. The new system requires a different allocation of resources. To adapt, staff has been added to the fiscal unit and an expedited training program has been developed for new caseworkers.

Major challenges over the next two years will be:

- To increase collections during difficult economic times
- To focus on the future of automated collections by participating in the CCSAS project, the next generation statewide automated child support system that will replace the current system in two to four years

Department Priorities

The Department of Child Support Services will meet performance targets by doing the following:

Increase Total Child Support Collections to $30 million

Increase the Percent of Child Support Owed that is Paid to 57%

- Increase staff efficiency and effectiveness on the new automated system through system analysis, business practice review and on-going training workshops
- Become and remain current on casework by promptly filling all fiscal and casework positions, developing an expedited training process and re-establishing a Special Projects Team
- Continue targeted programs to establish collectable orders and modify arrears when appropriate including the Foster Care Reunification project, the Incarcerated Parent Project and the Compromise of Arrears Program
- Develop and promote e-business payment options for employers and parents including electronic transfer of wage assignments, one-time and recurring credit card payments over the phone and the web and one-time and recurring e-checks via the web.

Maintain a Customer Service Satisfaction Rating of at Least 4.0

- Complete development and seeding of the audit tool to enable staff to print accurate and easy to read accounting statements on demand for clients and the court
- Continue to offer clients the opportunity to resolve visitation, custody and parenting issues through the Family Mediation Program
- Provide ombudsman, complaint resolution and State hearing services
- Expand web page functionality to include an interactive application and connections to the Superior Court Family Law online legal forms system
- Evaluate responses to customer service surveys and recognize staff that are commended and follow-up on complaints
- Continue to have wait times of less than one minute and abandonment rates under 5% in the Call Center

Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

- Eliminated nine positions, including one Attorney and two management positions
- Eliminated extra help costs
- Eliminated overtime costs
- Prepaid various county contracts and service agreements with vendors
- Reduced various Services and Supplies cost categories

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of child support cases	14,687	14,768	15,325	14,750	15,000
Number of children with orders for medical insurance	10,556	12,025	12,524	12,200	12,467
Number of children served in all case categories (current, arrears, and medical)	22,106	20,823	21,286	20,798	21,065
How Well We Do It (Quality)					
Total amount of child support collected (in millions)	$31	$29.3	$30	$30	$30.2
Percent of cases with orders	83%	83.7%	82%	85%	85.5%
Customer service rating	3.9	4.2	4.2	4.25	4.3
Is Anyone Better Off? (Outcome)					
Percent of dollars of current child support owed that is paid	57%	56.4%	59.5%	57%	58%
Percent of cases that receive some payment of current support	--	80.1%	77.7%	81%	82%
Percent of cases on arrears that receive some payment	68%	78%	63%	69%	70%
Percent of children with order for medical insurance for which the non-custodial parent is providing medical insurance	68%	68.95%	60%	69%	69.5%

Department of Child Support Services (2600B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	13,060,348	12,523,159	13,477,143	11,322,697	(2,154,446)	11,322,697
Miscellaneous Revenue	67,247					
TOTAL SOURCES	13,127,595	12,523,159	13,477,143	11,322,697	(2,154,446)	11,322,697
REQUIREMENTS						
Salaries and Benefits	8,666,712	8,913,445	9,557,978	9,279,891	(278,087)	9,299,859
Services and Supplies	2,876,796	2,173,598	2,541,608	596,941	(1,944,667)	576,973
Other Charges	1,571,434	1,400,064	1,377,557	1,445,865	68,308	1,445,865
Fixed Assets	12,654	36,051				
TOTAL REQUIREMENTS	13,127,595	12,523,159	13,477,143	11,322,697	(2,154,446)	11,322,697
AUTHORIZED POSITIONS						
Salary Resolution	130.0	121.0	121.0	112.0	(9.0)	112.0
Funded FTE	128.6	120.4	120.4	111.2	(9.2)	111.2

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources decreased by $2,154,446 or 16% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Intergovernmental Revenues

There is a decrease of $2,154,446 in this funding source due to a reduction in the California Department of Child Support Services' allocation for FY 2004-05. This decrease is primarily due to the elimination of one-time funds received in the prior fiscal year for automation conversion activities and the elimination of the maintenance contract for support of the previous automated child support system, known as Chaser. The costs of operating the Chaser system are now reflected in the San Francisco County Department of Child Support Services budget.

TOTAL REQUIREMENTS

Total Requirements decreased by $2,154,446 or 16% from the FY 2003-04 Revised to the FY 2004-05 Adopted budget due to the following changes:

Salaries and Benefits

There is a net decrease of $247,847 in this expenditure category. Merit increases and negotiated labor increases have been included as well as mid-year position changes. The deletion of nine positions, reduction of overtime and the reduction of Extra Help has also been included in this expenditure category. The deletion of a filled Information Technology Manager was due to the conversion of a new automated child support system. The Administrative Services Division Manager will assume the remaining duties of this position. The remaining deleted positions include one Child Support Attorney, one Child Support Manager, one Child Support Supervisor, two Child Support Customer Service Specialists, one Child Support Technician, one Lead Legal Office Assistant and one Office Assistant II.

Services and Supplies

There is a decrease of $1,974,907 in this expenditure category due to various reductions in numerous general expenditure categories and the elimination of the contract for support and maintenance of the Chaser Consortium. Additionally, the California Department of Child Support Services is not funding the annual replacement of 25 percent of department computers.

Other Charges

There is an increase of $68,308 in this expenditure category due to a projected increase in need for technological support services from the County's Information Services Department to improve E-Business functions.

NET COUNTY COST

This Department's FY 2004-05 Recommended Budget is not funded by the General Fund and has no Net County Cost.

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources did not change from the FY 2004-05 to the FY 2005-06 Adopted Budget.

Intergovernmental Revenues

It is anticipated that the California Department of Child Support Services will hold the Department's FY 2005-06 allocation flat. However, despite a flat allocation, the Department's cost of doing business in FY 2005-06 will increase due to negotiated labor increases and other personnel cost increases.

TOTAL REQUIREMENTS

Total Requirements did not change from the FY 2004-05 to the FY 2005-06 Adopted Budget.

Salaries and Benefits

There is no net change in this expenditure category due to a reduction of $520,728 to offset negotiated labor increases and other personnel cost increases in FY 2005-06.

NET COUNTY COST

This Department's FY 2005-06 Adopted Budget is not funded by the General Fund and therefore has no Net County Cost. Department costs are fully funded by the State.

Department of Child Support Services (2600B)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	130.0	121.0	121.0	112.0	(9.0)	112.0
Funded FTE	128.6	120.4	120.4	111.2	(9.2)	111.2
Total Requirements	13,127,595	12,523,159	13,477,143	11,322,697	(2,154,446)	11,322,697
Total Sources	13,127,595	12,523,159	13,477,143	11,322,697	(2,154,446)	11,322,697

Program Net County Cost

This Department is fully funded by the State and receives no General Fund allocation.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, annualization of mid-year position changes, negotiated labor increase and the decrease in the State's funding allocation. Mid-year position changes created additional savings used to balance the budget, however, provide no net change in the number of positions within the Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(416,446)	677,881	0	0	1,094,327	0

2. **Elimination of the Contract for Maintenance and Support of the Chaser Consortium**

Due to conversion to a new automated child support system, the Department has eliminated the contract for maintenance and support of the former case-management consortium. This change also reflects a corresponding decrease in the funding allocation from the California Department of Child Support Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,738,000)	(1,738,000)	0	0	0	0

3. **Elimination of Nine Positions**

The Department will eliminate the following six vacant and three filled positions: one filled Child Support Supervisor, one filled Information Technology Manager, one filled Child Support Technician, one vacant Child Support Attorney, one vacant Child Support Manager, one vacant Office Assistant II, two vacant Child Support Customer Service Specialists, and one vacant Lead Legal Office Assistant. The elimination of these positions was necessary to cover increased labor costs including negotiated increases and retirement cost increases and to shift staffing to meet the changing demands of the new automated child support system.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(857,420)	0	0	(857,420)	(9)

4. **Reductions in Services and Supplies**

In order to maintain expenditures within the State's budget allocation, operating expenses will be reduced, including general office supplies, postage and mailing expenses, meetings and conference costs, and various other general expenditure categories. Additionally, a reduction in computer equipment costs and professional services contracts has been included.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(236,907)	0	0	(236,907)	0

5. **One-time Allocation of Funds for New Child Support Officer Training**

The Department of Child Support Services has a need for child support training for a new class of Child Support Officers. This revision appropriates funds for a limited term contract using salary savings from vacant positions. There is no net change to the recommended budget and no Net County Cost impact associated with this change.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	19,968	0	0	0	0
0	(19,968)	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,154,446)	(2,154,446)	0	0	0	(9)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

6. **Adjustments to Provide Current Level of Services**

Salaries and Benefits have increased to include negotiated labor increases, as well as merit increases and higher benefit costs. All other expenditure categories have been left flat. Intergovernmental Revenues have not changed in anticipation of a flat allocation from the California Department of Child Support Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	520,728	0	0	520,728	0

7. **Elimination of Positions**

Without additional funding from the State, the Department will have to eliminate positions to meet increased personnel costs in FY 2005-06. The number and type of positions will be identified during the FY 2005-06 budget process.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(520,728)	0	0	(520,728)	0

8. **Eliminate One-Time Allocation of Funds for New Child Support Officer Training**

The transfer of available funds from Salaries and Benefits for a short-term training contract has been reversed. The appropriation in Services and Supplies has been eliminated and a corresponding amount has been added back to Salaries and Benefits.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(19,968)	0	0	0	0
0	19,968	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	0	0	0

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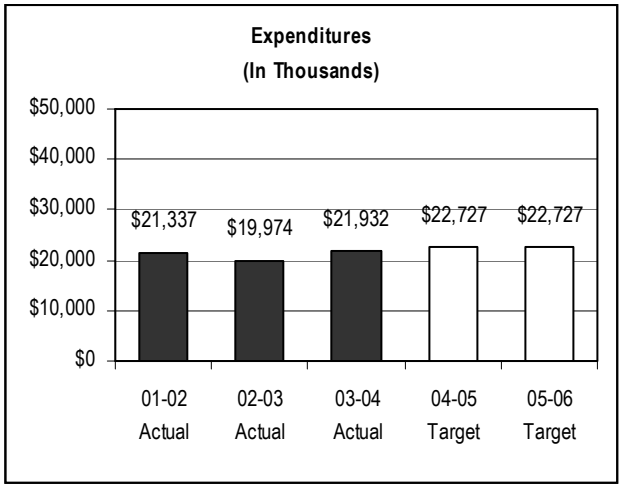
County Support of the Courts (2700B)

Budget Unit Locator

County
- Criminal Justice
  - District Attorney's Office
  - Department of Child Support Services
  - ▷ **County Support of the Courts**
  - Private Defender Program
  - Sheriff's Office
  - Message Switch
  - Probation Department
  - Coroner's Office

Budget Unit Description

In accordance with the provisions of the Trial Court Funding Act of 1997, all court-related County General Fund revenue and expenditures are accounted for in this budget unit. Revenues include pre-existing court-generated General Fund revenues and Fine and Forfeiture revenues that comprise the new Maintenance of Effort (MOE) base calculation. Expenditures include MOE requirements for court operations and Fine and Forfeiture State remittances, as well as court-related costs not within the definition of "court operations." A Memorandum of Agreement (MOA) between the Courts and the County specifies revenue distribution and provision of services to be performed by the County for the Courts.



Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $12,724,727 or 56%. Of this amount, 0% is discretionary.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Service**

Budget adjustments have been made as follows: District Attorney special investigation expenses have been increased based on the number of current and anticipated murder cases before the Court. The State penalty for undesignated fees has also been included. These expenditures have been partially offset by increases in the following revenue sources: document recording fees, special assessments fees and the collection of court fines.

Revenue/Sources	250,000
Appropriations	1,039,444
Intrafund Transfers	0
Reserves	0
Net County Cost	789,444
Positions	0

FY 2005–06 Funding Adjustments

No change.

County Support of the Courts (2700B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	5,844,473	5,907,519	5,383,190	5,483,190	100,000	5,483,190
Charges for Services	5,086,210	5,327,449	4,349,269	4,499,269	150,000	4,499,269
Miscellaneous Revenue	150,923		20,000	20,000		20,000
TOTAL SOURCES	11,081,606	11,234,968	9,752,459	10,002,459	250,000	10,002,459
REQUIREMENTS						
Salaries and Benefits	295,801	319,092	340,000	340,000		340,000
Services and Supplies	783,979	1,163,923	702,180	1,084,180	382,000	1,084,180
Other Charges	18,894,385	20,448,799	20,645,562	21,303,006	657,444	21,303,006
TOTAL REQUIREMENTS	19,974,165	21,931,814	21,687,742	22,727,186	1,039,444	22,727,186
NET COUNTY COST	8,892,559	10,696,846	11,935,283	12,724,727	789,444	12,724,727

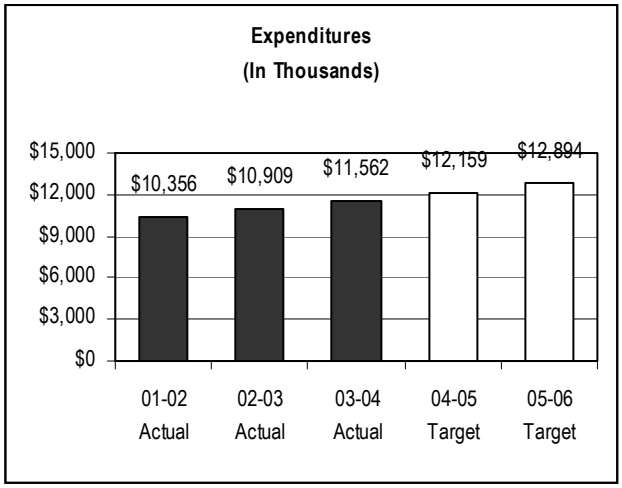
Private Defender Program (2800B)

Budget Unit Locator

County
- Criminal Justice
  - District Attorney's Office
  - Department of Child Support Services
  - County Support of the Courts
  - ▷ **Private Defender Program**
  - Sheriff's Office
  - Message Switch
  - Probation Department
  - Coroner's Office

Budget Unit Description

The Private Defender Program provides competent legal representation in accordance with Constitutional requirements and State statues to individuals determined to be indigent by the Court. Services are provided through a contract with the San Mateo County Bar Association, which expires in June 2006.



Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $11,458,860 or 94%. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Service**

Budget adjustments have been made as follows: inclusion of negotiated contract increases, which is partially offset by an increase in collection rates for private defender fee to better reflect collection trends.

Revenue/Sources	25,000
Appropriations	621,226
Intrafund Transfers	0
Reserves	0
Net County Cost	596,226
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Service**

Negotiated contract increases have been included.

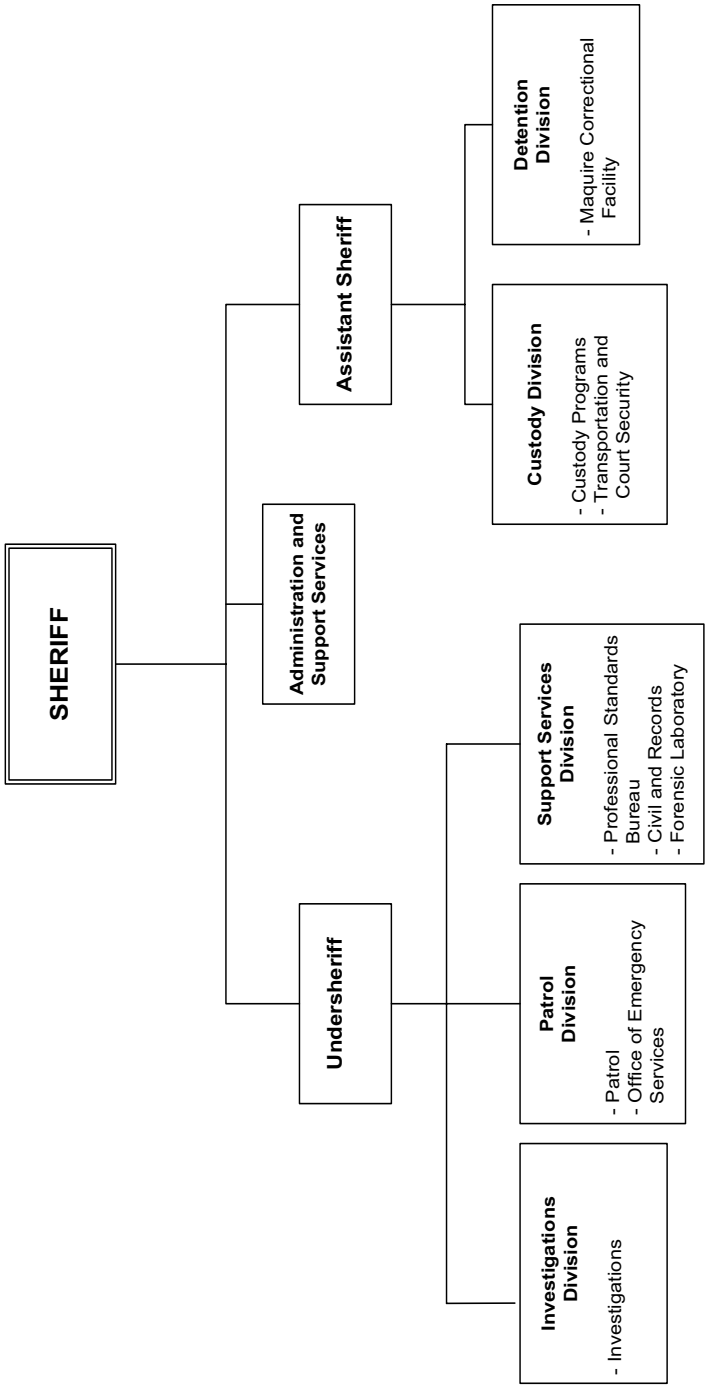
Revenue/Sources	0
Appropriations	735,441
Intrafund Transfers	0
Reserves	0
Net County Cost	735,441
Positions	0

Private Defender Program (2800B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

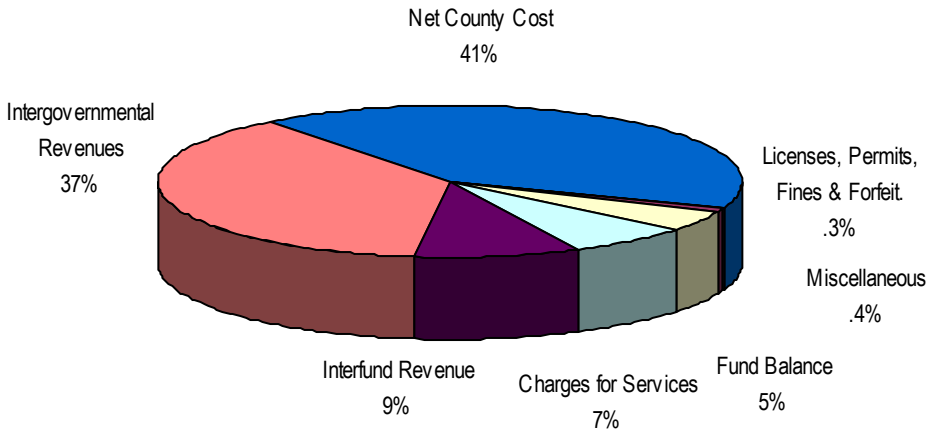
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	408,494	456,590	350,000	375,000	25,000	375,000
Interfund Revenue	380,207	365,883	325,000	325,000		325,000
TOTAL SOURCES	788,701	822,474	675,000	700,000	25,000	700,000
REQUIREMENTS						
Services and Supplies	11,007,462	11,636,110	11,636,110	12,257,336	621,226	12,992,777
Gross Appropriations	11,007,462	11,636,110	11,636,110	12,257,336	621,226	12,992,777
Intrafund Transfers	(98,476)	(73,857)	(98,476)	(98,476)		(98,476)
TOTAL REQUIREMENTS	10,908,986	11,562,253	11,537,634	12,158,860	621,226	12,894,301
NET COUNTY COST	10,120,285	10,739,779	10,862,634	11,458,860	596,226	12,194,301

SHERIFF'S OFFICE

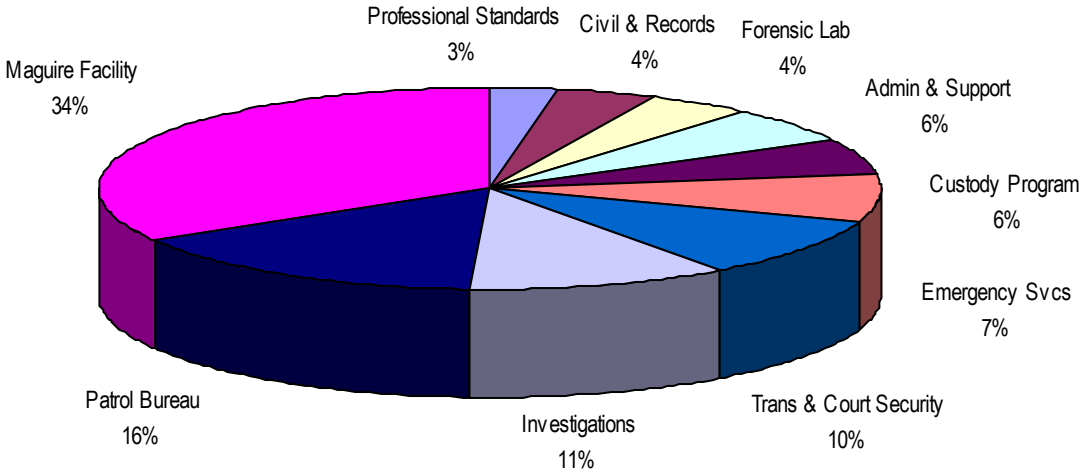


Sheriff's Office (3000B)

FY 2004-05 Adopted Sources



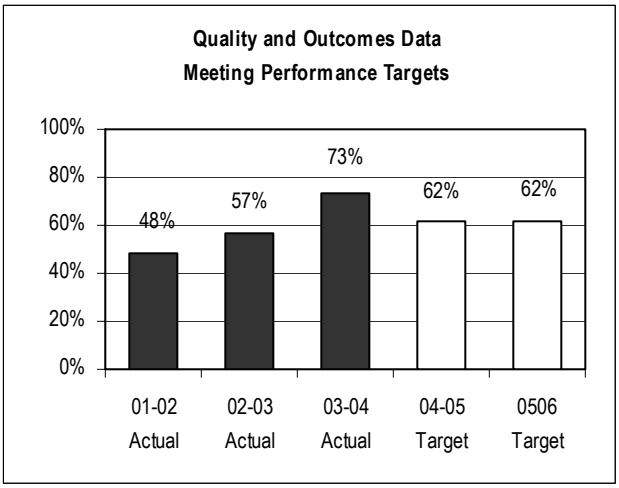
FY 2004-05 Adopted Requirements

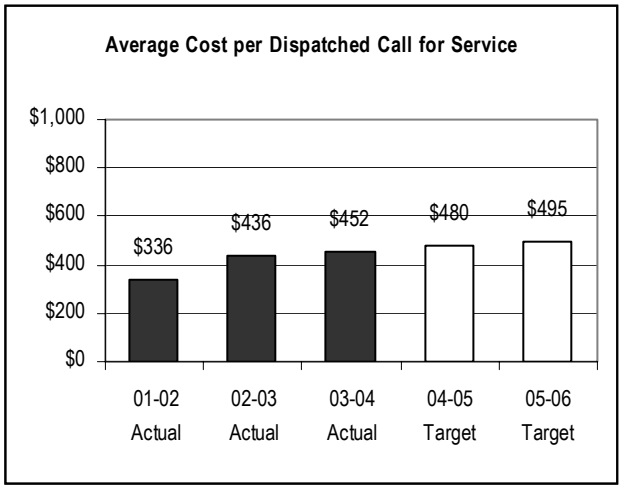


Department Locator

County
- Criminal Justice
  - District Attorney's Office
  - Department of Child Support Services
  - County Support of the Courts
  - Private Defender Program
  - ▷ **Sheriff's Office**
  - Message Switch
  - Probation Department
  - Coroner's Office

Department Measures





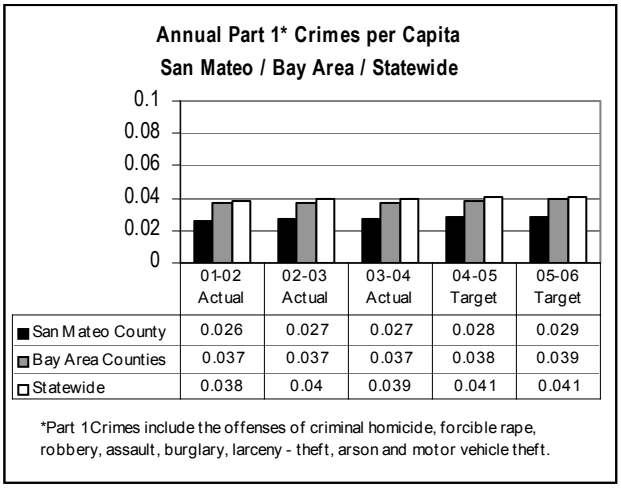
Department Mission Statement

The San Mateo County Sheriff's Office protects life and property and preserves the public peace. The Sheriff enforces state laws and County ordinances, prevents crime, supports positive youth development, apprehends criminals, supervises and cares for incarcerated prisoners, coordinates emergency services, processes civil actions, and provides security for the Courts, Health Services, County employees, SamTrans/Caltrain, and the public visiting County facilities. The Sheriff's Office is committed to providing effective professional law enforcement services in a humane and cost-efficient manner, while supporting positive development within our communities and our youth population.

Contributions to Shared Vision 2010 Goals

The Sheriff's Office contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 1:** The Sheriff's Office works with diverse community groups in the South County, Coastside and Skyline areas; provides effective code enforcement; provides recreational and cultural opportunities for youth as an alternative to gang and drug involvement; and hires employees who reflect the cultural and ethnic diversity of San Mateo County.
- **Goal 6:** Sheriff's Patrol promotes community and neighborhood safety through provision of basic patrol and community policing services, school-based resource officers, youth programming through the Sheriff's Activities League, family counseling services, and Citizen's Police Academy programs.
- **Goal 7:** The Sheriff's Office maintains and enhances the public safety of all residents and visitors through the operation of secure custody facilities, patrol services, crime investigation, search and rescue, emergency management, and other specialized law enforcement services.
- **Goal 8:** The Sheriff's Office assists vulnerable members of the county community to achieve a safer, higher quality of life through a number of programs, including service and records maintenance for all domestic violence restraining orders; assisting other jurisdictions in specialized areas of elder abuse, sexual predator, and computer crime investigation; providing a wide variety of youth programming intended to protect young people from the dangers of gang involvement; search and rescue services for elderly citizens who have become disoriented and are lost from their homes; child car seat, bicycle helmet and gun lock distribution programs; and numerous other crime prevention services.
- **Goal 10:** Sheriff's Patrol and Investigations help keep public transportation systems safe through contracts with SamTrans and Caltrain to provide law enforcement and investigative services for these transit districts.
- **Goal 19**: Through the Sheriff's Work Program, work crews at the Minimum Security Transitional Facility, and youth job skills development with the Explorer Scout program, the Sheriff's Office helps improve the skill levels of inmates and at-risk youth .



Story Behind Baseline Performance

The Sheriff's Office includes the following programs:

- Administration and Support Services
- Professional Standards Bureau
- Civil and Records Bureau
- Sheriff's Forensic Laboratory
- Patrol Bureau
- Investigations Bureau
- Office of Emergency Services
- Maguire Correctional Facility
- Custody Programs
- Transportation and Court Security

Accomplishments that have contributed to improved performance and progress this past year include:

Countywide Security Improvements
- Updated the multi-hazard plan for the county
- Produced a terrorism annex for law, fire and emergency medical response
- Developed a water interruption plan for each jurisdiction in the county
- Opened the Northern Court Security Checkpoint
- Developed a security plan for Burlingame Long Term Care Center

Community Safety Improvements
- Implemented STARS (Sheriff's Team of Active Retired Seniors) Program
- Combined the Sexual Assault Felony Enforcement Task Force (SAFE) with the existing Sexual Habitual Offenders Program to improve tracking and enforcement
- Extended Juvenile programs to the coastside and increased outreach to Spanish speaking communities
- Transitioned REACT to new location that includes a computer forensic laboratory
- Managed federally-funded Northern California High Intensity Drug Area (HIDTA) Initiative
- Established the City-County Forensic Laboratory Steering Committee to advise on laboratory policy, procedural, and fiscal issues

Inmate Services Standards and Improvements
- Maintained no escapes from detention facilities or during inmate transportation
- Continued collaboration with Mental Health to identify and transition inmates from the in-custody "Life Skills" program to the community despite loss of Mentally Ill Offender Grant funding
- Opened the Men's Minimum Security Transitional Facility
- Reinstated Fire Safe Team at MSTF following closure of the Men's Honor Camp
- Saved approximately 32,000 potential jail bed days at Maguire, at a cost of $3,424,000 annually, by administering the Sheriff's Work Program
- Researched and prepared to implement new GPS technology to encourage Court utilization of Electronic Monitoring Program

Technology and Infrastructure Improvements
- Upgraded the Automated Warrant System (AWS) database
- Completed initial implementation of a new Records Management System
- Under a COPS Grant, implemented a database to effectively monitor professional standards of officer conduct and performance
- Implemented fee-for-service policy at the Crime Lab
- Initiated contractual collaboration with the Santa Clara County Forensic Laboratory

Major challenges anticipated in the next two years include:

- To maintain quality of services and mitigate the impact of staff reductions
- To develop strategies to mitigate rapidly increasing jail populations, which may include expanded alternatives to custody programs
- To expand creative and effective ways to provide legally mandated training on the job, with minimal backfill replacement funding for off-duty training
- To expand existing contractual services and identify new contractual opportunities, providing the department with increased financial stability and a wider array of challenging and diverse job assignments for sworn and support staff
- To pursue with the County Manager and Board of Supervisors the identification and funding of a new sentenced inmate facility within the County, pursuant to the County Jail Master Plan
- To successfully manage staff resources, fill vacancies with quality personnel, and ensure continuity of services during the next two year cycle, during which a large group of experienced employees is expected to retire
- To continue to utilize new and expanded technology to allow existing staff to work more productively, and thus partially mitigate the workload impact of staff reductions

Department Priorities

The Sheriff's Office will meet performance targets by doing the following:

Countywide and Homeland Security

- Maintain effective security for San Mateo Medical Center and Health Services despite budget constraints, and implement an effective security program and remote equipment for Burlingame Long Term Care Center
- Successfully apply for and manage four current and two new Countywide homeland security-related grants through the Office of Emergency Services
- Establish a minimum level of competency, training and equipment for emergency or catastrophic event response among all levels of Patrol Bureau staff and assigned members of the events-based Mobile Response Teams
- If grant funding is achieved, establish a new Bay Area-wide Counter-terrorism Intelligence Center, in cooperation with the FBI and Department of Homeland Security, and participating local and state agencies
- Work with CalTrain officials to increase the level of security on peninsula commuter trains, including the implementation of two K-9 explosive detection dog teams within the existing Transit Security Unit

Detention and Custody Services

- Successfully and safely manage the Maguire and Women's correctional facilities despite record-high inmate population levels
- Develop a well-planned proposal to the Courts for a collaborative Sheriff-Probation staffed, GPS-enhanced electronic monitoring program which can safely and effectively manage low-to-medium risk offenders as an alternative to in-custody detention
- Work with the County Manager and Board of Supervisors to identify and develop funding options for a new sentenced inmate facility within the County, pursuant to the County Jail Master Plan

Community Law Enforcement Activities

- Continue efforts to establish a Teen Center and reduce gang affiliations and criminal activities in North Fair Oaks
- Develop a plan to address day-worker loitering in the North Fair Oaks area
- Continue to actively pursue opportunities for providing new or enhanced contractual services to San Mateo County agencies
- With the City/County Managers and the Police Chiefs/Sheriff's Associations, seek consensus to develop a proposal for a countywide major crimes task force

Technology and Infrastructure

- With support from the Forensic Laboratory Advisory Steering Committee, seek approval for implementation of a formal Regional Santa Clara – San Mateo County Forensic Laboratory Network, which will allow the maximum cost effective utilization of existing lab staff and physical resources to provide timely, high-quality forensic services to County law enforcement agencies
- Implement remaining components of the Records Management System, including the Laboratory Information Management System (LIMS) and mobile data terminal installations in patrol vehicles
- Work with the San Mateo Community College District to fully finance and complete construction of a new Regional Police Training Academy at the College of San Mateo campus

Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

- Eliminated 15 positions (three filled)
  - Reduced East Palo Alto Street Crimes unit (three positions)
  - Moved Captain and Lieutenant to HIDTA
  - Eliminated one Lieutenant position
  - Eliminated two filled non-sworn management positions
  - Eliminated one filled Crime Analyst position
  - Eliminated four support positions in various units
  - Eliminated one Forensic Specialist position at the Crime Lab
  - Eliminated one Deputy position in the Property Crimes Unit
  - Eliminated one Deputy position in Countywide Security
  - Eliminated one Deputy position in the Electronic Monitoring
  - Reduced Court Security
- Increased Investigative services agreement with East Palo Alto
- Identified new grant and revenue claiming sources
- Reduced internal service costs
- Increased service agreements for contracted services

Sheriff's Office (3000B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	11,323	12,728	10,650	11,250	600	11,250
Fines, Forfeitures and Penalties	303,654	318,569	305,000	310,000	5,000	310,000
Use of Money and Property	36,000	36,000	36,007	36,010	3	36,010
Intergovernmental Revenues	35,873,578	37,286,638	38,367,353	41,827,258	3,459,905	39,827,258
Charges for Services	5,769,904	6,722,634	6,472,514	7,775,653	1,303,139	8,552,958
Interfund Revenue	9,648,191	9,200,133	9,140,498	10,289,650	1,149,152	10,289,650
Miscellaneous Revenue	901,397	484,675	515,430	563,918	48,488	508,918
Total Revenue	52,544,046	54,061,377	54,847,452	60,813,739	5,966,287	59,536,044
Fund Balance	5,515,656	3,782,050	3,782,050	5,106,971	1,324,921	5,106,971
TOTAL SOURCES	58,059,702	57,843,427	58,629,502	65,920,710	7,291,208	64,643,015
REQUIREMENTS						
Salaries and Benefits	68,417,861	76,622,850	74,966,238	80,868,449	5,902,211	85,249,913
Services and Supplies	5,820,117	7,974,680	9,539,853	14,171,912	4,632,059	12,116,912
Other Charges	14,908,387	14,011,934	14,728,963	15,155,049	426,086	15,932,354
Fixed Assets	6,702	224,941	740,390	538,121	(202,269)	538,121
Other Financing Uses	380,747	441,531	1,769,212	905,032	(864,180)	905,032
Gross Appropriations	89,533,815	99,275,935	101,744,656	111,638,563	9,893,907	114,742,332
Intrafund Transfers	(379,181)	(333,500)	(338,530)	(491,410)	(152,880)	(491,410)
Net Appropriations	89,154,634	98,942,435	101,406,126	111,147,153	9,741,027	114,250,922
Contingencies/Dept Reserves		694,709	694,709	774,508	79,799	774,508
TOTAL REQUIREMENTS	89,154,634	99,637,144	102,100,835	111,921,661	9,820,826	115,025,430
NET COUNTY COST	31,094,932	41,793,716	43,471,333	46,000,951	2,529,618	50,382,415
AUTHORIZED POSITIONS						
Salary Resolution	624.0	595.0	595.0	585.0	(10.0)	585.0
Funded FTE	619.0	591.2	591.2	578.2	(13.0)	578.2

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources increased by $7,291,208 or 12.4% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Licenses, Permits, Fines & Forfeitures
There is a minor increase of $5,603 in these revenue categories due to fee adjustments.

Intergovernmental Revenues
There is a net increase of $3,459,905 in this funding source primarily due to two anticipated new Homeland Security grants; one for continuing countywide homeland security improvements, and one for establishment of a Bay Area-wide counter-terrorism intelligence center. Other intergovernmental revenues such as Public Safety Sales Tax, State Criminal Alien Assistance Program, TANF, and CPA 2000 are expected to stay flat or decline slightly. Funding from HIDTA will increase by $221,300 due to salary and benefit cost reimbursement for two positions transferred into that program.

Charges for Services
There is an increase of $1,303,139 in this funding source due to increased and/or annualized revenue changes from Crime Lab fees, Transit Security and patrol service contracts, care of State inmates, and increased reimbursement for East Palo Alto Investigative Services.

Interfund Revenue
There is an increase of $1,149,152 in this funding source, reflecting adjustments in reimbursements from the Trial Courts for security services, and from various special Task Force funds and JPA's for Sheriff's Office staff support of these programs.

Miscellaneous Revenue
There is a net increase of $48,488 in this funding source due to elimination of one-time FY 2003-04 equipment purchase reimbursements, a moderate decrease in compensation insurance refunds, and the inclusion of anticipated, though yet unidentified, revenue to partially fund four community policing deputy positions that were added back by the Board of Supervisors during the June Budget Hearings.

Fund Balance
There is an increase of $1,324,921 in the Fund Balance that reflects elimination of one-time FY 2003-04 September fund balance adjustments and higher than anticipated carry-over funds in July 2004.

TOTAL REQUIREMENTS

Total Requirements increased by $9,820,826 or 9.6% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits
There is a net increase of $5,902,211 in this expenditure category. Merit increases and negotiated labor increases, including annualized adjustments in County retirement and health insurance contributions have been included. Offsetting these increases are savings from the targeted reduction of twenty-four positions to achieve budget reduction goals.

Services and Supplies
There is a net increase of $4,632,059 in this expenditure category. Virtually all of this increase reflects the net impact of large grant appropriations for the Homeland Security grants ($4,760,515), which are offset by corresponding revenues. There is a net decrease in ongoing Sheriff's Office services and supplies, due to targeted reductions in contractual services; elimination of one-time 2003-04 expenses, and reduction in the RMS Project budget reflecting completion of scheduled work.

Other Charges
There is a net increase of $426,086 in this expenditure category due to adjustments in County Service Charges from County central support departments, in particular food services increases resulting from increased inmate populations.

Fixed Assets
There is a net decrease of $202,269 in this expenditure category, reflecting elimination of one-time budgeted fixed assets acquired under FY 02 Homeland Security grants.

Other Financing
There is a decrease of $864,180 in this expenditure category. The remainder of the Countywide Radio Replacement Project will be paid out of Non-Departmental Services and a corresponding adjustment has been included in that Budget Unit.

Intrafund Transfers
There is a net increase of $152,880 in transfers due to reimbursement of staff costs from various grant sources.

NET COUNTY COST

There is an increase of $2,529,618 or 5.8% in Net County Cost due to the net cost, after budget reductions, of negotiated labor increases and non-discretionary increases in employer retirement and health benefit contributions. The increase includes the Board of Supervisors' decisions to restore four School Resource Officer Deputy positions (June Hearings) and two Deputy positions dedicated to the cooperative Redwood City/North Fair Oaks street crimes unit (September Hearings).

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources decreased by $1,222,695 or 1.9% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Intergovernmental Revenues
There is a reduction of $2,000,000 in this funding source due to termination of FY 2004-05 Homeland Security grants.

Charges for Services
There is an increase of $777,305 in this funding source due to anticipated adjustments in various contractual services and fees and charges.

TOTAL REQUIREMENTS

Total Requirements increased by $2,897,892 or 3.3% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits
There is an increase of $4,381,464 in this expenditure category due to merit and negotiated labor increases.

Services and Supplies
There is a net decrease of $2,000,000 in this expenditure category, reflecting the termination of FY 2004-05 Homeland Security grants.

Other Charges
There is a net increase of $777,305 in this expenditure due to anticipated adjustments in County Service Charges in 2005-06, which will have not increased for three prior years.

NET COUNTY COST

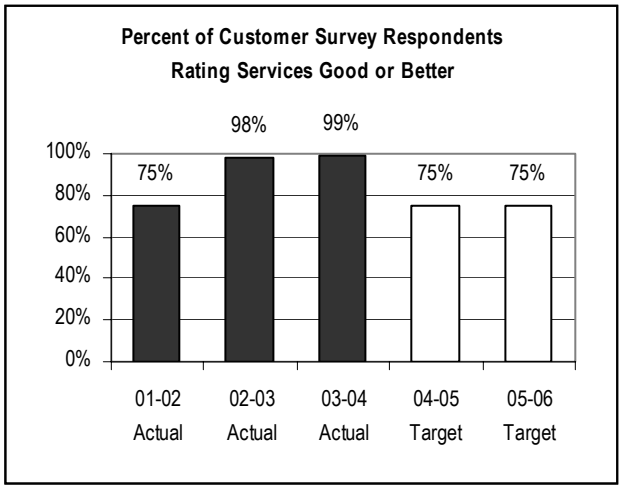
There is an increase of $4,381,464 or 9.6% in this Department's General Fund allocation due to negotiated labor increases.

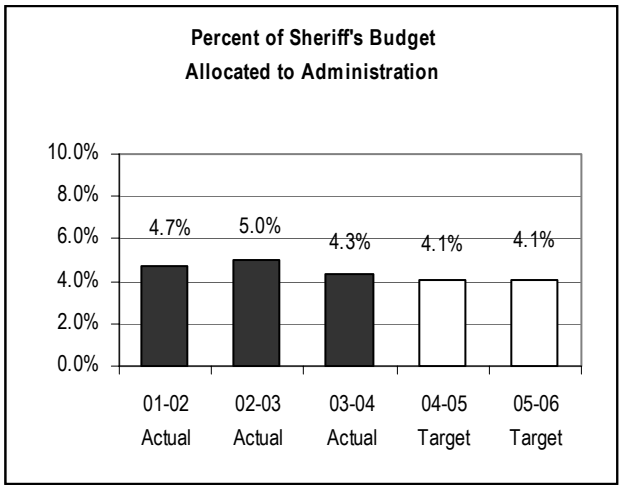
Administrative and Support Services (3011P)

Program Locator

County
Criminal Justice
Sheriff's Office
▷ **Administration and Support Services**
Professional Standards Bureau
Civil and Records Bureau
Sheriff's Forensic Laboratory
Patrol Bureau
Investigations Bureau
Office of Emergency Services
Maguire Correctional Facility
Custody Programs
Transportation and Court Security

Headline Measures





Program Outcome Statement

The Sheriff's Administrative and Support Services program provides overall management, policy-setting, procedural guidance, technical systems support and leadership, fiscal and administrative support services and acts as community liaison for the Sheriff's Office and several law enforcement joint powers agencies to ensure that effective, responsive and fiscally sound law enforcement services are provided.

Services and Accomplishments

The Administrative and Support Services program includes Sheriff's Office management, which provides departmental leadership. In addition, this program administers technical systems support and fiscal and administrative support services.

The following were major accomplishments in the prior year:

- Implemented a fee-for-service billing structure for the Crime Lab
- Managed the major challenges of closing custody facilities (Men's and Women's Honor camps) while at the same time addressing issues related to an increasing jail population
- Completed agreement with San Mateo County Community College District to build a regional law enforcement training academy; successfully re-engineered facility to meet budget during the design stage; and submitted construction plans and documents to the Office of the State Architect
- Planned and delivered enhanced security for the People vs. Peterson change-of-venue trial
- Established and expanded the countywide secure law enforcement intranet (LawNet)
- Completed 90% of implementation of a new automated Records Management System, and developed and administered RFP for the mobile data terminal component of the project
- Completed radio replacement project implementation

Story Behind Baseline Performance

As the department enters fiscal 2004-05, it faces the cumulative impact 65 fewer positions, or over 11% of total staff resources, since FY 2002-03. During the same time period, the department has confronted many challenges including: a rising inmate population at the Maguire and Women's correctional facilities; reorganization of the Sheriff's Forensic Laboratory; a rise in reported crimes; increasing requests for special or mutual aid assistance from other jurisdictions; increasing Court Security needs including the People vs. Scott Peterson change-of-venue; and implementation of new policies, procedures and protocols to integrate new technologies into the department. Despite these dynamics, the department has achieved a customer satisfaction rating of 85% of survey respondents rating overall services as good or better. The rating of 98% in FY 2002-03 was unusually high; the normal rate of approval is more in line with the current year projection.

A Crime Lab Advisory Committee, consisting of representatives from various city and county organizations, is helping oversee laboratory organizational issues, positive changes in evidence submission and crime scene processing protocols, fee implementation, fee legislation efforts, and the initiative towards regionalizing forensic laboratory services between Santa Clara and San Mateo counties. It is expected that regionalization will both improve services and turn-around of work, as well as provide long-term cost efficiencies. Similarly, interest seems to be building within the County and City administration and law enforcement communities in support of a countywide Major Crimes Task Force.

The Sheriff's Office along with the South San Francisco Police Department are lead representatives on the collaborative project with the San Mateo Community College District to construct a permanent San Mateo Regional Law Enforcement Training Center, where the Police and Sheriff's Academy will be conducted. This facility, once constructed, will lower costs and allow increased enrollment for the basic academy programs for Sheriff and police department cadets, which will be increasingly important in helping to fill future vacancies created by retirements.

To address rising populations in the correctional facilities, Sheriff's Administration has been working with the County Probation Department, the Maguire Jail Inmate Classification and Intake Processing Units, and the Courts to identify new strategies for providing safe and effective alternatives to incarceration. A re-engineered Electronic Monitoring Program (EMP) utilizing Probation field supervision, Sheriff's law enforcement, and new GPS locator system technology is currently under review. In addition to traditional EMP approaches, this working group is tentatively exploring the concept of a "Virtual Work Furlough" program utilizing the GPS monitoring system in place of a "brick and mortar" work furlough facility.

Major challenges facing the program over the next two years will be:

- To address the forthcoming wave of retirements expected and related loss of experienced staff
- To identify and implement effective strategies to mitigate the impact of staffing reductions
- To seek ways of mitigating increased jail population levels, including expanding alternatives-to-custody programs and pursuing funding for a project to construct an new Sentenced Inmate facility, as identified in the Jail Master Plan
- To continue to maintain a low administrative services ratio while providing adequate support services within an increasingly complex organization
- To identify and capitalize on new sources of revenue, such as the Southwest Border Initiative; homeland security grants; collaborative grants with community partners such as the schools; and specific federal budgetary funding allocations, through an active presence with our federal legislative delegation
- To continue to provide a high level of service throughout the department, and be recognized by County citizens and customer agencies as an organization focused on delivering quality services with high standards of integrity

Program Priorities

Meet Administration Performance and Budget Targets

- Achieve a reduced ratio of 4.1% of the total departmental budget devoted to administration and support services
- Implement claiming of applicable costs under the federal Southwest Border Initiative program, with a targeted annual revenue of $155,000
- Ensure that allowable administrative cost reimbursement and Sheriff's participation in the FBI Bay Area Counter-Terrorism Task Force can be funded through the FY 05 Homeland Security Grant program, with a revenue target of $170,000
- Continue to pursue targeted federal budgetary allocations for the forensic laboratory, the countywide training academy, and potential alternative custody facilities, working with the County's federal legislative delegation and seeking support for that effort from the State legislative delegation, with a goal of $1.5 Million in specific federal allocation(s) by the close of FY 2005-06

Maintain Customer Satisfaction of at Least 75% of Survey Respondents Rating Sheriff's Office Services as Good or Better

- Develop a customized variation of the CARES survey to more specifically focus on law enforcement services, while retaining the benefits of the existing CARES database infrastructure and reporting tools

Implement Global Positioning System (GPS) Electronic Monitoring Program by July 2005

- Receive required Court approval for implementation of a collaborative Sheriff-Probation re-engineered EMP Program by December 2004
- Submit a report to the Board of Supervisors seeking approval for a re-engineered EMP Program

Establish Regional Santa Clara-San Mateo Forensic Laboratory Network

- Identify financing issues and garner support and recommendation of the countywide Forensic Laboratory Steering Committee
- Improve Law Enforcement Training Resources in the County
- Work with the San Mateo Community College District to submit detailed project design documents to the Office of the State Architect by September 2004
- Release construction documents for RFP or bids by January 2005

Complete or Initiate Technology Improvements

- Complete the countywide radio replacement and the basic Records Management System implementation by December 2004
- Complete on-site laboratory implementation of the Forensic Laboratory "LIMS" component of RMS by December 2005

- Commence implementation of an agreed-upon protocol and identified vehicle for customer agency remote case evidence information by December 2005
- Formalize a regular Steering Committee for the Message Switch/LawNet system by March 2005
- Re-establish the CJIS Executive Committee with the goals of a) identifying a system to replace CJIS with a modern, vendor-supported application; and b) identifying an infrastructure that enables criminal justice agencies to communicate and share critical case and offender information between different applications

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of accounts receivable processed annually	608	628	743	614	616
How Well We Do It (Quality)					
Administrative cost per department employee	$6,006	$5,374	$7,269	$7,632	$7,860
Percent of department budget allocated to administrative services	4.7%	5.0%	4.3%	4.1%	4.1%
Is Anyone Better Off? (Outcome)					
Percent of CARES Survey respondents rating Sheriff's services as good or better	75%	98%	99%	75%	75%
Number and percent of revenue accounts exceeding or meeting budget targets	25 / 85%	28 / 85%	26 / 79%	21/70%	22 / 72%

Administrative and Support Services (3011P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	30.0	28.0	28.0	28.0		28.0
Funded FTE	29.0	27.0	27.0	26.7	(0.3)	26.7
Total Requirements	3,529,911	5,164,779	5,565,254	6,416,963	851,709	6,596,495
Total Sources	6,371,085	4,484,061	4,396,812	5,807,021	1,410,209	5,821,831
Net County Cost	(2,841,174)	680,718	1,168,442	609,942	(558,500)	774,664
NCC Breakdown						
Local Grants Match			203,453	121,947	(81,506)	124,823
Trial Court Funding MOE			5,600	5,824	224	5,998
Mandated Services			272,661	287,012	14,351	295,622
Non-Mandated Services			686,728	1,187,224	500,496	1,340,286

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $1,602,007 or 31.2%, of which $1,467,533 or 28.6% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and discretionary services that include department senior management, fiscal and accounting services, technical automation support and various departmental special projects. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; reductions in contract expenses; adjustments to miscellaneous service and supply expenses; increases in ongoing revenues and reimbursements for Inmate Welfare commissary operations; administrative and fiscal support for various special programs; and increased reimbursement for Message Switch administration services. One position was transferred internally to another Sheriff's Office program during the year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
31,398	(12,062)	(5,237)	0	(48,697)	(1)

2. **Adjustments to Fund Balance**

At the time of the Recommended Budget, the Sheriff's Office anticipated a shortfall in Fund Balance. The Recommended Budget included a reduction in Fund Balance of $927,260 and corresponding reductions to expenditures. At year-end the department realized significantly more Fund Balance than originally budgeted. Departmental Fund Balance has been increased by $2,228,277 from the Recommended Budget, resulting in a net increase of $1,324,921. The Fund Balance has been used for a number of one-time expenses, largely related to projects and facilities infrastructure support. This decision package appropriates the full Fund Balance adjustment and the majority of expenses, however, a portion of fund balance is used to fund program-specific activities and those expenses have been included in the appropriate program budgets.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,324,921	780,097	0	0	(544,824)	0

3. **Increase Revenue to Add-Back One Storekeeper Position Eliminated in the Recommended Budget**

Expansion of the inmate telephone services has resulted in new revenue that can fund a storekeeper position that had been slated for elimination in the Recommended Budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
53,890	53,890	0	0	0	1

4. **Add One Senior Accountant for Fiscal and Budget Support**

The Sheriff's Office has grown considerably over the last decade, adding new programs and units totalling over $10M, but staffing in support services has shrunk, and total administrative expenditures have dropped from 5% of total budget to 4.3% of total budget. Fiscal assignments and projects are regularly submitted late or not completed to the normal high standards of the department. The Sheriff will use year-end Fund Balance to fund a Senior Accountant to assist with budget monitoring, budget preparation and research, contracting standardization for costing, participation in the Countywide fee standardization project, and many other important undertakings. Beginning FY 2005-06 the position will be funded by increased revenue anticipated from the federal Southwest Border Initiative.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(122,506)	122,506	0	0	0	1

5. **Motor Vehicle Savings**

Motor Fleet assignment and usage savings are being implemented which will result in significant savings. This includes department-wide funds for repainting and equipping cars, which are budgeted centrally under Support Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(82,500)	0	0	(82,500)	0

6. **Telephone Audit Savings**

A department-wide audit of telephone lines, usage and requirements will result in a reduction of phone lines and usage, similar to the savings realized for the Maguire Jail Facility in the prior year. In all, 42 unknown County extension lines; 49 questionable SBC lines; 53 pagers; and 34 additional questionable lines and services are being reviewed and are expected to be discontinued. A tentative annual telephone services savings has been included.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(54,600)	0	0	(54,600)	0

7. **Contractual Savings**

Further reductions in contract services have been identified in the areas of correctional service and technology. This follows significant contractual service reductions in the prior year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(24,284)	0	0	(24,284)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,410,209	777,147	(5,237)	79,799	(558,500)	1

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

8. **Adjustments to Provide Current Level of Services**

Salaries and Benefits have been increased to include annualization of negotiated increases, as well as merit increases and higher benefit costs. County Service Charges have been increased reflecting an anticipated increase in these operating and utility costs for the department. Revenue from various service charges and contracts has been increased based on projected fee adjustments or contractual adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
14,810	43,398	0	0	28,588	0

9. **Back-out one time use of Fund Balance**

The Fund Balance for one-time purposes has been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,324,921)	(780,097)	0	0	544,824	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

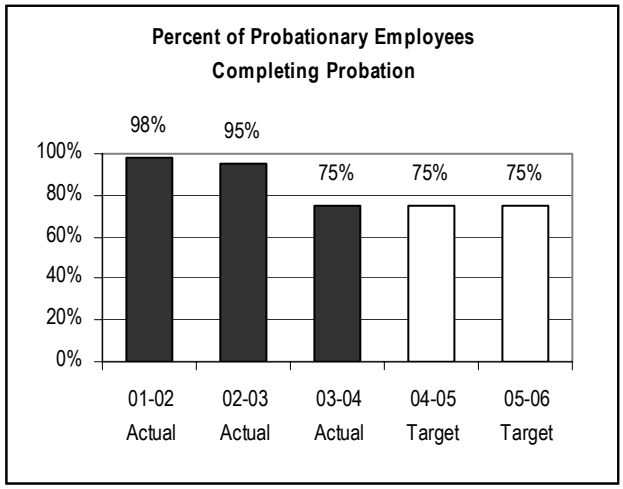
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,310,111)	(736,699)	0	0	573,412	0

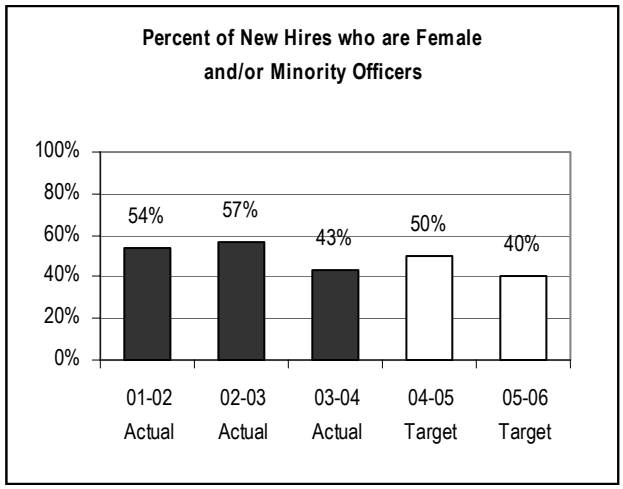
Professional Standards Bureau (3013P)

Program Locator

County
- Criminal Justice
  - Sheriff's Office
    - Administration and Support Services
    - ▷ **Professional Standards Bureau**
    - Civil and Records Bureau
    - Sheriff's Forensic Laboratory
    - Patrol Bureau
    - Investigations Bureau
    - Office of Emergency Services
    - Maguire Correctional Facility
    - Custody Programs
    - Transportation and Court Security

Headline Measures





Program Outcome Statement

The Professional Standards Bureau recruits, evaluates, hires, trains and maintains records for candidates, employees and allied agencies to maintain adequate departmental staffing and training and to ensure a high level of professional standards, personnel conduct and job performance.

Services and Accomplishments

The Professional Standards Bureau (PSB) coordinates candidate recruitment and background investigation; departmental personnel and payroll services; employee relations activities; investigation of complaints; evaluation and certification of citizens requesting special permits; and internal administration of the employee disability program as well as all phases of departmental employee training. This Bureau works closely with the Department of Employee and Public Services.

The following were major accomplishments in the prior year:

- Implemented a database to effectively monitor professional standards of officer conduct and performance
- Formalized an agreement with the San Mateo County Community College District to construct a new Law Enforcement Regional Training Academy
- Maintained training efforts with less funding by conducting classes for personnel while on duty

Story Behind Baseline Performance

Due to the existing hiring freeze and stabilizing Bay Area economy, fewer recruitments have been conducted. As a result, fewer hires have been made, affecting the percent of new hires who are female and/or minority officers. Of those hired, a majority of the Deputy positions have been lateral transfers from other departments. These individuals come to the Sheriff's Office with experience and training which saves the county money; however, they are frequently white males due to historic hiring trends in the field of law enforcement. It is anticipated that recruitments will increase in FY 2004-2005 due to projected retirements and the department will strive to fill many of those positions with female and minority candiates.

The Professional Standards Bureau is implementing a new candidate background database to track and monitor the background process. This new database will aid in statistic collection and provide documentation with respect to backgrounds.

The FY 2003-2004 State budget eliminated reimbursement of training backfill in both the Peace Officer Safety Training (POST) and Standards and Training in Corrections (STC) training programs. Loss of this funding has affected training capacity and hindered compliance. The Training Unit is making every effort to train all personnel while on duty in order to eliminate overtime costs. Specialized training outside the department has been drastically reduced due to the cuts. There is a threat that POST will suspend all

funding which would further affect training capacity. Utilizing Homeland Security funding, the Training Unit is conducting on-going training on Weapons of Mass Destruction.

To aid in quality training, an agreement with the San Mateo County Community College District to construct a new Law Enforcement Regional Training Academy has been formalized. The new Academy will be an added resource for training and recruiting prospective Deputies and law enforcement professionals. This project is expected to be complete by May 2005 and will be paid for jointly by the Sheriff's Office, the Community College District and law enforcement agencies throughout the County.

The Internal Affairs Unit is implementing a database to effectively monitor professional standards of officer conduct and performance. This system will provide early warning to intercede and proactively investigate potential problems to ensure that department standards are maintained. The system will also allow for more accurate record keeping.

Major challenges facing the program over the next two years will be:

- To maintain non-reimbursed, but mandated, training activities
- To continue to expeditiously recruit, screen applications, conduct testing and complete background investigations for new hires with limited staff

Program Priorities

The Professional Standards Bureau will meet performance targets by doing the following:

Ensure at Least 75% of Probationary Employees Successfully Complete Training

- Effectively recruit and screen applications, conduct testing, and complete background investigations for new hires
- Implement new candidate background database to track and monitor background process

Increase Percent of New Hires Who are Women and/or Minorities by 40%

- Actively recruit female and minority applicants through community outreach

Maintain Training to the Standards of the State of California

- Maintain non-reimbursed training activities
- Maintain mandated officer training programs
- Continue Homeland security-related First Response training for law enforcement agencies

Improve Internal Affairs Process

- Implement a database to effectively monitor professional standards of officer conduct and performance
- Implement an early warning detection system to intercede and proactively investigate where required to ensure standards are maintained
- Review and edit Internal Affairs Guidelines

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of initial job applicants reviewed:					
- Correctional Officer	410	182	246	200	200
- Deputy Sheriff Lateral/Trainee	75	329	127	300	200
- Deputy Sheriff Promotional	65	4	12	15	12
- Sergeant Promotional	25	0	3	50	0
Number of probationary employees trained through Basic Academy and Core Training	77	35	5	12	25
Number of existing officers receiving:					
- Mandated Training	1,069	526	673	600	600
- Firing Range Qualification (2x per year)	800	896	1,233	1300	1300
- EVOC Driver Training (every 3 years)	39	62	81	50	50
- Specialized Law Enforcement training	795	743	899	500	520
- TOTAL	2,703	2,032	2,775	2,550	2,570
Number of terminations by reason:					
- Hired by other Police Agency	5	5	1	3	3
- Retirement	10	9	27	50	25
- Career change - Public/Private Sector	10	18	12	5	5
- TOTAL	25	32	40	58	33
How Well We Do It (Quality)					
Number and percent of initial applicants hired after testing/background/psych screening/evaluation	55 / 6%	44 / 71%	11 / 1%	10 / 30%	25 / 25%
Number and percent of probationary employees successfully completing training	63 / 98%	53 / 95%	31 / 98%	15 / 75%	30 / 75%
Is Anyone Better Off? (Outcome)					
Percent of new hires who are female and/or minority officers	54%	57%	43%	50%	40%

Professional Standards Bureau (3013P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	15.0	11.0	11.0	10.0	(1.0)	10.0
Funded FTE	15.0	10.8	10.8	9.7	(1.0)	9.7
Total Requirements	2,982,683	2,398,853	3,196,982	3,173,683	(23,299)	3,252,994
Total Sources	1,559,432	1,380,164	1,667,531	1,592,351	(75,180)	1,607,061
Net County Cost	1,423,250	1,018,690	1,529,451	1,581,332	51,881	1,645,933
NCC Breakdown						
Federal Grants Match			53,100	12,450	(40,650)	
Local Grants Match			40,000	40,000		40,000
Mandated Services			1,436,351	1,486,959	50,608	1,564,010

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $1,539,409 or 49.1%, of which $437,278 or 13.9% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements that include personnel backgrounds and recruitment, internal affairs investigation, officer training, disability replacement, and operation of the Coyote Point Firing Range. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; adjustments to miscellaneous services and supply expenses; deletion of one-time expenses; and adjustments to ongoing revenues reflecting declining State reimbursements. One position was internally transferred to the Patrol Bureau during the year, to help address critical staff shortages in that Bureau.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(37,070)	142,944	0	0	180,014	(1)

2. **Elimination of Payroll Support Position**

One vacant position of Payroll Assistant has been eliminated, however, Fund Balance will be used to fund extra help for nine months in order for the Sheriff's Office to participate in the pilot phase of the County's automated timekeeping program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
41,924	(15,632)	0	0	(57,556)	(1)

3. **Reduction to Training**

Restored POST reimbursement has not been realized to the level anticipated. A reduction in overtime training backfill has been made, which further reduces the department's ability to conduct off-duty training. This is becoming problematic at facilities like the Maguire Jail and Patrol where assigning an employee on-duty for training creates workload hardships on teams already down 4-6 staff from normal vacancies.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(38,110)	(119,610)	0	0	(81,500)	0

4. **Reduction to Contractual Service – Coyote Point Range**

On-duty personnel now staff the Coyote Point Range during mandatory firing range practice times, allowing all contract Range Master positions to be eliminated. A contract budget for specialized firearm and training services continues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(20,000)	0	0	(20,000)	0

5. **Motor Pool Vehicle Savings**

Motor Fleet assignment and usage savings are being implemented and savings have been included.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(11,000)	0	0	(11,000)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(75,180)	(23,298)	0	0	51,881	(2)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

6. **Adjustments to Provide Current Level of Services**

Salaries and Benefits have been increased to include annualization of negotiated increases, as well as merit increases and higher benefits costs. County Service Charges have been increased reflecting an anticipated increase in these operating and utility costs for the department. Revenue from various service charges and contracts has been increased based on projected fee adjustments or contractual adjustments.

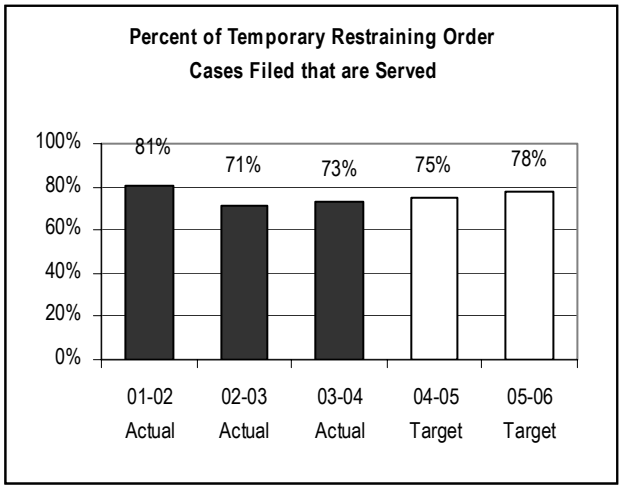
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
14,710	25,921	0	0	11,211	0

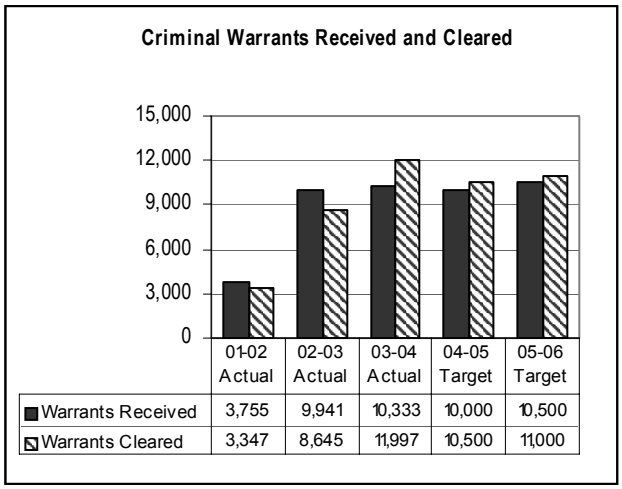
Civil and Records Bureau (3015P)

Program Locator

County
- Criminal Justice
  - Sheriff's Office
    - Administration and Support Services
    - Professional Standards Bureau
    - ▷ **Civil and Records Bureau**
    - Sheriff's Forensic Laboratory
    - Patrol Bureau
    - Investigations Bureau
    - Office of Emergency Services
    - Maguire Correctional Facility
    - Custody Programs
    - Transportation and Court Security

Headline Measures





	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
Warrants Received	3,755	9,941	10,333	10,000	10,500
Warrants Cleared	3,347	8,645	11,997	10,500	11,000

Program Outcome Statement

The Civil and Criminal Records Bureau provides service and enforcement of warrants and civil processes; maintains criminal records, warrants, and statistics; conducts criminal identification; provides information to support allied agencies; maintains secure storage of evidence and property seized or recovered by law enforcement agencies; and administers applicant fingerprint processing services.

Services and Accomplishments

The Civil and Records Program is comprised of three units: Civil Support and Enforcement, Criminal Records, and Property and Evidence. Civil Support and Enforcement personnel are responsible for the processing of all Sheriff's civil services, maintaining independent records for plaintiffs and respondents. The Criminal Records unit maintains criminal and public records, including crime reports occurring in the unincorporated and contract jurisdictions, on a 24-hour, 7-day/week basis. The Property and Evidence Unit receives and securely stores incoming evidence; receives recovered or found property and notifies owners; lawfully releases or destroys unclaimed property or evidence after a case is adjudicated; and provides documentation and maintenance of evidence for court purposes.

The following were major accomplishments in the prior year:

- Upgraded the Automated Warrant System (AWS) database
- Completed initial implementation of a new Records Management System

Story Behind Baseline Performance

Civil support and enforcement services are mandated and follow strict procedures. The Unit performs countywide evictions, possession levies and service of domestic violence restraining orders, and welfare fraud warrants. Every effort is made to serve notice and orders in a timely fashion. In FY 2003-04 the Sheriff's Office expects to serve 73% of all Temporary Restraining Orders (TROs). Efforts are made to serve all TROs, including three service attempts at various times and days of the week. State law requires a minimum of two attempts. The number served is affected by availability and schedules of those being served. With fewer available deputies and less dedicated overtime to serve the Orders, the percent served is not likely to increase.

Child support warrants, previously served as criminal warrants, are now processed as civil warrants. The duty of serving warrants for child support has been transferred to the District Attorney. The Sheriff's Office's role is now limited to processing the warrants, which significantly curtails Sheriff's Office jurisdictional authority and influence. This change has reduced the overall number of warrants served by the civil unit.

The Automated Warrant System (AWS) database, which captures all warrants that have been ordered by the Court, has been upgraded and data is now more complete than prior years. This is reflected in the leveling off of new warrants from 27,028 in FY 2002-03 to approximately 28,000 in FY 2003-04. Under the old partially-manual system, reported numbers were incomplete. The number of criminal warrants cleared has been adjusted to reflect a more accurate count. The AWS is being enhanced to transfer data directly to the state warrant system. The further automation will allow staff to work more expediently.

The initial implementation of a new Records Management System (RMS) was completed in January 2004. This allows for the automation and standardization of processes and improves transmission and tracking of cases. A new document imaging system will soon enhance the RMS capabilities.

The Property and Evidence Unit has implemented use of propertybureau.com for purposes of disposing of unclaimed property and evidence after a case has been closed. The online auction house has proven to expedite the sale of property and realize higher returns than past methods of disposal. In the past, property and evidence were stored for longer periods of time while awaiting a Public Administrator estate sale. The detective sergeants have also assisted with the expeditious sale of property, further reducing the need for storage, by improving the turnaround time for filing paperwork needed to execute the transaction.

Major challenges facing the program over the next two years will be:

- To maintain the percent of warrants served or self–surrendered
- To maintain the percent of criminal warrants cleared by County criminal justice agencies
- To integrate the Records Management System (RMS) into daily operations
- To implement a document imaging system to enhance RMS capabilities

Program Priorities

The Civil and Criminal Records Program will meet performance targets by doing the following:

Increase the Percent of Temporary Restraining Orders Served to 75%

- Provide continuing education
- Maintain staffing levels

Maintain the Percent of Criminal Warrants Cleared by County Criminal Justice Agencies

- Collaborate with other departments and agencies
- Integrate the Records Management System into Daily Operations
- Conduct training on new system

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of Temporary Restraining Orders filed	386	832	800	840	845
Number of Job Applicants fingerprinted	7,822	7,302	6,743	7,280	7,300
Number of criminal warrants:					
- Total Maintained	33,874	27,028	26,266	27,000	26,500
- New Warrants Received	3,775	9,941	10,333	10,000	10,500
How Well We Do It (Quality)					
Number of warrants served per Civil Deputy	9	18	41	18	18
Percent of Temporary Restraining Orders filed that are served	81%	71%	73%	75%	75%
Is Anyone Better Off? (Outcome)					
Number and percent of criminal warrants cleared by County criminal justice agencies	3,347 / 10%	8,645 / 32%	11,997 / 43%	8,450 / 32%	8,000 / 32%

Civil and Records Bureau (3015P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	39.0	33.0	33.0	32.0	(1.0)	32.0
Funded FTE	39.0	33.0	33.0	32.0	(1.0)	32.0
Total Requirements	4,109,815	5,321,984	4,529,521	4,591,827	62,306	4,794,760
Total Sources	2,512,713	1,495,501	1,441,869	839,178	(602,691)	853,468
Net County Cost	1,597,102	3,826,483	3,087,652	3,752,649	664,997	3,941,292
NCC Breakdown						
Federal Grants Match			108,404	158,570	50,166	
Local Grants Match			154,852	142,907	(11,945)	147,194
Mandated Services			2,824,396	3,044,842	220,446	3,387,768

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $3,346,319, or 79.9%, of which $1,480,892 or 35% is discretionary. This amount includes Mandated Criminal Records services provided with no specified maintenance-of-effort or local match requirements. The remaining amount represents mandated civil enforcement and Civil Court support services which are currently provided at minimum legally required levels and costs paid to Information Services for support and operation of

the CJIS automated system without which the Sheriff's mandated criminal and correctional services could not operate. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; a mid-year internal transfer of one support position into the Civil Unit to help address the significant workload growth in that unit; adjustments to miscellaneous services and supply expenses; an increase in some County Service Charges; and adjustments to ongoing revenues reflecting historical experience and anticipated fee increases or contractual adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
22,239	371,774	0	0	349,535	1

2. **Elimination of Special Projects Manager Position**

The Special Projects Records Manager position will be eliminated. This position handles a variety of special assignments and projects for CAL-ID, Criminal Records and the Support Services Bureau. One key function is the tracking and monitoring of incoming, processed, cleared, and ongoing countywide criminal arrest warrants. The department's ability to handle ongoing and new informational projects will be reduced to mandated reports only. This position has been a key participant in managing the Sheriff's role in the countywide CJIS criminal justice system.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(112,136)	0	0	(112,136)	(1)

3. **Elimination of Public Information Officer Position**

The Public Information Officer management position will be eliminated. A short-term contract for grant and OES public information functions has been included. Media attention and policy focus for critical public law enforcement issues will be reduced, and a variety of special projects which highlight County services for the public will no longer be performed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(87,136)	0	0	(87,136)	(1)

4. **Records Management System (RMS) Project Balance Re-appropriation**

One-time costs and grant revenues for completed portions of the Records Management project have been eliminated. The remaining project balance is either re-appropriated or will be rolled over at year-end; the remaining funds are allocated for the mobile data terminal installation that will allow Patrol Bureau Deputies to most effectively receive and transmit RMS data and reports from their police cars, as well as upgrading the current photo database to allow interface with State CAL-Photo specifications so that prior offenders can be identified in the field.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(624,930)	(110,196)	0	0	514,734	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(602,691)	62,306	0	0	664,997	(1)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

5. **Adjustments to Provide Current Level of Services**

Salaries and Benefits have been increased to include annualization of negotiated increases, as well as merit increases and higher benefit costs. County Service Charges have been increased reflecting an anticipated increase in these operating and utility costs for the department. Revenue from various service charges and contracts has been increased based on projected fee adjustments or contractual adjustments.

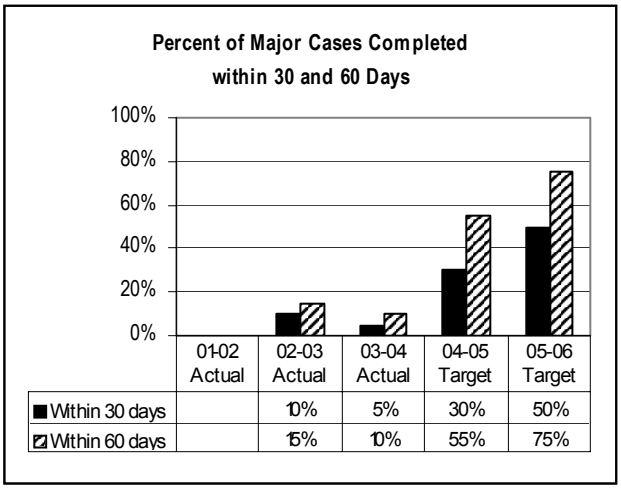
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
14,290	47,030	0	0	32,740	0

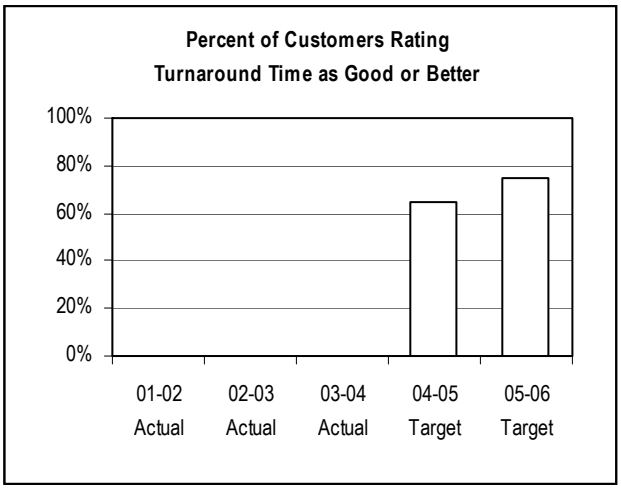
Sheriff's Forensic Laboratory (3017P)

Program Locator

County
- Criminal Justice
  - Sheriff's Office
    - Administration and Support Services
    - Professional Standards Bureau
    - Civil and Records Bureau
    - ▷ **Sheriff's Forensic Laboratory**
    - Patrol Bureau
    - Investigations Bureau
    - Office of Emergency Services
    - Maguire Correctional Facility
    - Custody Programs
    - Transportation and Court Security

Headline Measures





Program Outcome Statement

The San Mateo County Forensic Laboratory serves all Criminal Justice agencies by providing specialized investigative and scientific analytical services, which result in professional conclusions and expert testimony to support the investigation and adjudication of alleged criminal activity and to ensure public safety.

Services and Accomplishments

Forensic laboratory services are a critical component of the criminal justice system. Proper evaluation and analysis of evidence collected at a crime scene is instrumental to the investigation, solution and prosecution of crimes. Although forensic laboratories are expensive to operate, they make cost effective contributions to law enforcement. Timely elimination of suspects improves the quality of justice and saves countless hours of investigative time that would otherwise be spent following false leads.

The following were major accomplishments in the prior year:

- Implemented fee-for-service structure
- Initiated collaboration with the Santa Clara County Forensic Laboratory
- Continued steps toward accreditation

Story Behind Baseline Performance

Timely analysis is a key measure of success. If evidence cannot be examined within deadlines imposed by the courts, cases are delayed, lengthening the time suspects are incarcerated before trial and placing strain on crime victims and their families. Delays can also cause release of offenders who may re-offend while awaiting trial.

The Laboratory is in the process of streamlining its procedures and analytical processes to increase and achieve effective turnaround times. One way this is accomplished is by "batching" like samples, such as; Blood Alcohol Analysis. By batching the analysis the Laboratory achieves maximum efficiency, while reducing costs in instrument maintenance, reagent use, and human resources. Blood Alcohol Analyses are run once a week and though in any 24 hour period there will be a sample backlog this is quickly eliminated with the next analytical run. Thus, accomplishing a zero backlog on a weekly basis and affording the Courts and District Attorney's Office results in a timely manner to adjudicate their cases.

The Laboratory is also working towards laboratory accreditation. Laboratory accreditation ensures laboratory's management, operations, personnel, procedures, equipment, physical plant, security and health and safety procedures are in compliance with standards set by the Forensic Science Community. Federal law requires that all laboratories submitting DNA profiles for inclusion into the National DNA Databank are accredited.

Starting in January 2004 the Laboratory became "Fee-for-Service" to offset the debt service accrued by the construction of the new facility.

To arrive at an equitable fee schedule the Laboratory staff along with Sheriff's Office Senior Management and representative Police Chiefs and City Managers worked collaboratively to set both flat rate and billable fees. An Executive Steering Committee was also established to aid in resolving issues that could arise from this new environment.

The laboratory is responding to the needs of its user agencies by exploring regionalization and outsourcing casework with the Santa Clara County Crime Laboratory. The Laboratories of Santa Clara County and San Mateo County have discussed partial consolidation of services as a way to meet the need for expanded service and equipment within limited budgets. Savings may be realized on the purchase of expensive analytical equipment, the implementation of new technologies, and the sharing of training and professional support. Within this shared approach each agency would maintain control over its case prioritization and organizational identity and contacts.

Major challenges facing the program over the next two years will be:

- To prepare for and achieve accreditation
- To improve turnaround times
- To increase interaction between laboratory staff and criminal justice community

Program Priorities

The Forensic Laboratory will meet performance targets by doing the following:

Complete 55% of Major Cases Completed within 60 Days

- Train staff
- Work with Criminal Justice Agencies to reduce the amount of evidence to examine per case
- Contract-out DNA casework to Santa Clara County Crime Laboratory

Achieve Accreditation within Two Years

- Write procedure manuals
- Train staff
- Conduct proficiency testing of staff
- Conduct in-house and external audit
- Apply for accreditation
- Inspection and remediation if necessary

Explore Opportunities for Regionalization

- Review services, equipment and staffing levels of San Mateo and Santa Clara laboratories

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of major cases received	1,087	1,204	1,360	1,395	1,485
Number of alcohol cases received	1,316	1,334	1,245	1,175	1,138
Number of drug cases received	2,610	2,625	2,585	2,555	2,445
How Well We Do It (Quality)					
Major cases:					
- Average turnaround time (in days)	-	-	-	60	60
- Percent completed in less than 30 days	-	10%	5%	30%	50%
- Percent completed in less than 60 days	-	15%	10%	55%	75%
Alcohol cases:					
- Average turnaround time (in days)	-	-	4	3.5	3
- Percent reported within 24 hrs of receipt	30%	20%	5%	15%	30%
- Percent reported within 72 hrs of receipt	100%	98%	98%	99%	100%
Drug cases:					
- Average turnaround time - days	-	-	3	3	3
- Percent reported within 48 hrs of receipt	70%	60%	40%	65%	75%
- Percent reported within 120 hrs of receipt	100%	95%	85%	90%	95%
Is Anyone Better Off? (Outcome)					
Percent of customers rating turnaround time as good or better	--	--	--	65%	75%
Percent of customers rating forensic laboratory services as good or better	--	--	--	65%	85%

Sheriff's Forensic Laboratory (3017P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution		26.0	26.0	25.0	(1.0)	25.0
Funded FTE		25.8	25.8	24.8	(1.0)	24.8
Total Requirements	3,023,993	3,959,880	4,535,543	4,627,407	91,864	4,834,385
Total Sources	2,505,678	3,018,012	3,093,273	3,449,236	355,963	3,512,216
Net County Cost	518,315	941,868	1,442,270	1,178,171	(264,099)	1,322,169
NCC Breakdown						
Federal Grants Match			57,903		(57,903)	
State Grants Match			50,203	50,203		50,203
Local Grants Match			862,041	1,127,968	265,927	1,190,568
Mandated Services			472,123		(472,123)	81,398

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $1,178,171 or 25.9%, of which 100% is not mandated.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; adjustments to miscellaneous services and supply expenses; deletion of one-time fixed asset purchases; adjustments to ongoing revenues reflecting annualization of countywide Crime Lab fees and elimination of one-time grant revenues; and adjustments for ongoing services related to the Byrne Grant drug cases handled for the Countywide Narcotics Task Force.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
355,963	230,303	(50,203)	0	(175,863)	0

2. **Elimination of One Forensic Specialist Position**

One vacant Forensic Specialist position at the Crime Laboratory will be eliminated. Workload backlogs in the forensics unit and a slow down in the processing of crime evidence may result. Forensic Specialist positions process crime scenes for fingerprint evidence and research latent prints at the Laboratory. Crime scene investigation services will be reduced which will put a strain on remaining staff to handle callouts. The number of major crime scene callouts has been on the rise due to an increase in major crimes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(88,236)	0	0	(88,236)	(1)

3. **Crime Lab Position Reorganization**

A vacant position of Supervising Forensic Specialist will be eliminated. The following two changes will also be made: an existing Forensic Specialist will receive 10% Lead pay differential and a position of Criminalist I will be added. The additional Criminalist position is needed to address workload issues in other lab services. The Forensic Specialists will then report to the Lead, under the supervision of a Supervising Criminalist. This change results in no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	0	0	1
0	0	0	0	0	(1)

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
355,963	142,067	(50,203)	0	(264,099)	(1)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Salaries and Benefits have been increased to include annualization of negotiated increases, as well as merit increases and higher benefit costs. County Service Charges have been increased reflecting an anticipated increase in these operating and utility costs for the department. Revenue from crime lab fees has been increased based on projected fee adjustments and increased collections.

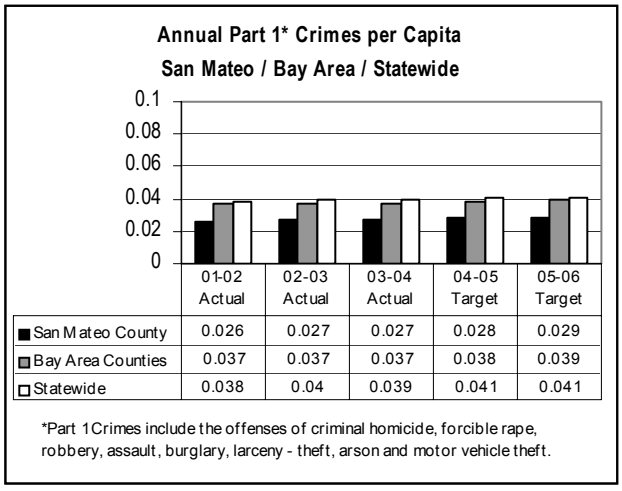
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
62,980	74,306	0	0	11,326	0

Patrol Bureau (3051P)

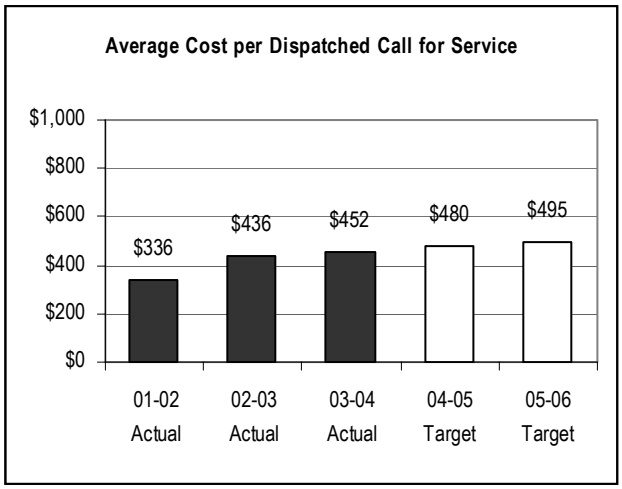
Program Locator

County
- Criminal Justice
  - Sheriff's Office
    - Administration and Support Services
    - Professional Standards Bureau
    - Civil and Records Bureau
    - Sheriff's Forensic Laboratory
    - ▷ **Patrol Bureau**
    - Investigations Bureau
    - Office of Emergency Services
    - Maguire Correctional Facility
    - Custody Programs
    - Transportation and Court Security

Headline Measures



*Part 1 Crimes include the offenses of criminal homicide, forcible rape, robbery, assault, burglary, larceny - theft, arson and motor vehicle theft.



Program Outcome Statement

The Patrol Bureau strives to improve the quality of life in San Mateo County by providing a high level of public service and keeping communities safe through enforcement, prevention, education and community policing efforts in partnership with communities, governmental entities and schools.

Services and Accomplishments

The Patrol Bureau provides general law enforcement services to the unincorporated areas of the County and contract jurisdictions, including the SamTrans Transportation District. The Patrol Bureau incorporates a strong community policing philosophy into all services and activities. This facilitates a sense of partnership with the communities and customers served.

The following were major accomplishments in the prior year:

- Implemented successful STARS (Sheriff's Team of Active Retired Seniors) Program
- Implemented new Records Management System
- Maintained two community substations

Story Behind Baseline Performance

The crime rate in San Mateo County continues to be lower than in neighboring counties and statewide. The number of Part I crimes in 2003 was 19,158, which is roughly 15% to 20% lower, per capita, than the surrounding major Bay Area counties. Many factors are reflected in this lower rate, including demographics, education levels, housing costs, strong law enforcement and a dedication to prevention programs. The Sheriff's Office remains committed and involved in working with the community to prevent and detect crime and to educate people on what they can do to continue improving the quality of life.

Response times for priority service calls range from 3:30 minutes in urban areas, to 11:48 minutes in suburban areas and 25:18 minutes in rural areas. Coastside response times vary and have increased due to reduced staffing. The number of overall responses to calls for service went down moderately in 2003 due to elimination of the Community Police Unit countywide, which engaged in many self-initiated on-scene prevention activities. Total reported Part One crimes including homicide, forcible rape, robbery, assault, burglary, larceny, theft, arson and vehicle theft continue to decline. In 2003, 19,158 Part One crimes were reported, compared to 19,268 in 2002. The new Records Management System will have the capability to gather data used for crime analysis related to specific areas countywide.

The School Resource Unit (SRU) continues to partner with schools. The coastside Sheriff's Activity League (SAL) has been added at Half Moon Bay High School and has over 70 students regularly involved. This compliments the elementary school SAL program in Redwood City. In addition a local educator on the coast was hired to

teach Alcohol and Drug prevention in the Cabrillo and La Honda/ Pescadero school districts.

A new volunteer program called STARS (Sheriff's Team of active Retired Seniors) began in February 2004. This program recruits retired senior citizens to volunteer as patrol support. The STARS members patrol and perform business checks, gather information on businesses, and serve as liaison with the senior community. The STARS program is currently only on the coastside but is expected to expand countywide.

The community substations are a resource to the community. The North Fair Oaks substation is now equipped with a community meeting room and the coastside substation hosts many community-based meetings. The addition of the Live Scan fingerprint service at the coastside substation has relieved the long waiting list in Redwood City and saves coastside residents a long drive. Approximately ten applicants per week are fingerprinted at the coastside substation compared to approximately 30 to 40 applicants per week in Redwood City.

Two recently implemented technology upgrades are improving service delivery and officer safety. A new Records Management System (RMS) is now in use. This automated system enhances the Patrol Bureau's response to areas of concern by gathering data that can be used for crime analysis and to identify suspects, associates, addresses, vehicle information and history of criminal activity along with providing an accessible retrieval system and the addition of a paperless reporting system will soon allow patrol supervisors to approve reports in the field. The second upgrade is the Radio Replacement Project, which is nearly complete and is expected to eliminate transmission "Dead spots" in some rural areas of the county.

The Patrol Bureau has seen reduced service and staffing levels in many patrol beats as the result of budget reductions. The decreased staffing has resulted in increased response times and fewer available Deputies in the field. Day-worker loitering is also a concern. Workers congregate in the North Fair Oaks area in front of businesses and parking areas. To address the problem, the county is seeking funding to lease property where day workers can check-in and potential employers can find workers.

Major challenges facing the program over the next two years will be:

- To respond to increased calls for service with less staff
- To develop opportunities for contracting services
- To promote community policing philosophy departmentwide
- To build relationships with community groups to help solve crimes
- To increase the level of experience of newer Deputies
- To improve the quality and method of training

Program Priorities

The Patrol Bureau will meet performance targets by doing the following:

Respond to Calls for Service within Four Minutes in Urban Areas and Thirteen Minutes in Rural Areas

- Implement a new trunk radio system to alleviate transmission "dead spots," offer talk groups and provide for increased officer safety
- Explore opportunities for regionalized service delivery

Ensure Average Cost per Dispatched Call for Service is No More than $480

- Develop new approaches for efficiently offering training to deputies, including utilization of the internet, training videos and bringing the trainer to the trainee
- Implement paperless report writing utilizing the new Records Management System.
- Utilize technological resources to provide officer refresher and ongoing training
- Explore opportunities for regionalized service delivery

Reduce Instances of Day-Worker Loitering and Homeless Encampments

- Review success of methods employed in other local jurisdictions
- Identify a location for day-workers to check in
- Educate workers on where to go to seek day jobs

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of dispatched calls for service[1]	70,668	63,547	59,999	64,500	65,000
Number of citations issued	10,278	9,857	11,185	11,000	11,000
Number of total traffic activities by Patrol Deputies (non-citation)	18,092	15,237	16,096	15,650	15,700
How Well We Do It (Quality)					
Average response time for priority dispatched calls (in minutes):					
- Urbanized service areas	3:70	3:26	2.64	4.00	4.00
- Rural service areas	9:75	8:27	9.67	13.00	13.50
Average cost per dispatched service call	$336	$436	$452	$480	$495
Is Anyone Better Off? (Outcome)					
Annual number of Part 1 crimes[2]	18,708	19,268	19,158	19,250	19,400
Annual Part 1 crimes per capita:					
- San Mateo County	.026	.027	.027	.028	.029
- Eight Bay Area counties	.037	.037	.037	.038	.039
- Statewide	.038	.040	.039	.041	.041

(1) Higher calls for service in 2001-02 reflect impact of 9/11

(2) Part 1 Crimes include the offenses of criminal homicide, forcible rape, robbery, assault, burglary, larceny - theft, arson and motor vehicle theft

Patrol Bureau (3051P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	96.0	92.0	92.0	95.0	3.0	95.0
Funded FTE	95.5	90.7	90.7	95.5	4.8	95.5
Total Requirements	13,915,219	16,072,456	16,194,593	17,446,848	1,252,255	18,388,857
Total Sources	10,214,206	10,685,739	10,578,615	11,131,890	553,275	11,262,480
Net County Cost	3,701,013	5,386,717	5,615,978	6,314,958	698,980	7,126,377
NCC Breakdown						
Local Grants Match			118,450	118,450		118,450
Mandated Services			4,829,834	5,368,222	538,388	6,158,587
Non-Mandated Services			667,694	505,950	(161,744)	527,004

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $5,992,622 or 35.5%. Of this amount 100% represents Proposition 172 Public Safety Sales Tax local match. Mandated services with no specified maintenance-of-effort include patrol services, and discretionary services include Community Policing, School Resource Officers, and the Sheriff's Activities League. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; adjustments to miscellaneous services and supply expenses; deletion of one-time expenses and revenues; adjustments to ongoing revenues reflecting historical experience and anticipated fee increases or contractual adjustments; and adjustments to other Financing Sources reflecting the transfer of radio project debt service to Non-Departmental. Three existing positions were transferred into basic patrol to meet increased workload demands and provide staffing relief for units short-staffed due to injuries, personal leave, training and retirements. Two positions were added midyear for SAMTRANS contractual service, and the associated costs and contract revenues have been annualized. Extra Help for a bilingual community worker in the North Fair Oaks area has been included. The cost of this help is covered by year-end Fund Balance which is captured in the Administrative and Support Services program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
126,448	1,284,311	0	0	1,157,863	5

2. **Community Policing and School Resource Officer Reductions**

Four vacant Deputy Sheriff positions will be eliminated. The remainder of the Community Policing Unit (two Deputies) will be eliminated; the Sergeant will be reassigned to School Resources and Juvenile Gang activities; and two of four School Resource Officer positions will be eliminated. Gang activities and violence on campus are expected to increase without on-site enforcement activities and response times to calls

from the 14 schools served are expected to double. Studies have shown that having a police officer on campus is one of the strongest deterrents to school violence.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(539,861)	0	0	(539,861)	(4)

3. **June Board Decision Added-Back Community Policing and School Resource Officer Reductions**

The above decision package was added back by the Board of Supervisors during the June budget hearings. The Board authorized $400,000 to cover the cost of the four deputies. The actual cost of the deputies was slightly higher. The Sheriff's Office will identify new revenue to cover the difference. That anticipated revenue has been included in Miscellaneous Revenue. In addition, a portion of the cost will be offset by new CSA #8 revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
226,988	503,488	0	0	276,500	4

4. **North Fair Oaks Community Services**

The CARON Program has been scaled back to minimal levels and the Community Program Specialist III position at the North Fair Oaks Substation will be eliminated. The bilingual community programming provided to parents, children and community members was a deterrent to increased gang affiliation. This reduction comes on top of the reduction to Community Policing in the prior year, and may result in increased gang participation and violence among young middle-school age and elementary-school-age children in the North Fair Oaks area. The reduction may shift workload to Juvenile Probation and Sheriff's Patrol Deputies.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(92,000)	0	0	(92,000)	(1)

5. **Reduction in Coastside Services**

A half-time reception position at the Coastside Substation will be eliminated. This position was added to ensure that the public is served immediately when they come to the substation, and important information is relayed to the Lieutenant or watch commander on duty. Elimination of this position will mean that citizens coming to the substation for assistance may not be promptly served and important information may not be conveyed to staff on a timely basis.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(24,459)	0	0	(24,459)	(1)

6. **Avoid The 23 Grant**

The Sheriff's Office will be administering the countywide "Avoid The 23" DUI Grant from the State Office of Traffic Safety. The grant funds media publicity; and the holiday DUI checkpoints and roving DUI "strike teams." The grant covers a two-year period. The entire amount is appropriated in FY 2004-05 and the balance will be rolled forward into FY 2005-06.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
125,500	125,500	0	0	0	0

7. **Fair Oaks School Resource Officer Grant**

A grant from Redwood City School District and the City of Redwood City to provide specialized parent outreach and School Resource Officer (SRO) time has been included. The collaboration will help address the increase in gang affiliation and school violence in the North Fair Oaks

area. Funded expenses include existing SRO Deputy time spent at Fair Oaks School for specific grant activities; overtime for the SRO Officer; start-up expenses; and the cost of an Extra Help parent outreach worker.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
74,339	54,650	0	0	(19,689)	0

8. **Reduction in Contract Services**

Contract reductions have been identified in the areas of technology and community-based services. This will result in service reductions in the Transit security program and in the SAL (Sheriff's Activities League) after-school programs. Approximately 40-50 children will not be served in the North Fair Oaks area as a result of these changes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(42,500)	0	0	(42,500)	0

9. **Patrol Motor Pool Vehicle Reductions**

Motor Pool Fleet assignment and usage savings are being implemented which will result in savings.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(16,875)	0	0	(16,875)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
553,275	1,252,255	0	0	698,980	3

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

10. **Adjustments to Provide Current Level of Services**

Salaries and Benefits have been increased to include annualization of negotiated increases, as well as merit increases and higher benefit costs. County Service Charges have been increased reflecting an anticipated increase in these operating and utility costs for the department. Revenue from various service charges and contracts has been increased based on projected fee adjustments or contractual adjustments.

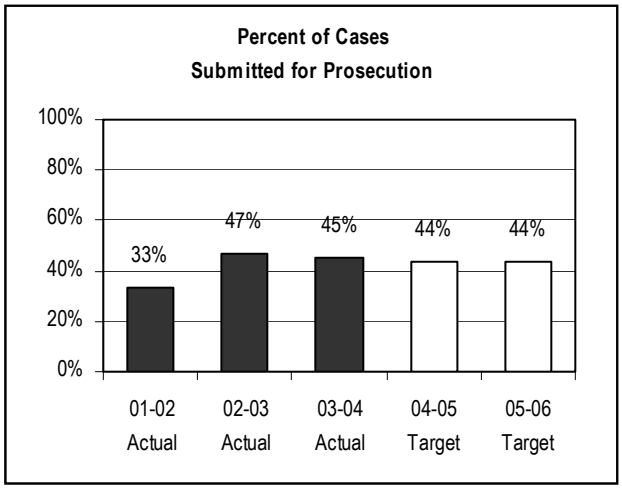
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
130,590	942,009	0	0	811,419	0

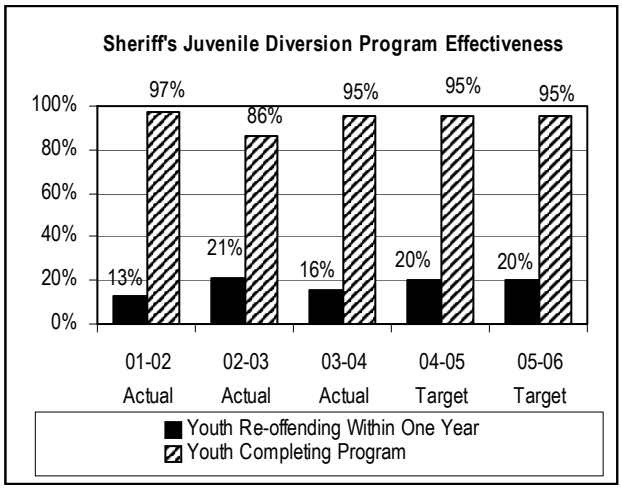
Investigations Bureau (3053P)

Program Locator

County
- Criminal Justice
  - Sheriff's Office
    - Administration and Support Services
    - Professional Standards Bureau
    - Civil and Records Bureau
    - Sheriff's Forensic Laboratory
    - Patrol Bureau
    - ▷ **Investigations Bureau**
    - Office of Emergency Services
    - Maguire Correctional Facility
    - Custody Programs
    - Transportation and Court Security

Headline Measures





Program Outcome Statement

The Sheriff's Office Investigations Division provides thorough and effective investigative and specialized services to the public and to San Mateo County criminal justice agencies in order to ensure a safer community and provide a foundation for investigation and prosecution while promoting countywide and area-wide collaborative partnerships. The Division also provides intervention for at-risk youth and first-time offenders as an alternative to the juvenile justice system in order to reduce recidivism and promote stronger families.

Services and Accomplishments

The Sheriff's Investigations Division is comprised of the Detective Bureau, which provides law enforcement investigative services for the unincorporated areas and contract cities within the county, and seven countywide task forces, which provide specialized investigative support to criminal justice agencies through countywide and area-wide collaborative partnerships. The task force units include: Countywide Narcotics Task Force (CNTF), Vehicle Theft Task Force (VTTF), Northern California High Intensity Drug Trafficking Area (HIDTA), San Francisco International Airport Cargo Theft Task Force (CTTF), the Rapid Enforcement Allied Computer Team (REACT), the Sexual Assault Felony Enforcement Task Force (SAFE), and the Joint Terrorism Task Force (JTTF).

In addition, the Investigations Division administers the Sheriff's Office Juvenile Diversion Program designed to prevent juvenile crime and educate parents.

The following were major accomplishments in the prior year:

- Combined the Sexual Assault Felony Enforcement Task Force (SAFE) with the existing Sexual Habitual Offenders Program to improve tracking and enforcement
- Extended Juvenile programs to the coastside and increased outreach to Spanish-speaking communities
- Transitioned REACT to new location that includes a computer forensic laboratory
- Awarded the Federal Byrne Grant
- Managed federally-funded Northern California High Intensity Drug Area (HIDTA) Initiative
- Established MOU with California Child Protective Services to address the issue of drug endangered children
- Implemented Commander's Guide Book to promote consistency and aid in succession planning for the CNTF and VTTF

Story Behind Baseline Performance

The rate at which cleared cases are submitted for prosecution is a significant measurement of case follow-up and investigative capabilities. The Sheriff's Office Investigations Bureau has maintained this rate over time, despite an increase in crime and reduced budget and staffing capacity. The Bureau estimates that 44% of all cleared cases will be submitted for prosecution for FY

2003-04. All counties in the State of California are required to submit this information and at 44%, the Investigations Division has maintained a clearance rate well above the State average of 23%.

The number of arrests made by the multi-jurisdictional task forces has increased slightly over last year's rate due to special enforcement activities. The Narcotics Task Force, which has the highest percentage of arrests of the task forces, has increased arrests through its special operations, including Cow Palace/Rave enforcement and "Street Drug Buy Programs" in San Mateo County where arrests have been made for the possession and sales of illegal drugs, possession of firearms, and crimes of violence.

Juvenile Diversion services and parent education continue to be a priority. The Youth Services Unit works with other County agencies to prevent juvenile crime. Many of the behaviors that contribute to incidents of juvenile crime can be treated through school and family-based programs. While not a mandated service, juvenile diversion services benefit participants and their families through a more pro-social behavior in a cost effective manner, as the participants are less likely to enter or re-enter the criminal justice detention system. The Juvenile Diversion Program remains highly successful with a recidivism rate consistently below 10%. To overcome resource limitations, experienced and committed staff continue to work on ways to improve outreach and expand services.

Major challenges facing the program over the next two years will be:

- To retain personnel currently assigned to the Detective Bureau
- To monitor increased caseloads due to increases in crime and reduced city-level investigative bureaus
- To increase utilization of regional resources
- To respond to heightened alert status and increased emphasis on terrorism prevention
- To maintain cooperative relationships with local, state, and federal agencies
- To identify ongoing grant and initiative funding to assist with staffing and operational expenses associated with the Multi-Jurisdictional Task Forces

Program Priorities

The Investigations Program will meet performance targets by doing the following:

Submit at Least 44% of Investigations Cases and 18% of Task Force Cases to the District Attorney's Office for Prosecution

- Review caseload and redistribute as necessary
- Provide superior supervision and specialized training to support staff
- Stay current with the use and application of technical advances as they relate in the investigative field
- Provide and receive additional training and intelligence with local, state, and federal agencies
- Utilize available personnel and equipment pools

Manage the Juvenile Diversion Program with a Recidivism Rate of Less than 20%

- Offer individual, group and family counseling
- Provide in-school follow-up
- Enforce accountability and consequences for participant behavior
- Reduce prosecution rates by promoting successful completion of program requirements
- Provide positive activities for participants (i.e., coastside horse program, after-care events, field trips)

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of investigations performed annually:					
- Investigative Services	5,848	6,358	6,000	6,000	6,000
- Multi-Jurisdictional Services	820	724	710	710	710
Number of first-time offenders placed in Juvenile Diversion Program:					
- School Crisis Intervention	3	16	26	18	18
- Aftercare Program	46	55	6	10	10
- Parent Education Program	71	60	208	65	65
- Family Counseling	238	161	194	175	175
How Well We Do It (Quality)					
Number of arrests made annually by multi-jurisdictional task forces	286	306	397	310	310
Crime clearance rate for Investigative Services	38%	48%	38%	45%	45%
Percent of first time offenders successfully completing Juvenile Diversion Programs	97%	86%	95%	95%	95%
Is Anyone Better Off? (Outcome)					
Number and percent of cases submitted to the District Attorney's Office (Investigations only)	725 / 33%	1,419 / 47%	1,114 / 45%	1,255 / 44%	1,255 / 44%
Number and percent of youth re-offending within 12 months of completing Juvenile Diversion Program	7 / 13%	9 / 21%	12 / 20%	16 / 20%	16 / 20%

Investigations Bureau (3053P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	92.0	63.0	63.0	60.0	(3.0)	60.0
Funded FTE	89.5	63.0	63.0	56.7	(6.3)	56.7
Total Requirements	10,490,365	11,284,788	11,595,855	12,318,098	722,243	12,871,943
Total Sources	8,857,126	9,779,814	9,277,974	9,838,073	560,099	9,895,903
Net County Cost	1,633,239	1,504,974	2,317,881	2,480,025	162,144	2,976,040
NCC Breakdown						
Federal Grants Match			486,269	321,368	(164,901)	331,009
Local Grants Match			93,558	83,556	(10,002)	83,556
Mandated Services			1,517,119	1,228,853	(288,266)	1,703,475
Non-Mandated Services			220,935	235,037	14,102	246,789

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $1,868,814 or 15.9%. Of this amount 100% represents Proposition 172 Public Safety Sales Tax local match. Mandated Services with no specified maintenance-of-effort (MOE) requirement includes basic crime investigation and discretionary services include participation in a variety of specialized Countywide investigation units. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; adjustments to miscellaneous services and supply expenses; deletion of one-time revenues and expenses; annualization of Burlingame Long Term Care center security services; adjustments to ongoing revenues reflecting historical experience and anticipated reductions or internal transfers; and adjustments to Intrafund Transfers for ongoing services. One position was transferred midyear to the Patrol Bureau to address workload issues in that Bureau.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(344,503)	890,416	72,701	0	1,307,620	(1)

2. **Initiate Countywide Street Crime Enforcement Team Pilot Project**

Establishes a pilot Countywide Street Crime Enforcement Team which will service gang-afflicted areas in North County, South County, and East Palo Alto, working with adjacent jurisdictions. This will be a 3-agent team, with no new positions added. The Sheriff's Office will staff one position internally through re-assignment of an existing Deputy in South County gang investigation. The other two positions of a Deputy and Sergeant were in place but unfunded in the East Palo Alto street enforcement unit. Agents from other police departments are expected to participate in this initiative. This pilot program is funded through the one-time use of year-end Fund Balance. The program will be evaluated

prior to the FY 2005-06 budget to determine its success and sources of on-going revenue will be identified. The Sheriff's use of Fund Balance for this program is included in the countywide summary of final Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
313,092	313,092	0	0	0	0

3. **East Palo Alto Services**

In the Recommended Budget presented to the Board of Supervisors, the East Palo Alto Services contract program had been further reduced and the dedicated Street Crimes Task Force was disbanded. During the June hearings the Board restored the three positions without funding. The Sheriff was asked to identify a source of funding to cover the cost of the positions. To prevent further reductions, the City increased its reimbursement level and the Sheriff's Office used a portion of Fund Balance for the current year. The level of gang-related criminal activity, and especially firearms assaults, has increased significantly. The rate of homicides, attempted homicides, assaults with deadly weapon, and sex crimes is up significantly over last year, in part due to downsizing the Street Crimes Unit in the prior year. On-going revenue for the Street Crimes Unit needs to be identified for future years.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
236,260	(458,947)	0	0	(695,207)	0

4. **Redwood City Street Crimes Unit**

Two positions were restored for the Redwood City/North Fair Oaks cooperative street crime unit at the September Budget Hearings. Those positions along with a corresponding increase in Net County Cost have been included.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	250,000	0	0	250,000	2

5. **Property Crime Investigation Reduction**

One detective position will be eliminated from the Property and General Crimes unit. This will impact the number of reported property crimes addressed in a timely manner and many property-related crimes will not be investigated. The number of crimes solved is expected to decline.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(145,047)	0	0	(145,047)	(1)

6. **Countywide Security Reduction**

One of two Deputy positions will be eliminated from the Countywide Security Unit. This position was added after 9/11 and is responsible for security at County Airports, the Marina and ancillary facilities. Reduced security creates the possibility of increased crime or terrorism activity at these sites, though steps will be taken to keep the public safe.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(133,472)	0	0	(133,472)	(1)

7. **Crime Analyst Position Reduction**

The Sheriff's Office Crime Analyst position will be eliminated. his will eliminate all analytical work associated with crime trends and investigations and reduce proactive approaches to solving crimes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(96,041)	0	0	(96,041)	(1)

8. **HIDTA Director Position Funding**

One Captain position will be moved from Sheriff's Office management to the HIDTA to replace the current contract director. HIDTA will reimburse the Sheriff's office for costs associated with the Captain position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
120,650	(16,125)	0	0	(136,775)	0

9. **Southwest Border Initiative Funding**

The Sheriff's Office will participate, with assistance from the Controller's Office, in the Federal Southwest Border Initiative process. As local agents for cases that would otherwise be prosecuted federally, San Mateo County is eligible for reimbursement. Narcotics cases and other cases involving criminal activities by undocumented aliens, are eligible for reimbursement. Many other large counties in California are successfully realizing revenues from this program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
155,000	0	0	0	(155,000)	0

10. **Contract and Radio Maintenance Cost Reductions**

Contract service reductions have been identified in the Investigations Bureau and will result in decreased technology and specialized program support in investigative services. The task forces will now cover radio maintenance expenses for the new digital radios from task force funds.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
24,600	(9,334)	0	0	(33,934)	0

11. **Add Funding for a Radio for the Countywide Narcotics Task Force (CNTF) Airplane**

A one-time purchase of a radio will be made for the CNTF airplane. Funding will come from a variety of sources as the airplane is used by a number of agencies for surveillance and apprehension. There is no Net County Cost associated with this adjustment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
55,000	55,000	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
560,099	649,542	72,701	0	162,144	(3)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

12. **Adjustments to Provide Current Level of Services**

Salaries and Benefits have been increased to include annualization of negotiated increases, as well as merit increases and higher benefit costs. County Service Charges have been increased reflecting an anticipated increase in these operating and utility costs for the department. Revenue from various service charges and contracts has been increased based on projected fee adjustments or contractual adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
112,830	608,845	0	0	496,015	0

13. **Back-out Countywide Street Crime Enforcement Team Pilot Project**

The expenses and fund balance utilized in FY 2004-05 for this pilot program have been eliminated. The program will be evaluated prior to the FY 2005-06 budget to determine its success and sources of on-going revenue will be identified.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(313,092)	(313,092)	0	0	0	0

14. **Eliminate One-Time Funding for a Radio for the Countywide Narcotics Task Force (CNTF) Airplane**

The funds for a one-time purchase of a radio for the CNTF airplane have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(55,000)	(55,000)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

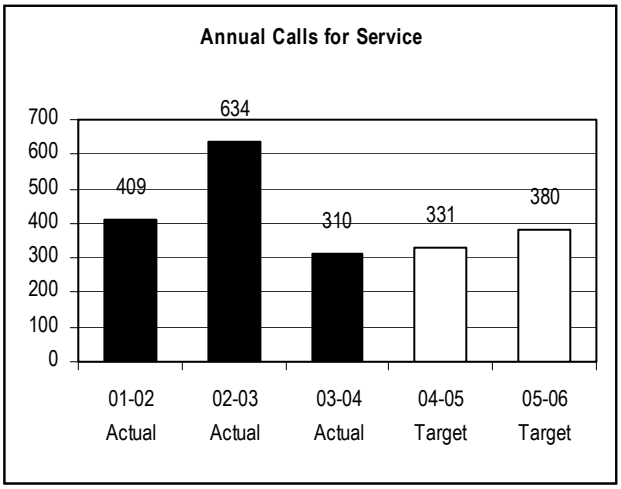
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
255,262	240,753	0	0	496,015	0

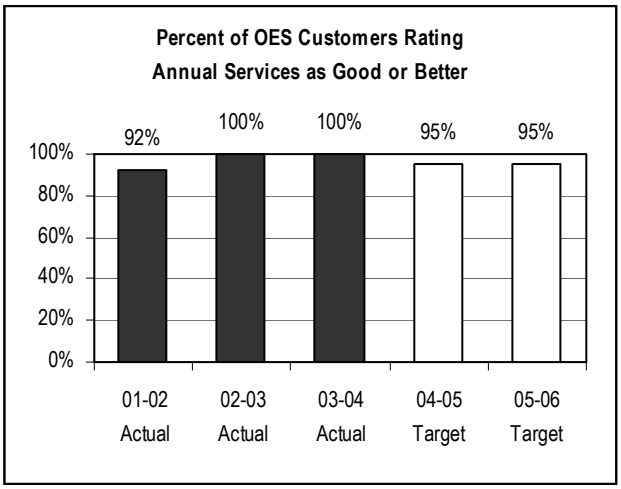
Office of Emergency Services (3055P)

Program Locator

County
- Criminal Justice
  - Sheriff's Office
    - Administration and Support Services
    - Professional Standards Bureau
    - Civil and Records Bureau
    - Sheriff's Forensic Laboratory
    - Patrol Bureau
    - Investigations Bureau
    - ▷ **Office of Emergency Services**
    - Maguire Correctional Facility
    - Custody Programs
    - Transportation and Court Security

Headline Measures





Program Outcome Statement

The Sheriff's Office of Emergency Services (OES) provides search and rescue services; law enforcement support; emergency management services; and homeland security funding coordination to support public safety efforts and reduce loss of life, injury and property.

Services and Accomplishments

The Sheriff's Office of Emergency Services (OES) is comprised of the law and civilian components, the Search and Rescue Unit and the Bomb Squad, along with the Emergency Management Joint Powers Authority. Each unit has a separate and distinct mission, however they work together in accordance with the state-mandated Emergency Management System (SEMS). These units also prepare all homeland security grants for the county and operational area.

The following were major accomplishments in the prior year:

- Prepared two grants on behalf of the entire county (totaling eight over the past three years)
- Responded to over 65 major emergencies
- Updated the multi-hazard plan for the county
- Produced a terrorism annex for law, fire and emergency medical response
- Developed a water interruption plan for each jurisdiction in the county
- Continued to work on mitigation planning and specialized training

Story Behind Baseline Performance

In the year following the events of September 11th, 2001 the annual number of calls for services received by the Office of Emergency Services (OES) spiked. The personal nature of the attacks, as well as the media's constant coverage, put the public on a heightened state of alert and individuals responded by reporting a greater number of suspicious activities. Time and distance from the terrorist activity on American soil has diminished the public's immediate fear and the number of calls for service has returned to "normal" levels. Despite a number of Level Orange government alerts, the OES has seen a drop in service calls of nearly 50% over FY 2002-03 levels. The OES remains positioned to respond to an increase in calls should a new domestic crisis arise.

OES provides emergency planning, training, preparedness exercises, and field response for all San Mateo County cities and the unincorporated area. The office responds to over 65 major emergencies each year including fires, extreme storm conditions, SWAT incidents, searches, rescues, hazardous materials incidents and national security alerts. Staff work closely with Environmental Health and the Hazardous Materials Response Team in response to hazardous spills and contamination/clean-up. In an effort to better prepare the region for a catastrophic event, the OES has prepared

eight grants on behalf of the entire county over the past three years. Awards have been for equipment purchases and first-responders planning, training and exercises. The total amount secured since 2002 is $3,371,786. Another $2,638,000 is expected in 2004.

OES has the only Bomb Squad in the county. This unit responds to every jurisdiction in the county free of charge and is on-call seven days a week. They utilize four detection canines to assist in locating explosive devices. The Bomb Squad has been actively involved in the destruction of explosive materials gathered from all jurisdictions and works closely with the Federal EPA in this process.

The Search and Rescue Unit has a person on-call seven days a week, twenty-four hours a day. The unit provides support services for the entire county by utilizing specially trained active and reserve peace officers and volunteers. Some of the specialty functions include missing person searches; water and cliff rescue; crime scene searches; tactical law enforcement support; security for special events; and dignitary protection. Trained volunteers respond to more than 150 incidents each year saving thousands of agency staff hours.

Major challenges facing the program over the next two year will be:

- To work under regular high alert status
- To overcome reduced staff resources at the city level
- To coordinate and conduct training regionally
- To identify a new Emergency Operations Center (EOC) building
- To improve communication with political leadership and higher levels of management

Program Priorities

The Office of Emergency Services will meet performance targets by doing the following:

Maintain Customer Satisfaction Rating of 90%
- Maintain continual customer contact and respond to inquiries within one day
- Market OES services more aggressively by offering a brochure of services

Respond to 95% of Emergency Incidents within One Hour
- Document arrival time on scene with county dispatch center
- Evaluate on-call schedule

Train and Equip 100% of Community Emergency Preparedness Teams (CERT) and Neighborhood Emergency Preparedness Teams (NERT)
- Train teams on how to utilize emergency equipment
- Distribute equipment to trained teams

Complete the Multi-Hazard Emergency Plan Update
- Adopt a terrorism annex
- Develop and organize a plan for the Sheriff's Department Operations Center (DOC)
- Develop countywide Mitigation Plan
- Seek approval of Board of Supervisors and County Manager for the updated County Emergency Operations Plan

Eliminate 100% of Collected Explosive Hazards (e.g., fireworks)
- Work with Federal Environmental Protection Agency (EPA) to destroy hazards
- Assist other jurisdictions with implementing a Planned Safe Burn program

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Total calls for service	409	634	442	425	433
Total number of search and rescue/law enforcement support mission requests	143	337	136	145	150
Number of incidents responded to by OES staff	76	76	38	60	63
Number of Bomb Squad calls for service					
- High threat calls	110	118	110	120	120
- Total calls	190	217	270	220	220
How Well We Do It (Quality)					
Annual FTE paid hours saved by use of Emergency Services Bureau volunteers	15,248	25,709	25,394	17,384	17,500
Value saved by use of Emergency Services Bureau volunteers(1)	$570,885	$962,545	$813,571	$650,857	$655,200
Percent of emergency incidents responded to within one hour	100%	100%	99%	95%	95%
Is Anyone Better Off? (Outcome)					
Number and percent of Operational Area (JPA) customers rating OES support as good or better in annual customer survey	19/92%	32/100%	13/100%	20/90%	20/90%
Number and percent of Bomb Squad callouts where an explosive or dangerous device is located(2)	21	37	32	20	20
Number and dollar value of grants awarded	2 grants for $433,800	4 grants for $583,306	2 grants for $2,354,680	2 grants for $2,688,811	1 grant for $2,600,000

(1) Hourly rate of $37.44
(2) Percent related to High Threat call-outs

Office of Emergency Services (3055P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	12.0	11.0	11.0	11.0		11.0
Funded FTE	12.0	10.9	10.9	10.9		10.9
Total Requirements	2,507,407	4,007,272	5,007,443	8,189,142	3,181,699	6,272,647
Total Sources	1,574,982	2,815,037	4,263,831	7,377,349	3,113,518	5,377,349
Net County Cost	932,424	1,192,235	743,612	811,793	68,181	895,298
NCC Breakdown						
Emergency Services JPA			411,768	410,390	(1,378)	422,702
Mandated Services			331,844	401,403	69,559	472,596

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $811,793 or 9.8%. Of this amount, 100% represents the County's Emergency Services JPA match or Proposition 172 Public Safety Sales Tax match. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; adjustments to miscellaneous services and supply expenses; deletion of one-time expenses; adjustments to ongoing revenues reflecting historical experience and anticipated fee increases or contractual adjustments; and adjustments to Intrafund Transfers for ongoing services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(215,259)	164,657	(80,141)	0	158,181	0

2. **Homeland Security Grant Adjustments**

Three Homeland Security Grants are partially re-appropriated: FY03 Homeland Security Part 1 is re-appropriated at $342,700; FY03 Homeland Security Part II is re-appropriated at $828,640; and FY02 Domestic Preparedness is re-appropriated at $192,350. A net reduction of $1,375,678 in both revenues and appropriations reflects the portion of these grants that will be expended by June 30, 2004. September clean-up of homeland security grants further adjusted the revenue and appropriations down by $70,797.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,304,881)	(1,304,881)	0	0	0	0

3. **FY 2004-05 Homeland Security Grant Funding**

The Office of Emergency Services will be administering an additional Federal Homeland Security grant for all county agencies. As with other Homeland Security grants, a committee of police, fire, and EMS representatives will determine the allocation of funds. Funds will be used for planning, equipment purchase, training, exercises and administration.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,688,811	2,688,811	0	0	0	0

4. **New Federal Anti-Terrorism Intelligence Center Grant Funding**

The San Mateo County Sheriff's Office will be the administering agency for a regional counter-terrorism intelligence center grant and operation funded by the federal government. The center will coordinate intelligence information and investigation operations between local, state and federal agencies within the greater Bay Area.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,000,000	2,000,000	0	0	0	0

5. **Joint Terrorism Task Force (JTTF) Position Cost Reimbursement**

Together, the new Homeland Security grant and Anti-Terrorism Intelligence Center grants will fund a significant portion of an existing Sergeant position, assigned as San Mateo County's local representative on the FBI Bay Area Joint Terrorism Task Force. Funding from the grant has been tentatively allocated for this purpose by the oversight committee, however exact requirements and constraints for this funding are still pending. If necessary, this issue will be revisited later in the budget process when more information becomes available.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	(90,000)	0	(90,000)	0

6. **Emergency Operations Planning Grant Adjustments**

The 2002 Emergency Operations Planning Grant and the GO SERV Certification Grant have been re-appropriated. These amounts will be adjusted as required as a final change. Completed portions of these grants have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(55,153)	(55,153)	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,113,518	3,351,840	(170,141)	0	68,181	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

7. **Adjustments to Provide Current Level of Services**

Salaries and Benefits have been increased to include annualization of negotiated increases, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	83,505	0	0	83,505	0

8. **Tentative Grant Adjustments**

Tentative adjustments to Homeland Security grants have been included.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,000,000	(2,000,000)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

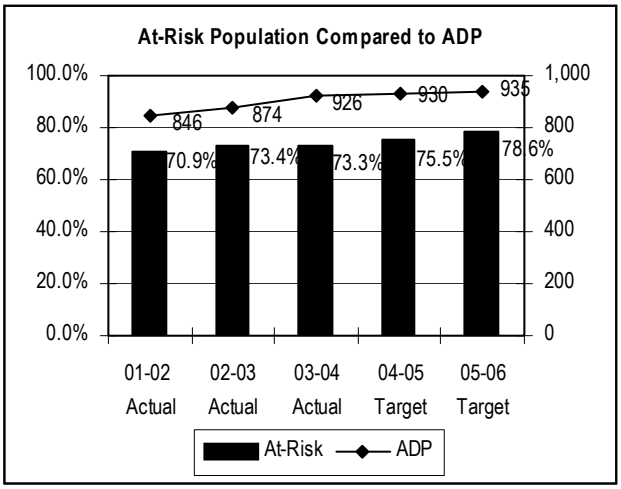
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,000,000	(1,916,495)	0	0	83,505	0

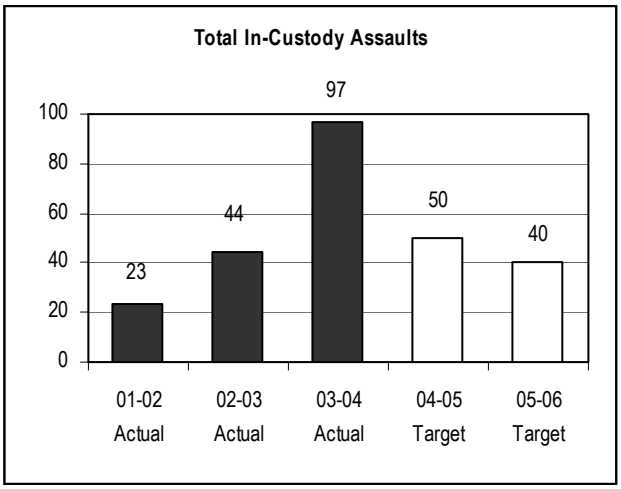
Maguire Correctional Facility (3101P)

Program Locator

County
- Criminal Justice
  - Sheriff's Office
    - Administration and Support Services
    - Professional Standards Bureau
    - Civil and Records Bureau
    - Sheriff's Forensic Laboratory
    - Patrol Bureau
    - Investigations Bureau
    - Office of Emergency Services
    - ▷ **Maguire Correctional Facility**
    - Custody Programs
    - Transportation and Court Security

Headline Measures





Program Outcome Statement

The Maguire Correctional Facility serves the community by incarcerating pre-trial and Court-sentenced inmates. It assists Court, law enforcement agencies, inmates and their families by operating a safe and secure correctional facility that ensures defendants will appear in Court and complete jail sentences. Inmates are incarcerated in a manner which provides for their medical, nutritional, hygienic, legal, and spiritual needs and are offered program services designed to provide opportunities to improve their lives both during and after incarceration to reduce recidivism.

Services and Accomplishments

The Maguire Correctional Facility is the largest housing facility and the only receiving correctional facility for adult offenders in San Mateo County. It is a maximum-security facility with an average daily population of approximately 919 inmates in FY 2003-04. The division has been actively working to develop alternatives to incarceration with the Custody Division and Courts to regulate crowding at the facility.

The following were major accomplishments in the prior year:

- No escapes
- Replaced windows and ADA improvements are underway for areas accessible to the public
- Implemented new Records Management and Automated Report Systems and replaced the County radio system
- Improved customer service
- Continued collaboration with Mental Health to identify and transition inmates from the in-custody "Life Skills" program to the community despite loss of grant funding

Story Behind Baseline Performance

Assaults against staff rose sharply with the closure of the Men's Correctional Center. The inmate population 'spiked' and has not abated despite the opening of the 45-bed Minimum Security Transitional Facility. Inmate management is more challenging. There is a constant influx of new bookings creating a near-capacity inmate population which increasingly commits serious rule violations and there is a high percentage of inmates classified as "at risk" due to gang involvement, assaultive behaviors, suicide potential, escape risk, and psychological problems. Compounding the challenge is the need to separate inmates due to gang affiliations, protecting inmates testifying in court against other inmates, "Keep Away" orders and other issues of housing violent individuals within limited space.

The proportion of sentenced inmates to pre-sentenced inmates has shifted during FY 2003-04; the percent of inmates who have not been sentenced is now 55% of the population. This can be a critical percentage comparison for managing correctional institutions. The un-sentenced population must be housed in a secure facility (MCF), whereas the Sheriff has some flexibility with sentenced inmates. Sentenced inmates may be placed in alternative housing or

programs, so in better times they can be shifted to facilities like the Men's Correctional Facility or even out into the community through custody alternatives like Sheriff's Work Program (SWP) or Electronic Monitoring Program (EMP). These alternatives provide an ability to effectively relieve overcrowding.

The Jail Intake Classification Unit continues to operate effectively. Decisions on Jail Citations, which permit release of misdemeanant arrestees on their promise to appear, and appropriate housing options for those arrestees remaining in custody are made quickly and efficiently. The Victim Notification Program, which ensures victims of violent crimes are notified, upon request, of an inmate's release, continues to provide a vital safety service to the community. Statistical reporting on in-custody assaults, assaults on staff, gang violence, gang affiliations, and escape attempts continues to improve and is necessitated by the risk level of inmates managed. This data assists in determining trends and developing procedures for identifying and addressing problem areas to ensure operational consistency.

Major challenges facing the program over the next two years will be:

- To managing an increasing Average Daily Population
- To work with the Courts to identify and implement alternatives to incarceration at Maguire
- To reduce assaults on inmates and on staff
- To improve reporting capabilities
- To address inmate classification needs

Program Priorities

The Maguire Correctional Facility will meet performance targets by doing the following:

Reduce Inmate Assaults by 33% and Staff Injuries by 10%

- Increase staff training
- More effectively utilize facility's supervision system
- Make the reduction of violence a priority for all
- Improve staff injury investigations and reporting
- Maintain consistent Continued Professional Training
- Expand workplace safety information available to staff

Decrease the Number of Documented Major Rule Violations Committed by Inmates by 13%

- Establish a Progressive Discipline Unit (PDU)
- Develop intensive supervision program parameters
- Establish baseline tracking of inmates requiring intensive supervision
- Train staff to implement PDU management

Implement Customer Service Improvements to Improve Satisfaction Rating by 10%

- Create automated telephone menu to provide information to the public

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of persons booked into custody	16,756	17,826	18,266	18,500	18,999
Number of releases	17,677	15,996	16,041	16,443	16,843
Number of inmates bailed from custody	3,787	4,051	3,585	3,764	3,764
Number of inmates cited out of custody(1)	2,491	3,562	4,545Ü	4,772	4,900
Average Daily Population (ADP) managed at the Maguire Correctional Facility	846	874	963	930	935
How Well We Do It (Quality)					
Percent of Average Daily Population classified as:					
- Gang affiliation	12%	13%	13%	15%	16%
- Assaultive	26%	25%	27%*	28%	29%
- Suicidal	14%	16%	16%	17%	18%
- Requiring psychological monitoring	4.3%	5%	5%	4%	4%
- Requiring protective custody	11.3%	13%	11%	10%	10%
- An escape risk	1.3%	1.4%	1.3%	1.5%	1.6%
Number of documented major rule violations committed by inmates	313	371	402	350	325
Is Anyone Better Off? (Outcome)					
Number of assaults: inmate vs. inmate / inmate vs. staff	17 / 6	34 / 10	62 / 35	50 / 15	40 / 10
Number of escapes / attempts	0 / 1	0 / 3	0 / 2	0 / 1	0 / 1
Number of reported staff injuries	--	53	55	50	40

(1) During FY 2002/2003, the Jail Citation function was transitioned into the Sheriff's Office. The result was a more uniform application of the Sheriff's misdemeanor citation policy and an increase in the number of Jail Citations.

Maguire Correctional Facility (3101P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	225.0	229.0	229.0	224.0	(5.0)	224.0
Funded FTE	225.0	229.0	229.0	224.0	(5.0)	224.0
Total Requirements	31,638,908	35,421,631	35,123,585	37,513,179	2,389,594	39,502,783
Total Sources	11,298,136	13,688,953	13,558,686	14,532,053	973,367	14,604,023
Net County Cost	20,340,772	21,732,678	21,564,899	22,981,126	1,416,227	24,898,760
NCC Breakdown						
State Grants Match			234,622	226,740	(7,882)	226,740
Local Grants Match			154,359	184,078	29,719	189,600
Mandated Services			21,175,918	22,430,425	1,254,507	24,342,537

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $22,841,243 or 61%, of which $11,453,508, or 30.6%, includes Mandated Services currently provided with no specified maintenance-of-effort requirements. However, under State Board of Corrections direct supervision jail standards, as well as minimum officer safety housing unit staffing standards conferred and agreed upon with labor organizations, the facility is currently operating at minimum safe staff and operating levels. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of mid-year position changes (two positions which had been on temporary assignment at Maguire were returned to their home assignments because of workload issues throughout the department); negotiated labor increases; adjustments to miscellaneous services and supply expenses; deletion of one-time expenses; and adjustments to ongoing revenues reflecting historical experience and anticipated fee increases or contractual adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
973,367	2,688,581	0	0	1,715,214	(2)

2. **Elimination of One Lieutenant Position**

One Lieutenant position is eliminated from the Maguire Correctional Facility and from the Sheriff's Office Budget. This position is transferred to the Northern California HIDTA program where it will assume responsibility for management of the Bay Area-wide Intelligence Center, as a fully funded Northern California HIDTA position. Team One Day Shift responsibilities will be re-distributed between the facility Administrative Lieutenant and the Housing, Security and Intake Sergeants.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(173,516)	0	0	(173,516)	(1)

3. **Jail Admissions Reorganziation**

On the two Night Teams at the Maguire Facility, two cashiering Legal Office Specialist (LOS) positions will be replaced with two Correctional Officer positions. This can be accomplished without layoffs as there are two vacant LOS positions which will be eliminated. Two Correctional Officer positions will be added. The Correctional Officer positions are more flexible and can be used in a wider variety of admissions assignments. The net cost is covered by year end Fund Balance from the prior year, and will be budgeted regularly starting in FY 2005-06. The Sheriff's use of Fund Balance for this reorganization is included in the countywide summary of final Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
91,690	91,690	0	0	0	0

4. **Inmate Intake Processing Service Reductions**

Two Legal Office Assistant positions in Intake Processing will be kept vacant. Because of the current dynamics of the jail population, the complete elimination of these positions is not recommended. They may be required for intake processing if jail populations continue to rise. The department will keep these positions vacant for salary savings, and will not fill them without first consulting with the County Manager's Office. The continuing need for these positions will be re-assessed in the FY 2005-06 budget process.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(118,608)	0	0	(118,608)	0

5. **Inmate Intake Processing Service Reductions**

Two Legal Office Assistant positions in Intake Processing will be kept vacant. Because of the current dynamics of the jail population, the complete elimination of these positions is not recommended. They may be required for intake processing if jail populations continue to rise. The department will keep these positions vacant for salary savings, and will not fill them without first consulting with the County Manager's Office. The continuing need for these positions will be re-assessed in the FY 2005-06 budget process.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(118,608)	0	0	(118,608)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
973,367	2,389,594			1,416,227	(5)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

6. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: Salaries and Benefits have been increased to include annualization of negotiated increases, as well as merit increases and higher benefit costs. County Service Charges have been increased reflecting an anticipated increase in these operating and utility costs for the department. Revenue from various service charges and contracts has been increased based on projected fee adjustments or increased services or collections.

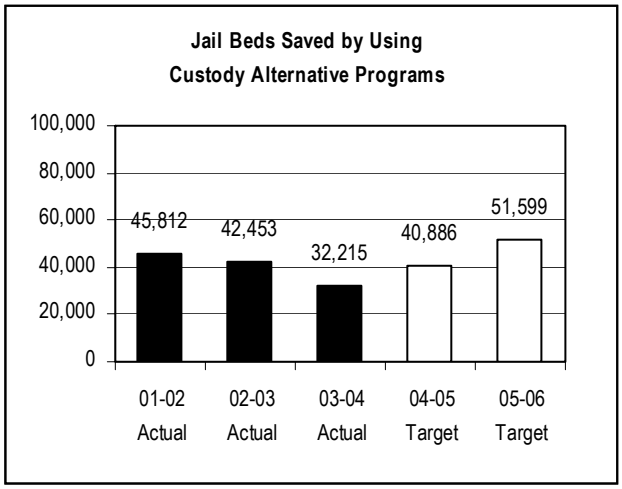
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
71,970	611,394	0	0	539,424	0

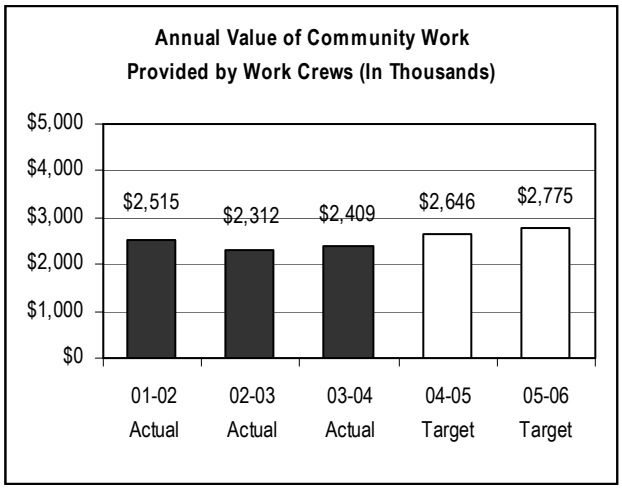
Custody Programs (3150P)

Program Locator

County
- Criminal Justice
  - Sheriff's Office
    - Administration and Support Services
    - Professional Standards Bureau
    - Civil and Records Bureau
    - Sheriff's Forensic Laboratory
    - Patrol Bureau
    - Investigations Bureau
    - Office of Emergency Services
    - Maguire Correctional Facility
    - ▷ **Custody Programs**
    - Transportation and Court Security

Headline Measures





Program Outcome Statement

The Custody Facilities and Alternatives Program houses minimum security-risk male and minimum and high security-risk female inmates in a safe and secure environment. It provides public and rehabilitative services to promote community safety; supports the successful transition of inmates back into the community; prevents overcrowding and reduces costs at the Maguire Correctional Facility; and provides cost savings to government agencies.

Services and Accomplishments

The Custody Facilities and Alternatives Program is composed of two Custody facilities, the Women's Correctional Center and the Men's Minimum Security Transitional Facility, and two custody alternative programs, the Sheriff's Work Program and the Electronic Monitoring Program.

The following were major accomplishments in the prior year:

- Managed Women's Correctional Center at 129% of capacity with no escapes
- Opened the Men's Minimum Security Transitional Facility
- Reinstated a Fire Safe Team at MSTF following closure of the Men's Honor Camp
- Saved approximately 32,215 jail beds in at a value of $3,583,246 through use of alternatives-to-incarceration programs
- Performed work in the community valued at $2,552,894 through the Sheriff's Work Program and Fire Safe Program
- Researched new GPS technology to encourage Court utilization of Electronic Monitoring Program

Story Behind Baseline Performance

The Sheriff's Work Program (SWP) is a custody alternative work program that has an ongoing population of approximately 400-500 low-risk, minimum-security offenders. Participants pay a set fee to participate in the program. SWP, an alternative to high cost incarceration/full-time confinement, saves approximately 30,249 potential jail beds annually which are instead used to house more serious offenders. In addition, SWP work crews serve nearly 60 government and non-profit agencies at an annual value of $2,452,626.

The Electronic Monitoring Program (EMP) is a court-ordered incarceration alternative that averages six participants per month. The Sheriff's Office and the Courts are in the process of evaluating new electronic equipment that will enable deputies to monitor participant locations/movements and maintain telephone contact. This new technology should enable the program to increase in size, which will reduce the number of inmates requiring incarceration in County facilities.

The Women's Correctional Center (WCC) has a capacity rating of 84 inmates. During the past year the jail provided security, care and

custody for a population that ranged from 83 to 143 inmates with an average daily population of 104 (123.8% of capacity).

The Court-sanctioned Choices Alcohol and Drug Rehabilitation Program is available to long-term substance abusers with an established pattern of criminal behavior and averages 27 participants (21% of the WCC population). The goal of the program is to reduce recidivism among participants. When graduates of the Choices Program have been compared to a sample group of program dropouts, graduates were 2.6 times less likely to have been rearrested, 3.8 times less likely to have been subsequently convicted, and 5.5 times less likely to have been subsequently incarcerated.

The number of mentally ill inmates in county and state correctional facilities is growing at a rate of 8% per year. The number of seriously mentally ill female inmates is nearly double their male counterpart. Currently 10-20% of the female jail population suffers from some form of mental illness and another 30-35% suffers from Attention Deficit Disorder (ADD) or Attention Deficit Hyperactivity Disorder (ADHD). The majority of the jail population (80%-90%) has been diagnosed with a drug and/or alcohol problem.

The Men's Minimum Security Transitional Facility (MSTF) was opened in July to ease the overcrowding of Maguire Correctional Facility that occurred when the Men's Correctional Center was closed. The facility had a capacity rating of 30 until December 2003 when the Board of Corrections increased the capacity rating to 45. Since that time the average daily population has increased to the new maximum allowed. MSTF houses a 12-14 man Fire Safe Team that clears ground fuels and establishes fuel breaks between the wild lands and residences throughout the county. The Fire Safe Team protects millions of dollars of public and residential property.

Major challenges facing the program over the next two year will be:

- To help reduce the Maguire inmate population by increasing Court acceptance of alternative programs
- To expand the Electronic Monitoring Program
- To maintain a stable workforce of female officers at the Women's Correctional Facility
- To address age and security issues at the Maple Street facility

Program Priorities

Increase the Number of Jail Beds Saved by Using Custody Alternatives Programs by 25%

- Utilize improved technology to manage inmate population on the Electronic Monitoring Program
- Seek the support of the Courts to increase inmate population on the Electronic Monitoring Program
- Increase the utilization of the Sheriff's Work Program through community outreach and increased Court support
- Develop a system of cross-training, job rotation and an emergency staffing pool with the Detention division

Increase Total Dollars Saved by Government and Non-Profit Agencies by 2%

- Increase the partnerships with County and non-profit organizations to better serve the inmate population
- Market to inmates the long-term benefits of participation in the Choices and Bridges Programs

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Average Daily Population (ADP)					
- Women's Correctional Center (WCC)	102	111	131	133	135
- Minimum Security Transitional Facility	0	0	45	45	45
Average daily number of SWP/EMP Participants	439	369	423	405	410
Average daily number of inmates participating in Choices at WCC	33	37	27	29	30
Average number of inmates participating in community work crews per day					
- SWP	118	97	110	112	115
- MSTF	0	0	15	14	14
How Well We Do It (Quality)					
Percent of inmates participating in Choices program at Women's Correctional Center	32%	32%	17%	21%	21%
Percent of total inmate population participating in custody alternative programs	33%	33%	28%	26%	25%
Number of total assaults at Women's Correctional Center	9	6	15	9	10
Is Anyone Better Off? (Outcome)					
Total jail beds saved by using custody alternatives programs (SWP, EMP) (1)	45,812	42,453	32,215	40,886	51,599
Total number of community service hours and value of work performed by work crews					
- SWP hours	319,181	307,273	330,228	381,520	400,596
- MSTF Fire Safe Team hours	0	0	13,865	10,500	10,500
- Total hours	386,902	355,822	344,153	392,020	411,096
- Total value	$2,514,863	$2,312,843	$2,409,071	$2,646,135	$2,774,898

(1) The drop in the number of jail beds saved is due to a change in data collection methodology and does not reflect a significant drop in the number of alternatives participants.

Custody Programs (3150P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	49.0	36.0	36.0	36.0		36.0
Funded FTE	49.0	36.0	36.0	36.0		36.0
Total Requirements	8,364,278	6,169,602	6,426,649	6,755,700	329,051	7,070,676
Total Sources	6,371,534	3,303,093	3,216,348	3,176,048	(40,300)	3,208,913
Net County Cost	1,992,744	2,866,509	3,210,301	3,579,652	369,351	3,861,763
NCC Breakdown						
Mandated Services			3,210,301	3,274,089	63,788	3,496,908
Non-Mandated Services				305,563	305,563	364,855

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $3,579,652 or 53%, of which $1,339,834 or 19.8% is discretionary. Of this amount, 100% includes Mandated Services currently provided with no maintenance-of-effort or local match requirements and discretionary services that include the Sheriff's Work Program, Minimum Security Transitional Facility, and Electronic Monitoring Program. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of mid-year position changes (one Deputy position was internally transferred from the Maguire facility to the Women's Correctional Center); and negotiated labor increases; adjustments to miscellaneous services and supply expenses; deletion of one-time expenses; adjustments to ongoing revenues reflecting historical experience and anticipated fee increases, as well as the elimination of a one-time cost reimbursement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(40,300)	465,603	0	0	505,903	1

2. **Electronic Monitoring Program/Weekender/SWP Deputy Position**

One vacant Deputy position serving Electronic Monitoring/Sheriff's Work Program/and the Weekender Unit, is eliminated and this unit is fully consolidated with Sheriff's Work Program. A program is underway with the Courts and Probation to re-vitalize Electronic Monitoring using the new GPS participant-tracking technology. If EMP populations increase over 25 participants, the Board may be requested to add back an additional Deputy position in the future, using offsetting participant fee revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(136,552)	0	0	(136,552)	(1)

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(40,300)	329,051	0	0	369,351	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Salaries and Benefits have been increased to include annualization of negotiated increases, as well as merit increases and higher benefit costs. County Service Charges have been increased reflecting an anticipated increase in these operating and utility costs for the department. Revenue from various service charges and contracts has been increased based on projected fee adjustments or contractual adjustments.

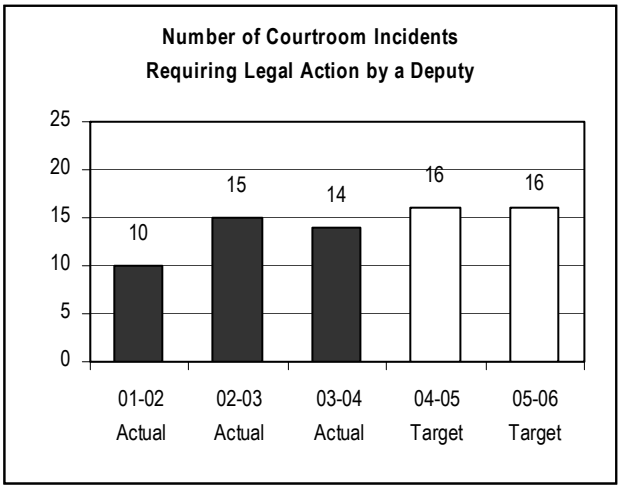
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
32,865	81,826	0	0	48,961	0

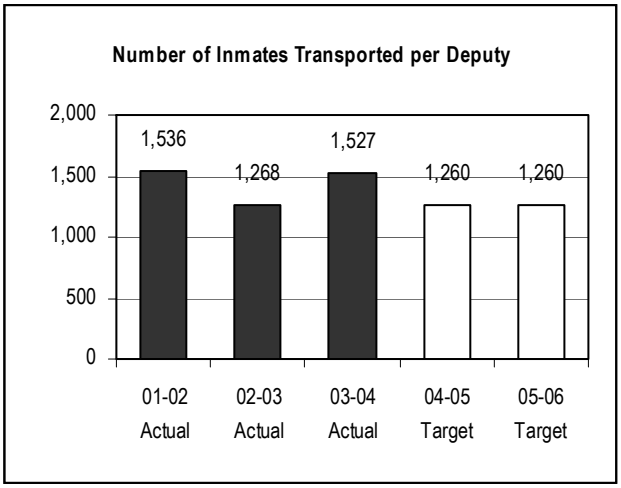
Transportation and Court Security (3158P)

Program Locator

County
- Criminal Justice
  - Sheriff's Office
    - Administration and Support Services
    - Professional Standards Bureau
    - Civil and Records Bureau
    - Sheriff's Forensic Laboratory
    - Patrol Bureau
    - Investigations Bureau
    - Office of Emergency Services
    - Maguire Correctional Facility
    - Custody Programs
    - ▷ **Transportation and Court Security**

Headline Measures





Program Outcome Statement

The Sheriff's Transportation Unit transports inmates in a safe, secure and efficient manner to the Courts and other facilities so that escapes and threats to the public safety are avoided. The Court Security Unit provides courtroom and courthouse security and helps ensure workplace safety for all citizens and employees visiting or working in Court facilities.

Services and Accomplishments

The Transportation and Court Security Program is comprised of two units: Inmate Transportation and Court Security. The Court Security Unit provides protection for the Superior Court's 34 permanent judicial departments and pro-tem courtrooms, located in four courthouses within the county. The Transportation Unit provides security and control of inmates when they are outside the correctional facilities and extradition of prisoners who are bound for court and/or detention in San Mateo County but are held in other jurisdictions.

The following were major accomplishments in the prior year:

- Transported over 30,000 without escape or injury
- Opened the Northern Court Security Checkpoint
- Implemented 4/10 work schedule for Transportation Deputies

Story Behind Baseline Performance

During the past year, over 30,000 inmates have been transported without escape or injury. On the average, this means that nearly 1,200 inmates were transported per Deputy assigned to Transportation Unit. At mid-year the Inmate Transportation Unit absorbed the reduction of two Deputy positions, which were transferred to the Men's and Women's correctional facilities to address critical workload increases and staffing shortages in those facilities. This has presented scheduling challenges, but to date the unit has been able to ensure inmate and staff safety and the timely transport of inmates. The number of staff/public injuries during transportation details remains very low at four reported incidents for the fiscal year.

Major challenges facing the program over the next two year will be:

- To maintain the quality of work with reduced staffing levels
- To manage increasing numbers of new, less experienced staff
- To address longer commutes of young staff in Bailiff positions

Program Priorities

The Transportation and Court Security Bureau will meet performance targets by focusing the following:

<u>Ensure No Escapes or Injuries Occur during Inmate Transportation or in the Courtroom</u>

- Provide written direction and training in securely handling inmates during transport

Reduce Court-Operating Costs

- Work with the Court's Administration to be more efficient, without compromising Security
- Attend meetings with the Court Administrator to keep the lines of communication open

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Total number of inmates transported	31,029	30,449	32,724	31,500	31,500
Total number of citizens entering the Hall of Justice through checkpoint	--	--	480,000	480,000	480,000
Number of courtroom incidents requiring legal action by a Deputy (1)	10	15	14	16	16
Number of courtroom outbursts/violence	--	--	8	7	7
How Well We Do It (Quality)					
Number of inmates transported annually per Transportation Unit Deputy	1,536	1,268	1,527	1,260	1,260
Cost per inmate transported	$99	$111	$123	$135	$140
Is Anyone Better Off? (Outcome)					
Number of staff/public injuries during transportation details	3	6	3	5	5
Number of staff/public injuries in courtrooms	--	--	2	3	3

(1) A legal action is defined as a deputy arrest, whether a cite or physical arrest, and completion of an incident report documenting such actions

Transportation and Court Security (3158P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	66.0	66.0	66.0	64.0	(2.0)	64.0
Funded FTE	65.0	65.0	65.0	62.0	(3.0)	62.0
Total Requirements	8,592,055	9,835,898	9,925,410	10,888,814	963,404	11,439,890
Total Sources	6,794,809	7,193,053	7,134,563	8,177,511	1,042,948	8,499,771
Net County Cost	1,797,245	2,642,845	2,790,847	2,711,303	(79,544)	2,940,119
NCC Breakdown						
Trial Court Funding MOE			125,379	191,332	65,953	247,593
Mandated Services			2,665,468	2,519,971	(145,497)	2,692,526

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $2,711,303 or 25.4%, of which $1,250,498 or 11.7% is discretionary. Of this amount, 100% represents mandated Inmate Transportation Services currently provided with no maintenance-of-effort or local match requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; adjustments to miscellaneous services and supply expenses; deletion of one-time expenses; and adjustments to ongoing revenues including Trial Court Security reimbursements for increased operational and personnel costs, and anticipated fee increases. Two Transportation positions were transferred mid-year to address critical workload increases and staffing shortages inside the Men's and Women's correctional facilities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,151,893	1,072,349	0	0	(79,544)	(2)

2. **Mandated Court Security Reductions**

The Trial Courts have mandated an across-the-board reduction in Court Security costs. The Sheriff's Office has worked with the Courts to develop an appropriate reduction plan for implementation in the San Mateo County Superior Courts. A total of four checkpoint/extra security positions will be eliminated: one Deputy position will be eliminated from the Hall of Justice checkpoint. One Deputy position will be eliminated from the North Courts Security contingent. Two extra help Security Deputy positions, currently being filled using permanent position salary savings, will be eliminated from branch courthouses. At Hillcrest, one additional Securitas guard will be added to help offset the loss of the extra help Deputy. A corresponding reduction in Trial Court Funding has been included.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(347,885)	(347,885)	0	0	0	(2)

3. **Restore Two Court Security Deputies**

Due to the final structuring of the State Budget, it will be possible to restore two Perimeter Security Deputy positions which were tentatively eliminated in the June Recommended Budget. Two Deputy positions providing perimeter security for Northern Court and Central/Hillcrest Courts are restored, and matching Trial Court funding is added. There is no Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
119,470	119,470	0	0	0	2

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
923,478	843,934	0	0	(79,544)	(2)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: Salaries and Benefits have been increased to include the annualization of negotiated increases, as well as merit increases and higher benefit costs. County Service Charges have been increased reflecting an anticipated increase in these operating and utility costs for the department. Revenue from Trial Court reimbursement and other minor fees and charges has been increased based on projected cost and fee adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
322,260	551,076	0	0	228,816	0

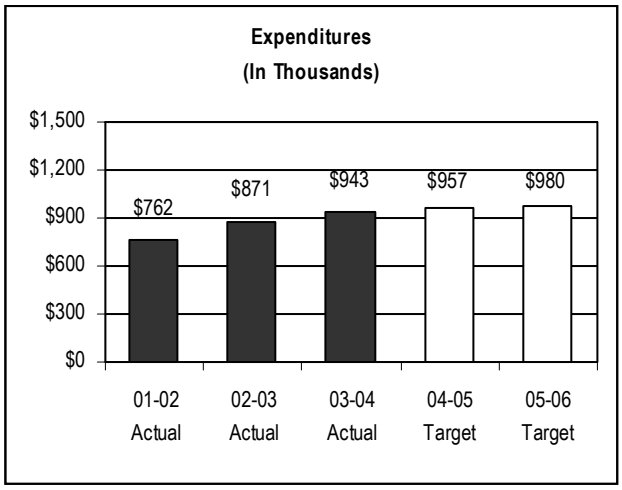
Message Switch (1940B)

Budget Unit Locator

County
- Criminal Justice
  - District Attorney's Office
  - Department of Child Support Services
  - County Support of the Courts
  - Private Defender Program
  - Sheriff's Office
  - ▷ **Message Switch**
  - Probation Department
  - Coroner's Office

Budget Unit Description

The Message Switch budget unit captures the operating costs for a specialized communications computer system linking 33 participating agencies with various statewide criminal justice databases. This system is operated under a joint powers-type structure, and is part of a larger statewide network encompassing all criminal justice agencies, coordinated by the State Department of Justice. Costs are shared among all participants based on actual usage.



Net County Cost

There is no General Fund contribution to this program and it therefore has no Net County Cost. The program is fully funded by user fees.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Service**

Budget adjustments have been made as follows: minor increases to Automated Warrant System (AWS) charges; Message Switch communications line expenses; contract system support services; and County service charges, including information technology and rental charges. These increases are fully offset by increased reimbursements from participating agencies.

Revenue/Sources	60,415
Appropriations	37,833
Intrafund Transfers	20,217
Reserves	2,365
Net County Cost	0
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Service**

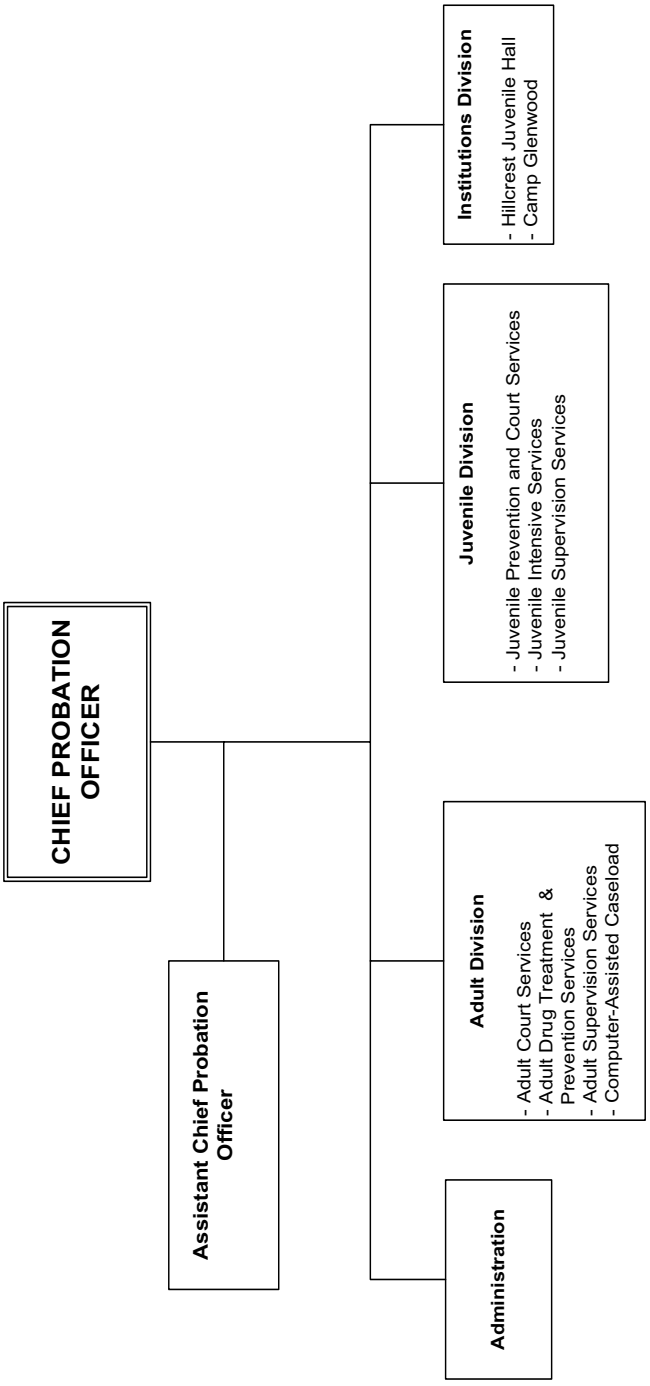
Miscellaneous charges have been increased slightly, but are fully offset by increased reimbursements from participating agencies.

Revenue/Sources	23,404
Appropriations	23,404
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Message Switch (1940B)
General Fund
FY 2004-05 and 2005-06 Budget Unit Summary

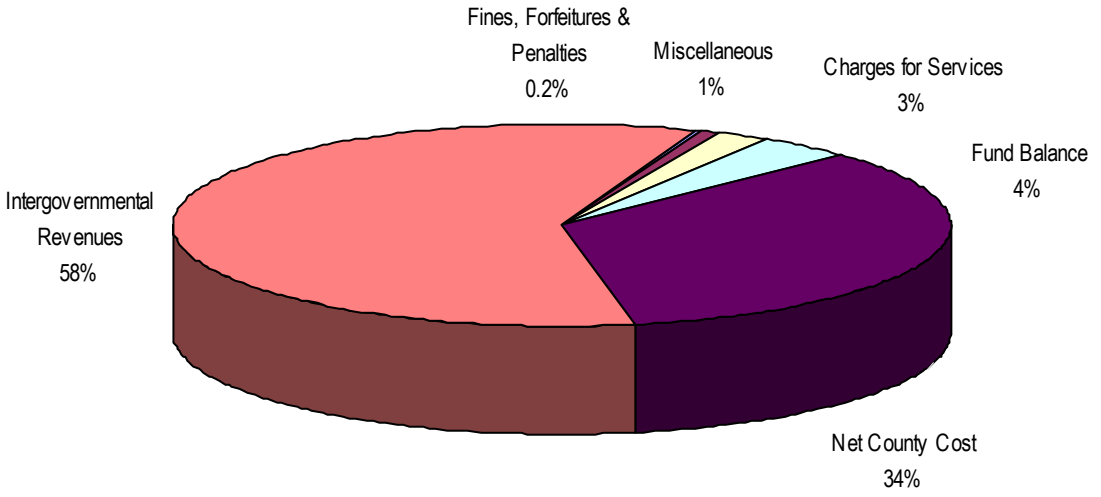
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	382,259	422,351	422,350	450,548	28,198	473,952
Interfund Revenue	22,170	27,050		20,335	20,335	20,335
Miscellaneous Revenue		18,776				
Total Revenue	404,429	468,177	422,350	470,883	48,533	494,287
Fund Balance	466,758	474,598	474,598	486,480	11,882	486,480
TOTAL SOURCES	871,187	942,775	896,948	957,363	60,415	980,767
REQUIREMENTS						
Services and Supplies	289,689	337,569	358,817	399,261	40,444	399,261
Other Charges	187,616	217,538	217,990	215,379	(2,611)	238,783
Gross Appropriations	477,305	555,107	576,807	614,640	37,833	638,044
Intrafund Transfers	(88,051)	(98,809)	(125,859)	(105,642)	20,217	(105,642)
Net Appropriations	389,254	456,298	450,948	508,998	58,050	532,402
Contingencies/Dept Reserves	481,933	486,477	446,000	448,365	2,365	448,365
TOTAL REQUIREMENTS	871,187	942,775	896,948	957,363	60,415	980,767

PROBATION DEPARTMENT

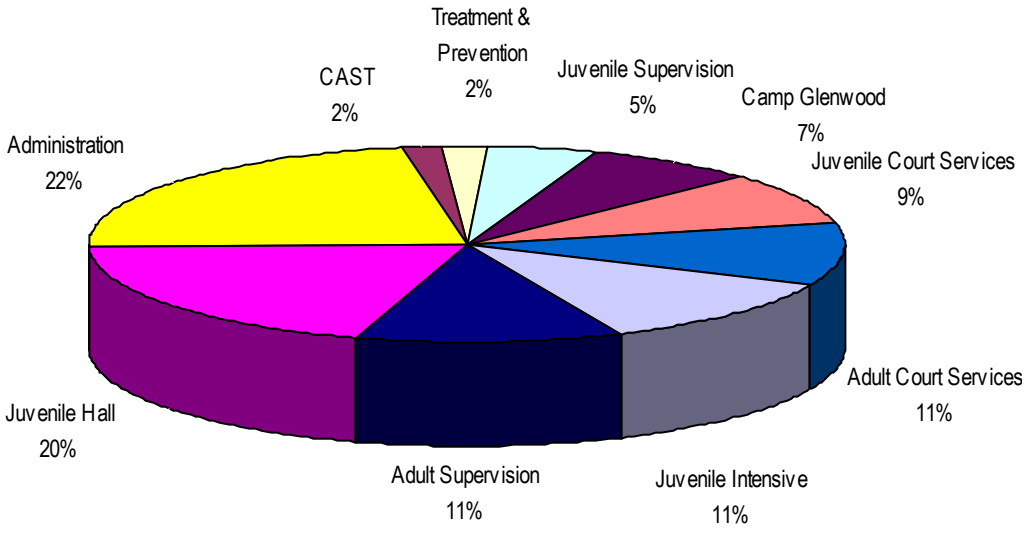


Probation Department (3200D)

FY 2004-05 Adopted Sources



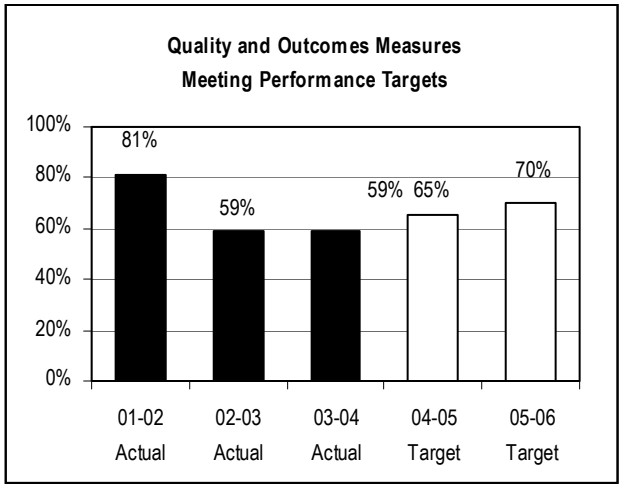
FY 2004-05 Adopted Requirements

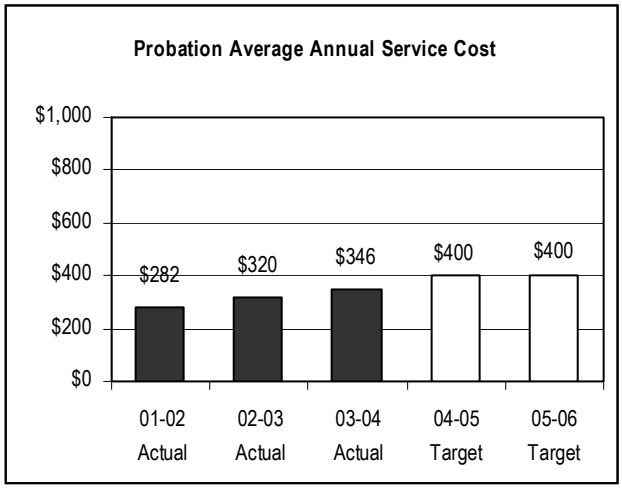


Program Locator

County
- Criminal Justice
  - District Attorney's Office
  - Department of Child Support Services
  - County Support of the Courts
  - Private Defender Program
  - Sheriff's Office
  - Message Switch
  - ▷ **Probation Department**
  - Coroner's Office

Department Measures





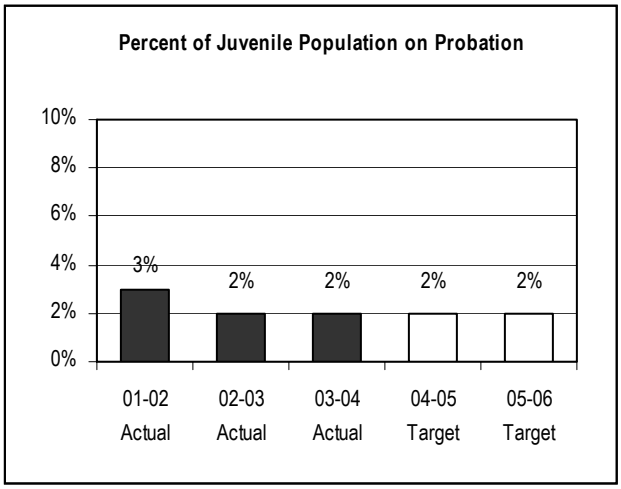
Department Mission Statement

The mission of the Probation Department is to protect the public by providing quality cost-effective services to reduce the incidence and impact of delinquency and crime, to assist in the resocialization of the offender, and to provide assistance and support to our community.

Contributions to Shared Vision 2010 Goals

The Probation Department contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 6:** Probation Juvenile programs work with youth and their families in an effort to build families and maintain youth in their homes. Prevention programs and probation interventions contribute to improving the community.
- **Goal 7:** The Probation Department provides community supervision of both youth and adult offenders and works closely with law enforcement agencies to provide intensive monitoring of high-risk offenders.
- **Goal 8:** The Probation Department provides treatment, educational, mentoring and vocational services that assist youth in making positive behavioral changes.
- **Goal 22:** The Probation Department develops multi-agency programs that result in integrated and cost effective services, including in-home programs with the Mental Health Department and Human Services Agency, prevention programs with the schools and local police departments, treatment programs with community providers, and Drug Court with the Courts and Alcohol and Drug Services.
- **Goal 24:** The Probation Department works to make victims whole and offenders accountable for their conduct in the community.



Story Behind Baseline Performance

The Probation Department includes the following programs:

- Administration and Support
- Adult Court Services
- Computer Assisted Caseload
- Adult Drug Treatment and Prevention Services
- Adult Supervision Services
- Juvenile Supervision Services
- Juvenile Intensive Services
- Juvenile Prevention and Court Services
- Juvenile Hall
- Camp Glenwood

Accomplishments that have contributed to meeting performance targets this past year include:

Improved Programming in All Divisions
- Conducted external professional evaluation of each probation program's effectiveness
- Added programming empirically shown to reduce recidivism
- Increased assessment of offenders to ensure appropriate services are applied to specific populations

Maintained Collaborative Process to Design and Build Youth Services Center
- Completed design phases
- Assisted County with addressing neighborhood issues
- Obtained training in transitional process
- Worked with other Departments to address facility issues and estimated costs for new Center

Focused on Internal Programs for Staff
- Developed a Critical Incident Response Team
- Re-instituted the department newsletter

Maintained Collaborative Relationships with Court
- Worked with Court to increase supervision fees as a Department revenue source
- Developed emergency Prop. 36 Court process to maintain mandated functions
- Expanded Bridges program to include mental health component
- Continued development of the new Girl's program to reduce drug usage
- Implemented pilot electronic monitoring pilot to provide more non-custodial sentencing options

Major challenges over the next two years will be:

- To maintain quality of services following reduction of staff
- To implement a Electronic Monitoring Program as an alternative to juvenile detention
- To maintain continuity in services with necessary reallocation of staff to remaining programs
- To provide legally mandated training without funding
- To implement new data system
- To secure resources necessary to make successful transition to Youth Services Center
- To find cost-effective ways to educate the community

Department Priorities

The Probation Department will meet performance targets by doing the following:

Better Identify Youth and Offender Populations Needing Targeted Probation Services
- Develop and implement adult and juvenile risk assessment and classification instruments
- Re-evaluate probation services and prioritize services to highest risk populations
- Secure funding for transitional services for youth returning from custody to their communities

Improve Department Infrastructure
- Implement performance standards for all positions
- Finish updating policy and procedure manuals
- Provide more accurate performance data with new database

Develop Staff Capabilities
- Comply with mandated training requirements through use of low-cost or free training
- Implement mentoring program for increased staff development
- Stabilize staff following program modifications/reductions

Oversee Construction and Transition to Youth Services Center
- Analyze Department's transition cost
- Develop strategy for the move to the new facility
- Create efficiencies and cost savings by working with collateral agencies to coordinate transition

Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

- Closed a unit in the Juvenile Hall (13 positions)
- Eliminated one vacant Accountant I position in Administration
- Eliminated one vacant Legal Office Services Supervisor in SSF Adult Clerical Unit
- Eliminated one vacant Deputy Probation Officer III in RWC Adult Alternative Supervision
- Eliminate one vacant Program Service Manager I in EPA Juvenile Supervision Unit
- Added new revenue from Targeted Case Management program
- Increased Title IV-E revenue
- Decreased miscellaneous Services and Supplies accounts
- Reduced ISD charges, insurance charges, food service charges and other internal service charges
- Reduced expenditures for California Youth Authority (CYA) psychiatric evaluation, placement and housing

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources decreased by $1,236,815 or 3.8% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of $566,114 in this funding source due to a projected increase in Title IV-E and Temporary Aid to Needy Families (TANF) Camps and Ranches revenue, and the addition of Federal revenue from the Targeted Case Management program. An offsetting reduction in the amount of $167,781 for reduced Juvenile Justice Crime Prevention Act funding and Other State Mental Health revenue has been included.

Charges for Services

There is a decrease of $233,750 in this funding source due to a delay in full realization of Adult Supervision fees. Revenue derived from the increased Adult supervision fees for felons and misdemeanants on Probation will be maximized as new cases are added to the caseload.

Miscellaneous Revenue

There is a net decrease of $200,000 in this funding source due to an anticipated reduction in Risk Prevention Program participant payments from local entities.

Fund Balance

There is an increase of $199,716 in the Fund Balance due to implemented cost-savings measures and vacant positions in the Juvenile Hall.

TOTAL REQUIREMENTS

Total Requirements decreased by $1,320,017 or 2.7% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of $447,079 in this expenditure category. Merit increases, negotiated labor increases, and mid-year position changes have been included, as well as the deletion of twenty-two positions in the Juvenile Hall, Community Schools Program, Camp Glenwood, the Juvenile Division East Palo Alto Unit, and the Administration Division. Two new Deputy Probation Officer positions have been added to staff the newly created Electronic Monitoring Program (EMP). All but one of the deleted positions at the Juvenile Hall and Camp Glenwood are vacant. These positions are being deleted as a result of the planned closure of a unit at each facility, which can be effected through the corresponding creation of the EMP. Three filled Group Supervisor positions are being deleted in the Community Schools Support budget unit. The elimination of a vacant Probation Services Manager position in the East Palo Alto Unit will mean that supervision responsibilities for adult and juvenile caseloads will need to be consolidated. The elimination of a vacant Legal Offices Services Supervisor position in South San Francisco will mean that the two remaining Legal Offices Services Supervisors will be required to assume responsibility for clerical support supervision for three separate offices, and that some of their current duties will need to be reassigned. A vacant Accountant I position has been deleted from the Fiscal Unit of the Administration Division. This elimination will require the remaining Accountant II to absorb additional claiming and revenue tracking duties.

Services and Supplies

There is a net decrease of $588,235 in this expenditure category. Decreases reflect reductions in computer equipment purchases, office supplies, protective equipment and supplies, departmental training, service and employee recognition, and postage and mailing accounts. These reductions have been made as part of the Department's efforts to meet the current year budget target and may result in increased future needs.

Other Charges

There is a net decrease of $653,740 in this expenditure category due to internal service level reductions, primarily in automation services. Additionally, expenditures associated with evaluation, placement, and housing of youths referred to the California Youth Authority has been reduced. These reductions have been made as part of the Department's efforts to meet the current year budget target and may result in increased future needs.

NET COUNTY COST

There is increase of $83,202 in Net County Cost in the FY 04-05 Adopted Budget. The increase resulted from a Board decision to partially fund the expansion of the Risk Prevention Program in the southern portion of the county.

Probation Department (3200B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	110,939	101,129	121,700	121,700		121,700
Intergovernmental Revenues	29,757,359	30,192,734	28,627,334	30,014,983	1,387,649	29,776,983
Charges for Services	895,474	1,167,395	1,383,681	1,149,931	(233,750)	1,149,931
Miscellaneous Revenue	527,756	325,054	374,358	257,558	(116,800)	257,558
Other Financing Sources	230,000	230,000	230,000	230,000		230,000
Total Revenue	31,521,529	32,016,313	30,737,073	31,774,172	1,037,099	31,536,172
Fund Balance	1,896,401	1,897,037	1,897,037	2,096,753	199,716	1,481,628
TOTAL SOURCES	33,417,930	33,913,350	32,634,110	33,870,925	1,236,815	33,017,800
REQUIREMENTS						
Salaries and Benefits	34,821,744	39,557,695	39,452,143	40,624,421	1,172,278	42,148,299
Services and Supplies	6,037,517	6,838,333	7,258,440	10,116,036	2,857,596	9,769,673
Other Charges	7,164,279	6,854,658	7,261,520	6,607,780	(653,740)	6,607,780
Fixed Assets	16,743	29,352		412,000	412,000	
Gross Appropriations	48,040,282	53,280,038	53,972,103	57,760,237	3,788,134	58,525,752
Intrafund Transfers	(3,048,993)	(3,650,707)	(4,324,093)	(7,304,061)	(2,979,968)	(7,304,061)
Net Appropriations	44,991,289	49,629,331	49,648,010	50,456,176	808,166	51,221,691
Contingencies/Dept Reserves	669,772			511,851	511,851	511,851
TOTAL REQUIREMENTS	45,661,061	49,629,331	49,648,010	50,968,027	1,320,017	51,733,542
NET COUNTY COST	12,243,131	15,715,981	17,013,900	17,097,102	83,202	18,715,742
AUTHORIZED POSITIONS						
Salary Resolution	427.0	440.0	440.0	429.0	(11.0)	429.0
Funded FTE	418.7	426.8	426.8	415.8	(10.9)	415.8

FY 2005-06 Budget Overview

TOTAL SOURCES

No change.

TOTAL REQUIREMENTS

Total Requirements increased by $1,618,640 or 3.31% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of $1,618,640 in this expenditure category due to merit and negotiated labor increases.

NET COUNTY COST

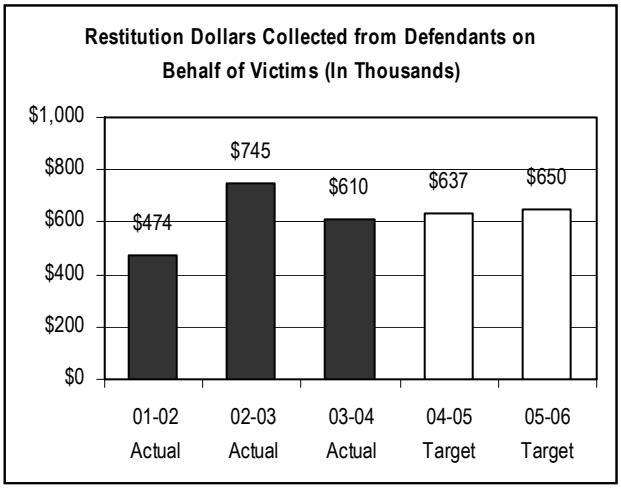
There is an increase of $1,618,640 in this Department's General Fund allocation due to negotiated labor increases.

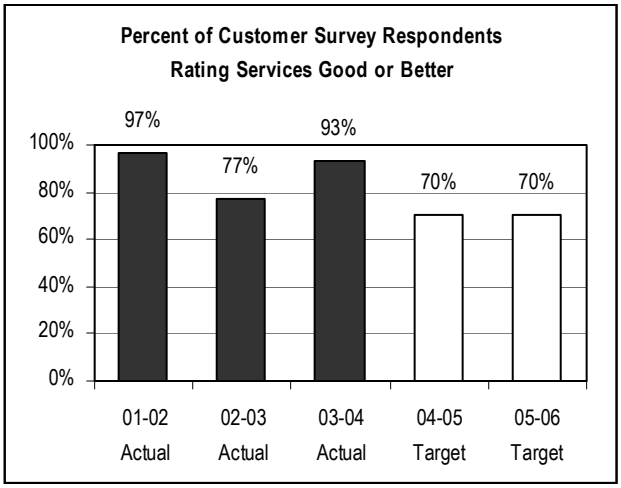
Administration (3211P)

Program Locator

County
Criminal Justice
Probation Department
▷ **Administration**
Adult Court Services
Adult Drug Treatment and Prevention Services
Adult Supervision Services
Computer Assisted Caseload
Juvenile Supervision Services
Juvenile Intensive Services
Prevention and Court Services
Juvenile Hall
Camp Glenwood

Headline Measures





Program Outcome Statement

Administration provides direction and leadership, defines Department priorities, assesses staff needs, provides training, personnel, and automation services and develops, coordinates and monitors fiscal activities to support the Department's vision and mission.

Services and Accomplishments

The Administration Program consists of Personnel, Training, Background Investigation, Grant Enhancement, Fiscal Services, Automation, Program Support, and Senior Management. The primary functions of the Probation Department's Administrative Program are to provide staff with the resources necessary to carry out the Department's mission and ensure that the Department's operations are both efficient and effective. Costs associated with support staff and various services and supplies are budgeted in Administration. These costs are then distributed based on percent of staff they support.

The following were the major accomplishments in the prior year:

- Oriented and completed timely background investigations on 26 permanent positions in the Institutions Division
- Developed and implemented an internship program in the Juvenile Division
- Completed design and implementation of new database system in the Juvenile and Institutions Divisions, including staff training
- Increased collection of fees for probation services
- Resurrected Department quarterly newsletter
- Maintained quality training and complied with STC standards without state funding

Story Behind Baseline Performance

The quantity of restitution collected varies each year based on the types of offenses prosecuted, the offender's ability to pay, and the efforts toward collection of restitution. Collection percentages have remained the same, despite reductions in staffing.

Due to the population served by the Probation Department, customer surveys are a challenge in that a great job by a probation officer can easily result in a negative evaluation from an offender or parents frustrated with being held accountable. As a law enforcement agency, the Department investigates citizen complaints, none of which resulted in any disciplinary actions during FY2003-04. Numerous letters of appreciation from youth, offenders, parents and partnering community agencies have been received. However, as the Department's resources have been cut, customer service rates have lowered. Reductions in staffing and frozen positions have resulted in reductions and delays in service.

To bring the number of funded permanent positions into alignment with the Hall population and reduce the use of extra-help and overtime, 26 permanent positions were added in the juvenile hall.

This kept the personnel and background investigation units busy. To offset the addition of the Hall positions, three Deputy Probation Officers, eight Group Supervisors, and two support positions were eliminated. To assist with this reduction in staff, an internship program in the Juvenile Division was established. Developing local cost-effective resources to meet statutory mandates for training sworn staff, while losing state training funds, has been a priority. Background investigations continue to be comprehensive and timely.

The Department's Information Technology (IT) Unit continues to evaluate ways of reducing overall costs through efficiencies and new technology. With a need to increase revenue, the Department increased supervision fees for Adult probationers and added new fees for pre-sentence reports. However, with State and Federal funding being eliminated or cut, and reporting requirements increasing, finding grants for new and existing programs is challenging.

A quarterly newsletter was implemented for the purpose of creating a venue to highlight some of the positive things done by staff. The newsletter is written on a quarterly basis by 15 volunteer staff who serve as journalists in addition to their regular work. The newsletter provides a medium of communication internally as well as a means of educating external partners. Highlighting accomplishments focuses attention on the positive contributions being made by the Department with fewer resources.

Major challenges over the next two years will be:

- To find cost savings and efficiencies through changes in use of information technology
- To maintain quality training without State funding
- To increase completion rates of customer surveys

Program Priorities

The Administration Program will meet performance targets by doing the following:

Meet All Mandated Timeframes for Processing Restitution Payment for Victims

- Develop programs that allow collection of both restitution and other revenue fees
- Explore utilizing Revenue Services for collection of fees

Ensure a Customer Satisfaction Rating of at Least 70%

- Actively solicit feedback from community partners
- Encourage probationers to complete surveys following participation in specific program or at end of probation term

Meet Statutorily Mandated Training without STC Funding

- Utilize local, cost-effective resources to provide training
- Collaborate with neighboring counties to share training resources
- Utilize junior college as a method to create funding source for training

Increase or Identify Two Revenue Sources

- Submit grant to secure funds for transitional youth services
- Increase IV-E Claims

Complete Transition Plan for Youth Services Center by July 2005

- Analyze and estimate costs of transitioning to new Youth Services Center
- Develop two-year transition plan
- Continue implementation of best programming practices

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of Court orders/defendant payments processed for Fines, Fees, and Restitution; Court Orders; and Defender Payments	1,900	18,126	17,383	19,380	19,768
Number of STC training hours completed by sworn staff	26,593	18,780	16,335	9,200	9,200
Total grant and claim dollars	$10,034,340	$9,393,835	$9,881,784	$6,713,572	$6,293,572
How Well We Do It (Quality)					
Percent of defendant's victim restitution payments processed in less time than stipulated per Penal Code (1)	85%	87%	80%	85%	85%
Percent of grants submitted that are awarded	75%	54%	79%	75%	80%
Is Anyone Better Off? (Outcome)					
Restitution dollars collected from defendants on behalf of victims	$473,976	$744,803	$609,847	$637,500	$650,250
Number and percent of training class evaluations indicating relevance to job skills	778 / 85%	735 / 78%	766 / 87%	735 / 87%	735 / 87%
Percent of customer survey respondents rating services good or better	97%	77%	93%	70%	70%

(1) Code timeframes: 30 days for cash; 60 days for checks; 180 days for multiple victims

Administration (3211P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	106.0	103.0	103.0	102.0	(1.0)	102.0
Funded FTE	105.8	103.6	103.6	101.7	(1.9)	101.7
Total Requirements	12,739,871	12,674,030	12,409,837	9,659,740	(2,750,097)	9,521,861
Total Sources	13,930,816	14,824,547	11,565,378	7,890,857	(3,674,521)	7,275,732
Net County Cost	(1,190,945)	(2,150,517)	844,459	1,768,883	924,424	2,246,129
NCC Breakdown						
Mandated Services			832,501	66,101	(766,400)	543,347
Non-Mandated Services			11,958	11,958		11,958

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $78,059 or.7%. Of this amount, approximately 95% is discretionary (mandated services provided include pre-employment backgrounds, peace officer training, victim restitution, etc.). The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of the Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: intergovernmental and miscellaneous revenue accounts have been adjusted to reflect an increase in Title IV-E revenue and a decrease in public safety communication service fee; inclusion of merit increases, flexibly staffed positions and negotiated labor increases; and reductions to various Service and Supply, and Other Charges accounts, including internal service charges. Program-specific revenue and costs that were previously captured centrally in the Administration program, including Public Safety sales tax revenue and other sources, and program support costs, have been redistributed to the appropriate program budget units to better reflect actual program activities. The increase in Net County Cost reflected in this program is offset by reductions in other department programs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,874,237)	(336,324)	(2,979,968)	0	557,945	0

2. **Elimination of One Accountant Position in the Fiscal Services Unit**

One vacant Accountant I position is eliminated in Administration Services, Fiscal Services Unit in order to meet the department budget target. Workload is being redistributed among fiscal support staff.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(67,512)	0	0	(67,512)	(1)

3. **Elimination of One Legal Office Services Supervisor in the South San Francisco Adult Clerical Unit**

One vacant Legal Office Services Supervisor is eliminated in the South San Francisco Clerical Unit in order to meet the department budget target. Workload has been reassigned within the unit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(77,860)	0	0	(77,860)	(1)

4. **Adjustment to Fund Balance**

Fund Balance has been adjusted to reflect unanticipated savings resulting from implemented cost-savings measures and vacant positions. Fund Balance increased by $1.1 million over the year-end projection included in the Recommended Budget. Those funds have been set-aside for transition costs associated with the Youth Service Center, general department reserves, and for the one-time purchases of an adult case management system and replacement computers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
199,716	199,716	0	511,851	511,851	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,674,521)	(281,980)	(2,979,968)	511,851	924,424	(2)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

5. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, flexibly staffed positions and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	477,246	0	0	477,246	0

6. **Eliminate One-Time Uses of Fund Balance**

Costs associated with the purchase of the new adult case management system and replacement computers have been backed-out, with a corresponding reduction to Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
615,125	(615,125)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

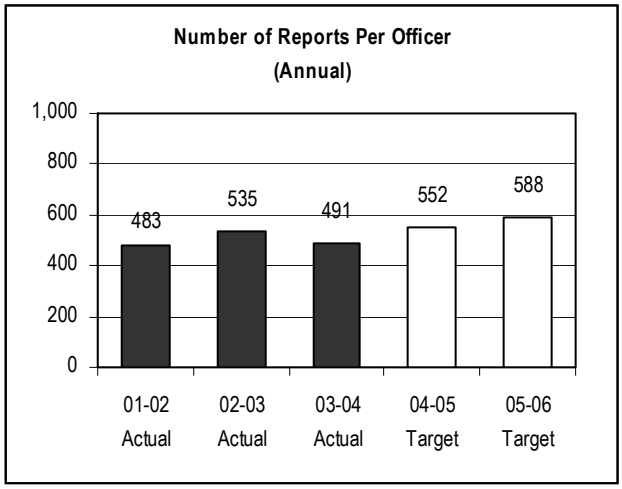
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	477,246	0	0	477,246	0

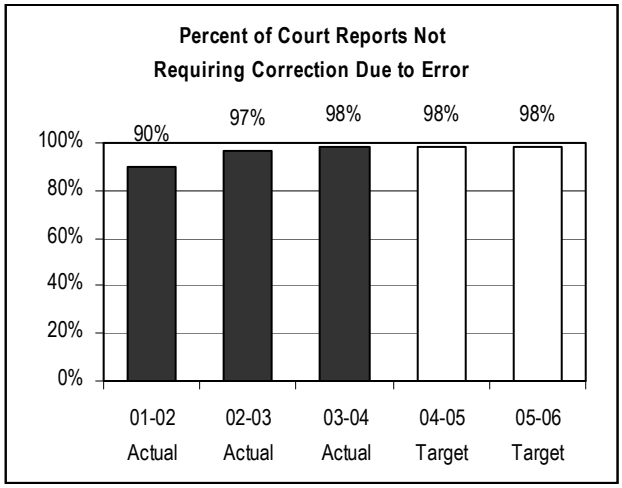
Adult Court Services (3223P)

Program Locator

County
Criminal Justice
Probation Department
Administration
▷ **Adult Court Services**
Adult Drug Treatment and Prevention Services
Adult Supervision Services
Computer Assisted Caseload
Juvenile Supervision Services
Juvenile Intensive Services
Prevention and Court Services
Juvenile Hall
Camp Glenwood

Headline Measures





Program Outcome Statement

The Adult Court Services Program provides the Superior Court with accurate, impartial, informative and timely reports. This assists the Court in making the best possible sentencing decisions, protecting the public, and enhancing the quality of community justice.

Services and Accomplishments

The Adult Court Services Program provides the Court with pre-trial and pre-sanction reports that aid the Court in making the best possible decisions pertaining to release and sentencing.

The following were major accomplishments in the prior year:

- Worked with Court to reduce and limit referrals
- Restructured unit to allow remaining resources to be applied to felony cases
- Maintained quality reports with fewer resources
- Provided peace officer training to pre-trial staff

Story Behind Baseline Performance

The pre-sentence workload for Court Services continues to grow at an annual rate of 6%. This is due to higher numbers of referrals for identity theft crimes, domestic violence, various forms of substance abuse, and other forms of violent crime. The Probation Department continues to work closely with the Court to reduce and limit referrals to only those for which the Court requires a comprehensive investigation and recommendation or those that are required by statute. Therefore, while the Department has reduced the types of offenses for which pre-sentence reports are conducted, the total number has only decreased minimally. Due to a reduction in staffing, the Court assisted the Department with preserving community-based supervision services by eliminating as many referrals for misdemeanor pre-sentence reports as possible. Focusing existing investigation resources on felony investigations has allowed the Department to maintain the comprehensive, accurate, and timely, work product needed by the Court in criminal sentencing (98% do not require correction). Critical to making this possible has been the use of veteran extra-help staff who have filled the gaps created by vacancies and long-term leaves of absence.

In July 2002, San Mateo County converted the "Own Recognizance" Program from a contractual relationship with the American Bar Association to "program units" within the Probation and Sheriff's Departments. The Probation component, renamed "Pre-Trial Services," continues to investigate and report on the advisability of releasing defendants until their court hearing. Under the Probation Department, their role has expanded to include many supervisory and court reporting services that encourage defendants to comply with court orders and instructions. Priorities for the next year will be to implement use of a validated risk assessment tool and increase supervision in order to increase the Court's confidence in releasing more offenders to pre-trial supervision.

Major challenges over the next two years will be:

- To maintain current staffing ratios without reducing supervision services
- To maximize knowledge and skills of veteran staff to train newer employees
- To prepare staff to take leadership roles

Program Priorities

The Adult Court Services Program will meet performance targets by doing the following:

Prepare at Least 98% of Court Reports Void of Technical Errors

- Continue working with the Court to restrict number and types of pre-sentence referrals
- Maintain permanent staffing to mitigate the need for over time and extra help
- Maintain excellent relationship with the Court to continue making workload adjustments
- Increase “unit specific” training to improve officer task-related skills

Increase the Number of Defendants Granted Pre-Trial Release by the Court by More than 90

- Find and implement Court-approved risk assessment tool
- Identify and refer more offenders to appropriate community resources
- Increase supervision activities on pre-trial release cases

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of referrals during reporting period	5,553	4,265	4,390	4,417	4,708
Total Court Services officer hours	53,395	39,007	34,830	34,922	37,226
Number of completed Pre-Trial Services Investigations	--	--	10,416	11,103	11,835
How Well We Do It (Quality)					
Percent of reports that meet or exceed the standards of legal viability, accuracy, impartiality, informative content and timeliness	80%	98%	98%	97%	97%
Number of reports per officer per year	483	535	491	552	588
Number of defendants granted "Pre-Trial Release"	--	--	1,424	1,517	1,617
Is Anyone Better Off? (Outcome)					
Number and percent of reports not requiring remedial action (modification due to technical errors)	4,995 / 90%	4,157 / 97%	4,080 / 98%	4,061 / 98%	4,613 / 98%
Number and percent of defendants successfully completing "Pre-Trial Release"	--	--	1,182 / 79%	1,198 / 79%	1,277 / 79%

Adult Court Services (3223P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	41.0	40.0	40.0	41.0	1.0	41.0
Funded FTE	39.9	39.8	39.8	39.9	0.1	39.9
Total Requirements	4,175,045	4,988,671	4,632,444	5,278,972	646,528	5,444,775
Total Sources	1,288,401	1,240,587	1,321,542	1,957,984	636,442	1,957,984
Net County Cost	2,886,644	3,748,085	3,310,902	3,320,988	10,086	3,486,791
NCC Breakdown						
Mandated Services			3,310,902	3,842,162	531,260	4,007,965

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $3,842,162 or 74%. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, flexibly staffed positions and negotiated labor increases; reductions to various service and supply, and other charges accounts including internal service charges. Mid-year position transfers between programs have also been included. Program-specific revenue and costs that were previously captured centrally in the Administration program, including Public Safety sales tax revenue and other sources, and program support costs, have been redistributed to better reflect actual program activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
636,442	646,528	0	0	10,086	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, flexibly staffed positions and negotiated increases.

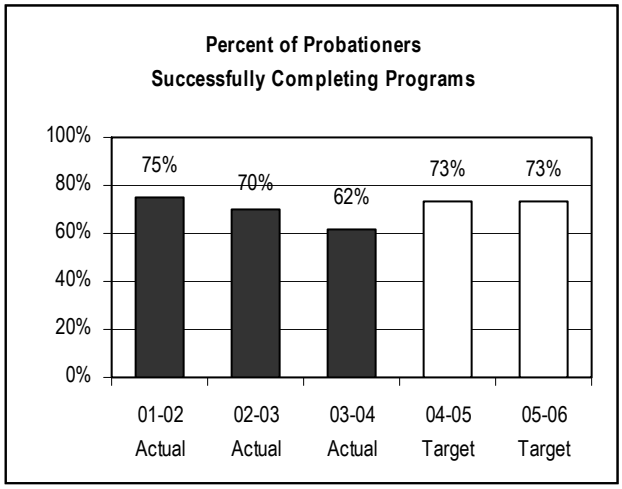
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	165,803	0	0	165,803	0

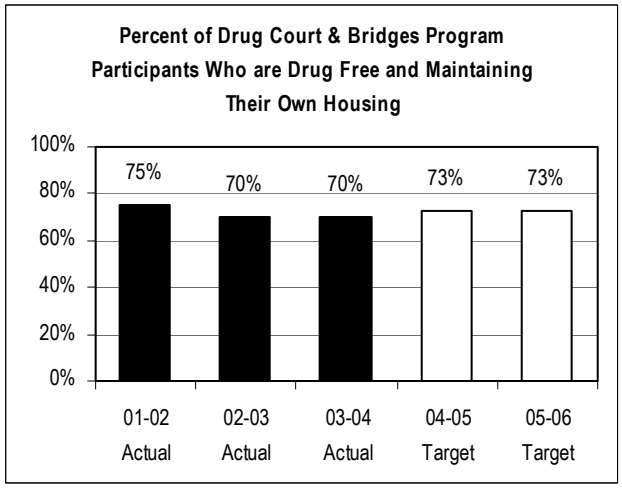
Drug Treatment and Relapse Prevention Services (3225P)

Program Locator

County
- Criminal Justice
  - Probation Department
    - Administration
    - Adult Court Services
    - ▷ **Adult Drug Treatment and Prevention Services**
    - Adult Supervision Services
    - Computer Assisted Caseload
    - Juvenile Supervision Services
    - Juvenile Intensive Services
    - Prevention and Court Services
    - Juvenile Hall
    - Camp Glenwood

Headline Measures





Program Outcome Statement

Adult Drug Treatment and Relapse Prevention Services provides support, recovery, monitoring and relapse prevention services for probationers with substance abuse problems through drug testing, providing highly-focused community-based treatment, life skills (cognitive reasoning) counseling, education, and job-skills services to create a safer community for the residents of San Mateo County.

Services and Accomplishments

The Adult Drug Treatment and Relapse Prevention Services Program refers to all Adult Division drug and alcohol abuse programs, including The Bridges Program, Drug Court, Proposition 36 and the Deferred Entry of Judgment Program. All of these programs include a "specialized court" component for the purpose of coordinating court, probation, and treatment resources in a manner that provides the emotional support and accountability necessary for successful recovery.

The following were major accomplishments in the prior year:

- Maintained effectiveness of Drug Court despite significant reduction in cases due to implementation of Prop 36
- Achieved greater probationer compliance based on use of immediate drug testing device
- Received training and evaluation of current practices and developed implementation plan to increase targeted services

Story Behind Baseline Performance

Drug Court, which has been well researched to show significant success, served half the number of offenders since voters approved Proposition 36, which is a less restrictive treatment alternative to incarceration. While the number of Prop. 36 cases was approximately 730 the first year, the number of active cases has doubled in its second year to 1,460. The effectiveness of Drug Court continues due to the collaboration between the Court, Probation, Treatment Providers, and Life Skills Counselors in every aspect of case-management. Graduation data for the individual programs reflects percent of all participants, rather than only those eligible to graduate. Therefore, the numbers better reflect the length of the program. Deferred Entry of Judgement (DEJ) has a large number of graduates because the program is only a year in length. Both Drug Court and Bridges are three year programs, therefore a much smaller percent graduate per year. This year the Department worked collaboratively with the Court to utilize a new standard for drug tests that reveals more accurate information regarding the user. Using test devices that yield immediate results allowed officers to address relapse earlier and increase treatment in lieu of violation.

The Bridges Program is an intensive day-reporting program that allows offenders with significant substance abuse problems early release from jail, saving the County incarceration costs. Bridges offers intensive supervision and proactive response to early signs of instability and relapse. Participants receive cognitive reasoning skills

training to increase problem solving and critical thinking skills. Program completion rates for Drug Court and Bridges appear falsely low because the methodology needs to be adjusted to consider only those eligible to complete the program versus all persons served in the program during the year.

One hundred percent of Bridges and Drug Court graduates complete probation without committing new law violations, demonstrating a firm foundation in recovery. Many become employed, self-supporting, and active peer group supporters within the programs from which they graduated. Ninety-four percent of Drug Court graduates are drug free and maintaining their own housing upon completion of the program. Success rates are much higher than national norms because of the intensive behaviorally-based programming delivered to this high-risk population. During this reporting period, treatment assessments revealed that many Bridges Program participants suffer from a "dual-diagnosis" disorder. The Superior Court has secured funding to increase mental health treatment services for this subgroup.

Proposition 36 was a law intended to divert offenders from the Criminal Justice system. However, statutory mandates require that the Probation Department monitor compliance with Court treatment directives, effectively involving the Criminal Justice system in the process. While all County agencies agree that treatment is the primary goal, balancing resource allocation to maximize treatment services while meeting statutory monitoring mandates proves to be an ongoing challenge. A new program structure is being developed to ensure the County's ability to comply with the law.

Deferred Entry of Judgment is a diversion program that allows convicted offenders with minor drug offenses the opportunity to complete an outpatient treatment prior to sentencing. Successful program completion can be rewarded with a dismissal of the charge. The motivation to not have a sustained conviction results in a high completion rate. Very few probation services are provided to this population as they are considered low-risk compared to Drug Court and Bridges participants who require numerous services and are more criminally sophisticated.

Major challenges over the next two years will be:

- To implement validated assessment tool to better assess risk and case needs
- To increase focus on an offender's pro-social contacts and activities
- To continue changing supervision approach to include behaviorally based programming and treatment

Program Priorities

Adult Drug Treatment and Relapse Prevention Services will meet performance targets by doing the following:

Ensure 94% of Drug Court and Bridges Graduates are Drug Free and Maintaining Their Own Housing Upon Completion of Program

- Add dual-diagnosis treatment component to Bridges
- Continue intensive services and support that have yielded high abstinence rates
- Continue multi-agency approach that ensures support and accountability

Maintain Percent of Drug Court, Bridges, and D.E.J. Graduates Who Complete Probation Without Committing a New Law Violation

- Implement better assessment instruments in specialized programs to ensure appropriate treatment focus

Triple the Number of Bridges Program Participants Who Successfully Complete the Program

- Increase aftercare component including weekly meetings
- Increase involvement of graduates as mentors to newer participants

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of probationers served by Alternative Services Programs:					
- Drug Court	130	436	196	247	263
- Bridges Program	139	218	252	251	267
- Deferred Entry of Judgment (D.E.J)	--	1,000	1,253	1,119	1,192
How Well We Do It (Quality)					
Number and percent of probationers successfully completing programs:					
- Drug Court	70 / 53%	64 / 26%	51 / 26%	64 / 26%	68 / 26%
- Bridges Program	61 / 43%	26 / 16%	24 / 9%	62 / 25%	66 / 25%
- D.E.J.	--	890 / 89%	987 / 80%	1,051 / 94%	1,120 / 94%
Is Anyone Better Off? (Outcome)					
Program graduates who complete probation without committing new law violations:					
- Drug Court	69 / 98%	133 / 100%	67 / 100%	64 / 100%	68 / 100%
- Bridges Program	53 / 84%	26 / 100%	24 / 100%	62 / 100%	66 / 100%
- D.E.J.	--	792 / 89%	927 / 94%	987 / 94%	1,052 / 94%
Number and percent of Drug Court and Bridges graduates who are drug free and maintaining their own housing upon completion of program	69 / 98%	60 / 94%	32 / 94%	60 / 94%	63 / 94%

Drug Treatment and Relapse Services (3225P) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	—	10.0	10.0	9.0	(1.0)	9.0
Funded FTE	—	10.9	10.9	8.7	(2.2)	8.7
Total Requirements	1,236,151	1,108,666	1,172,678	1,487,375	314,697	1,279,207
Total Sources	1,243,364	921,881	801,481	759,547	(41,934)	521,547
Net County Cost	(7,212)	186,785	371,197	727,828	356,631	757,660
NCC Breakdown						
Mandated Services			371,197	439,735	68,538	469,567

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $439,735 or 42.5%. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: revenue has been reduced to reflect the termination of the Mentally Ill Offender Grant and transfer of the Public Safety Sales Tax allocation to Adult Supervision; and expenditures have been adjusted to include merit increases, flexibly staffed positions and negotiated labor increases; and reductions to various Service and Supply and Other Charges accounts, including internal service charges. Program-specific revenue and costs that were previously captured centrally in the Administration program, including Public Safety sales tax revenue and other sources, and program support costs, have been redistributed to better reflect actual program activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(141,934)	314,697	0	0	456,631	0

2. **Increased Revenue Due to Implementation of Targeted Case Management**

Revenue has been increased due to implementation of a time study program to capture costs associated with linking qualifying offenders to Medi-Cal. The department will now be included in the Targeted Case Management claim, which is prepared and submitted by Health Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
100,000	0	0	0	(100,000)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(41,934)	314,697	0	0	356,631	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, flexibly staffed positions and negotiated labor increases.

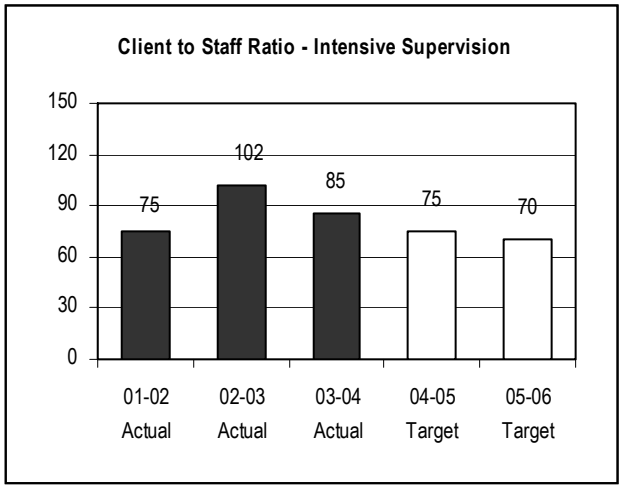
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	29,832	0	0	29,832	0

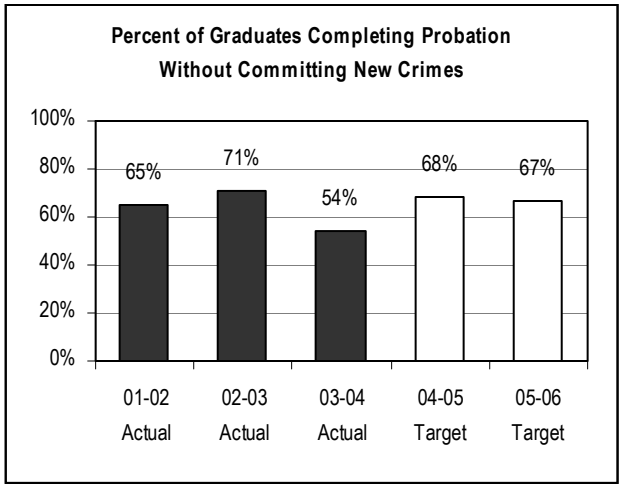
Adult Supervision Services (3227P)

Program Locator

County
- Criminal Justice
  - Probation Department
    - Administration
    - Adult Court Services
    - Adult Drug Treatment and Prevention Services
    - ▷ **Adult Supervision Services**
    - Computer Assisted Caseload
    - Juvenile Supervision Services
    - Juvenile Intensive Services
    - Prevention and Court Services
    - Juvenile Hall
    - Camp Glenwood

Headline Measures





Program Outcome Statement

Adult Supervision Services supervises and monitors probationers by providing counseling, office interviews, field supervision, search and seizure, warrant service, chemical testing, collecting restitution, and coordinating client-based services. Structured case plans are provided to help change behavior of probationers and protect victims. This reduces recidivism, supports the Courts, and creates a safer community for the residents of San Mateo County.

Services and Accomplishments

The Adult Division's Supervision Services programs include Domestic Violence Court, Intensive Supervision of Chronic Repeat Felons, Intensive Supervision of Sex Offenders and Intensive Supervision of Violent Offenders. The intensive supervision provided for sex offenders and violent offenders places specific emphasis on ensuring compliance with "special" laws and court conditions relating to specific crimes, i.e. Megan's Law, Three Strikes, and DNA tracking.

The following were major accomplishments in the prior year:

- Increased presence in the field resulting in better public safety
- Used alternative sanctions to incarceration
- Increased focus on providing referrals to community resources
- Improved networking with local police agencies

Story Behind Baseline Performance

The number of "high-risk" offenders receiving supervision services has been on the rise. The FY 2003-04 staff to offender ratio was 1:84; however that ratio will be reduced to maintain proactive supervision that effectively impacts public safety. In order to ensure effectiveness, caseload caps are being used, with the overflow being moved to the administrative Computer Assisted Caseload (CAST). While program completion rates are steady for most specialized offender caseloads, a significant drop in compliance for the "high risk" felons on intensive supervision is due to an increased effort to ensure that the highest risk offenders are the ones receiving those services. Negotiations with the Court resulted in a reduction in "borderline" high-risk offenders being placed on supervision, preserving services for the most dangerous felons. The recidivism rate for this risk population is typically high (60%), and intensive supervision results in closer monitoring of further criminal conduct. The Department is in the process of selecting a new validated risk assessment tool that will better identify which offenders need the most supervision services.

The significant increase in the number of domestic violence cases estimated for FY2004-05 is the result of changed data collection methodology to capture all domestic violence cases referred through probation versus only the small number of those going through the Domestic Violence Court. Many cases are summarily admitted to the Court without a pre-sentence report and without participation in the specialized Court.

Probation Officers continue to work closely with local law enforcement agencies on task force details and in the community to address high-risk areas of the County. With this high-risk clientele, Officers have increased the hours spent in the community, which has resulted in more arrests and quicker referrals to treatment and resources.

Recidivism rates reflect no gains due to an increase in the number of cases without the addition of staff resources. Reductions in staff result in more offenders being prematurely being moved to the Computer Assisted Caseload with no community supervision. Success rates are not reduced because we continue to add better supervision practices and better assessment of service needs.

New Probation Officers are increasingly being placed in intensive supervision positions that would have historically been assigned to well-trained, experienced officers. Managers and veteran Probation Officers are providing as much oversight as possible and specialized training remains a top priority. The Division continues to seek bilingual staff to provide equity in services for non-English-speaking probationers.

Major challenges over the next two years will be:

- To implement proven strategies that identify risk level and best parallel supervision approach
- To increase focus on providing behaviorally-based programs and classes to address offender's beliefs and values

Program Priorities

The Adult Supervision Services will meet performance targets by doing the following:

Reduce Recidivism Rates of Supervised Probationers by 5%

- Decrease staff to offender ratio to 1:75 to ensure adequate supervision and services are provide to probationers
- Select a new validated risk assessment tool to better identify which offenders require the most supervision
- Maintain effective caseload size utilizing CAST for overflow
- Increase "unit specific" training to improve officer skills
- Encourage staff participation in foreign language training programs

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of probationers served by Alternative Services Programs:					
- Domestic Violence	485	1,099	1,232	1,334	1,422
- Sex Offender/ Violent Offender	204	387	410	466	496
- Intensive Supervision	1,448	1,749	2,066	1,951	2,079
How Well We Do It (Quality)					
Number and percent of probationers successfully completing programs:					
- Domestic Violence	441 / 90%	343 / 76%	368 / 74%	1,040 / 78%	1,109 / 78%
- Sex Offender/ Violent Offender	94 / 91%	252 / 65%	261 / 65%	302 / 65%	322 / 65%
- Intensive Supervision	1,043 / 70%	221 / 74%	545 / 27%	526 / 27%	561 / 27%
Staff to Client Ratio- Intensive	1:75	1:102	1:84	1:75	1:70
Is Anyone Better Off? (Outcome)					
Supervision graduates who complete probation without committing new law violations:					
- Domestic Violence	460 / 94%	273 / 80%	282 / 80%	811 / 80%	865 / 78%
- Sex Offender/Violent Offender	98 / 68%	192 / 76%	151 / 76%	229 / 76%	244 / 76%
- Intensive Supervision	796 / 55%	222 / 59%	201 / 41%	215 / 41%	230 / 41%
- Total	1,354 / 65%	687 / 71%	634 / 54%	1,255 / 68%	1,339 / 67%

Adult Supervision Services (3227P) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	60.0	40.0	41.0	41.0		41.0
Funded FTE	59.8	40.0	41.0	40.8	(0.2)	40.8
Total Requirements	4,505,829	5,005,443	5,156,783	5,465,066	308,283	5,620,091
Total Sources	2,087,485	2,109,986	2,043,918	2,184,055	140,137	2,184,055
Net County Cost	2,418,344	2,895,457	3,112,865	3,281,011	168,146	3,436,036
NCC Breakdown						
Mandated Services			3,112,865	3,366,063	253,198	3,521,088

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $3,366,063 or 60%. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: transfer of Public Safety Sales Tax funds from defunct Mentally Ill Offender Program; and inclusion of merit increases, flexibly staffed positions and negotiated labor increases. The Board approved elimination of one position effective March 2003 due to the completion of the Mentally Ill Offender's Program. The annualization of this position reduction has been included. Program-specific revenue and costs that were previously captured centrally in the Administration program, including Public Safety sales tax revenue and other sources, and program support costs, have been redistributed to better reflect actual program activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
140,137	308,283	0	0	168,146	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, flexibly staffed positions and negotiated labor increases.

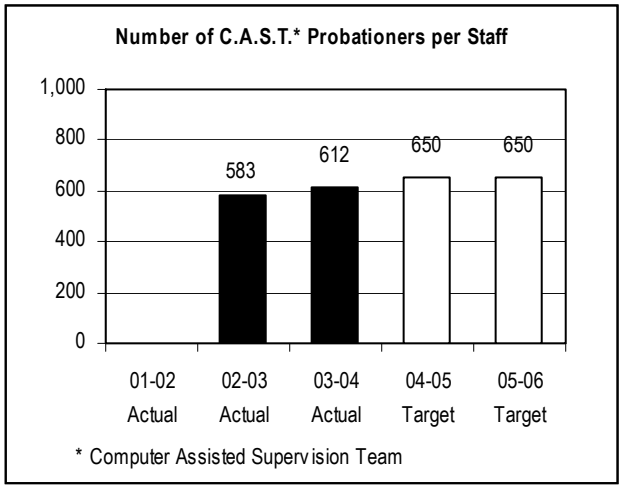
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	155,025	0	0	155,025	0

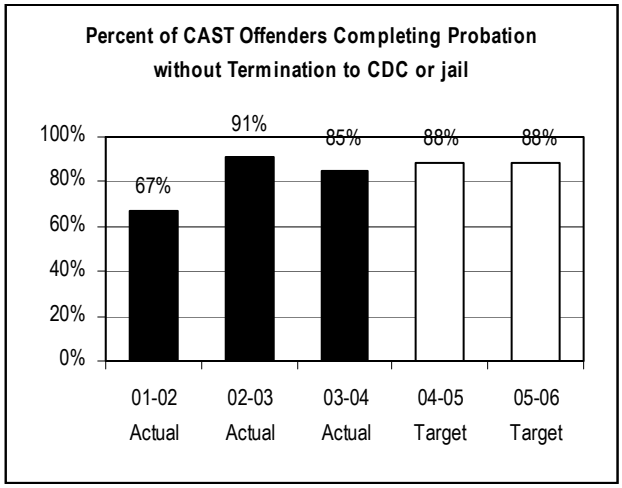
Computer Assisted Caseload (3229P)

Program Locator

County
- Criminal Justice
  - Probation Department
    - Administration
    - Adult Court Services
    - Adult Drug Treatment and Prevention Services
    - Adult Supervision Services
    - ▷ **Computer Assisted Caseload**
    - Juvenile Supervision Services
    - Juvenile Intensive Services
    - Prevention and Court Services
    - Juvenile Hall
    - Camp Glenwood

Headline Measures





Program Outcome Statement

The Computer Assisted Caseload refers to "case services" provided by the Computer Assisted Supervision Team (CAST) and exists for the purpose of controlling case numbers within Adult Supervision Services to allow supervision resources to be directed towards probationers who pose the highest risk to the community.

Services and Accomplishments

The Automated "Computer Assisted Supervision Team" (CAST) was created to handle low- to moderate-risk probationers who demonstrated stability for a period of time while on supervised probation. CAST continues to monitor these offenders plus a significant number of "high-risk" offenders for whom supervision resources are lacking. When the number of offenders on supervised probation reaches or exceeds the effective capacity of supervision officers, the overflow is transferred to CAST. CAST officers collect fines, maintain and update file information, provide local law enforcement with case information related to specific investigations, and respond to reported violations and new crimes. These services differ significantly from those provided by Adult Supervision Services where supervision emphasizes a proactive approach that includes case-planning, early intervention when instability is recognized, and crime and relapse prevention.

The following were major accomplishments in the prior year:

- Helped preserve intensive community supervision my taking on more difficult overflow cases
- Utilized automated information to provide timely information to law enforcement agencies investigating active offenders

Story Behind Baseline Performance

The CAST caseload is approximately 5,000 cases. The program relies on violations and crimes "reported" by local and state officials. Use of an automated system allows officers to respond quickly to law enforcement officers in the field. The program allows immediate access to internal case information and quick dissemination of information to external agencies; however, given the size of the caseload and reliance on local and state reporting systems to determine recidivism, on-going accurate measurement of recidivism and program effectiveness is not possible at this time.

Over the next few months, a new automated data system will be evaluated and tested in the Juvenile Division. If it proves effective, an Adult Division version will be installed when funding is available. This will improve the Division's ability to track case progress and maintain accurate compliance data in all areas, including recidivism.

Major challenges over the next two years will be:

- To maintain performance outcomes more high-risk offenders
- To address issues associated with less stable, more dangerous offenders
- To respond faster to new law violations

Program Priorities

The Computer Assisted Caseload will meet performance targets by doing the following:

Improve the Program's Ability to Track and Report on Recidivism

- Consult with the Information Services Department to improve current automated data system
- Install the new automated information system which will be able to track CAST caseload success rates

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of offenders supervised by CAST	5,418	4,986	5,552	5,732	6,110
How Well We Do It (Quality)					
Percent of total caseload on CAST	--	66%	65%	75%	75%
Staff to Client Ratio - CAST	--	1:583	1:612	1:650	1:650
Is Anyone Better Off? (Outcome)					
Percent of CAST offenders completing probation versus termination to California Department of Corrections or jail	67%	91%	83%	88%	88%

Computer Assisted Caseload (3229P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	—	8.0	8.0	8.0		8.0
Funded FTE	—	8.0	8.0	8.0		8.0
Total Requirements	707,707	746,353	718,599	957,502	238,903	984,544
Total Sources	453,167	448,046	463,216	756,424	293,208	756,424
Net County Cost	254,541	298,307	255,383	201,078	(54,305)	228,120
NCC Breakdown						
Mandated Services			255,383	331,329	75,946	358,371

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $331,329 or 45.1%. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, flexibly staffed positions and negotiated labor increases. Activities related to the Computer Assisted Supervision Team Program have been transferred from the Administration and Adult Supervision programs to create this new program unit. Program-specific revenue and costs that were previously captured centrally in the Administration program, including Public Safety sales tax revenue and other sources, and program support costs, have been redistributed to better reflect actual program activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
293,208	238,903	0	0	(54,305)	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, flexibly staffed positions and negotiated labor increases.

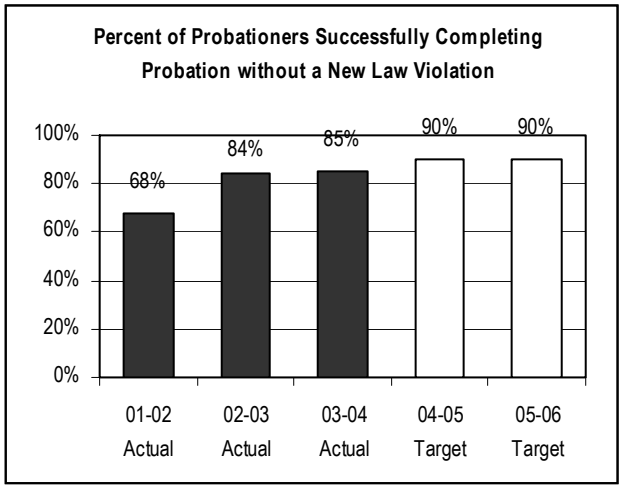
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	27,042	0	0	27,042	0

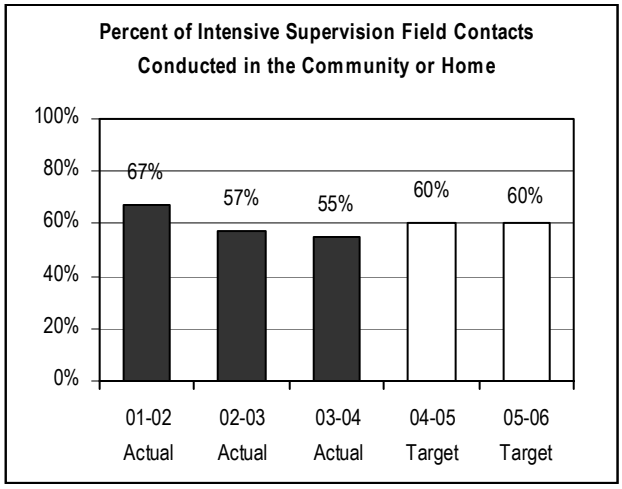
Juvenile Supervision Services (3253P)

Program Locator

County
- Criminal Justice
  - Probation Department
    - Administration
    - Adult Court Services
    - Adult Drug Treatment and Prevention Services
    - Adult Supervision Services
    - Computer Assisted Caseload
    - ▷ **Juvenile Supervision Services**
    - Juvenile Intensive Services
    - Prevention and Court Services
    - Juvenile Hall
    - Camp Glenwood

Headline Measures





Program Outcome Statement

The Juvenile Supervision Program provides services to youth placed on probation by enforcing court orders, coordinating available community services/resources and monitoring progress both in the community and at home. Supervision officers work closely with Juvenile Court, local law enforcement, schools and allied agencies to reduce delinquency and recidivism, provide community protection and promote family stability by focusing on individual growth, responsibility and accountability.

Services and Accomplishments

There are three forms of probation supervision for juvenile offenders: General Supervision, Intensive Supervision and Minimum Supervision. General Supervision provides services to wards of the Court with emphasis of developing a case plan to ensure satisfactory completion of probation. The child and family members are seen 2-3 times per month at various locations including home, office, school and other appropriate sites in the community. Intensive Supervision caseloads are comprised of youth who have sustained petitions for more serious offense; including violence, gang involvement, drug offenses, arson and sex offenses. These youth require more frequent contact at home, school and in the community. Interventions focus on changing the offender's behavior. Improving their decision-making and social adjustment are goals for successful completion of probation. Minimum Supervision provides limited supervision to low risk youth and those residing out of the state or out of the country. Most cases are non-violent and the youth are not considered an imminent threat to the safety of the community. These juveniles report monthly by office visit, phone, e-mail or mail. Deputy Probation Officers verify the youth's grades, attendance, employment and completion of treatment in assessing their progress toward completion of probation.

The following were major accomplishments in the prior year:

- Reduced caseloads on minimum supervision to allow transfer of lower level cases from general supervision
- Increased field contacts to further family-centered approach

Story Behind Baseline Performance

The number of youth on general supervision caseloads has remained stable over the past two years. Ongoing efforts to stabilize cases and terminate those youth who have changed their behavior allows allocation of staff to cases that require more supervision and support.

Intensive Supervision Officers have been able to exceed the target for meeting with intensive caseload clients by averaging four visits per month. It is anticipated that through better resource allocation, intensive caseload contacts will remain high while those on general supervision will be appropriately reduced. The number and percent of youth completing probation without a new law violation remains above 80%. Following implementation of a new automation system,

the success rates for different levels of supervision will be available. Intensive Officers participate in task force efforts with local police agencies.

Officers have been trained to use new radios and improved chemical testing devices to ensure community and officer safety. Use of these tools has improved the officers' ability to detect unlawful behavior and substance abuse issues in a more timely manner.

Recent and anticipated reductions in field supervision staffing levels will impact efforts to maintain the current levels of service. The Juvenile Division will implement efforts to classify cases according to risk factors and apply appropriate interventions based on this information.

The major challenges facing the program over the next two years will be:

- To better assess the need for different levels of supervision
- To provide more referrals for community resources based on case plan
- To target appropriate populations in order to reduce number of youth at each supervision level

Program Priorities

Juvenile Supervision Services will meet performance targets by doing the following:

Ensure that 90% of Probationers Successfully Complete Probation without New Law Violations

- Appropriately assess each case to apply targeted interventions
- Sustain and improve quality supervision casework practices
- Continue to provide in-service training and mentoring to new and veteran probation officers

Make 50% of Field Contacts for General Supervision Cases in the Home or Community and Increase Field Contacts for Intensive Cases by 8%

- Sustain and improve quality supervision casework practices

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of cases:					
- Minimum Supervision	240	344	315	300	300
- General Supervision	875	1,179	1,134	1,000	1,200
- Intensive Supervision	75	124	147	125	125
Average number of contacts per case per officer per month:					
- General Supervision	2	3	3	2	2
- Intensive Supervision	3	3	4	4	4
How Well We Do It (Quality)					
Staff to client ratio					
- Minimum Supervision	1:120	1:119	1:84	1:140	1:140
- General Supervision	1:73	1:74	1:68	1:60	1:60
- Intensive Supervision	1:37	1:35	1:47	1:40	1:40
Percent of general field contacts in community and home					
- General Supervision	55%	46%	53%	50%	50%
- Intensive Supervision	67%	57%	57%	60%	60%
Is Anyone Better Off? (Outcome)					
Number and percent of probationers successfully completing probation	1,185 / 79%	507 / 86%	398 / 94%	450 / 90%	450 / 90%
Number and percent of probationers successfully completing probation without new law violations	1,020 / 68%	490 / 84%	353 / 85%	382 / 90%	382 / 90%

Juvenile Supervision Services (3253P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	30.0	27.0	27.0	26.0	(1.0)	26.0
Funded FTE	28.8	25.2	25.2	23.5	(1.7)	23.5
Total Requirements	2,305,431	2,530,783	2,439,373	3,204,820	765,447	3,287,424
Total Sources	1,778,176	1,816,221	1,727,255	2,256,022	528,767	2,256,022
Net County Cost	527,255	714,562	712,118	948,798	236,680	1,031,402
NCC Breakdown						
Mandated Services			712,118	573,376	(138,742)	655,980

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $573,376 or 25%. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, flexibly staffed positions and negotiated labor increases and internal service charges. Program-specific revenue and costs that were previously captured centrally in the Administration program, including Public Safety sales tax revenue and other sources, and program support costs, have been redistributed to better reflect actual program activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	200,351	0	0	200,351	0

2. **Elimination of One Probation Services Manager Position in East Palo Alto Juvenile Unit**

One vacant Probation Services Manager I position has been eliminated in the East Palo Alto Juvenile Supervision Unit in order to meet the department budget target. Supervision responsibilities have been re-assigned to the remaining Probation Services Manager I position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
298,562	765,447	0	0	466,885	(1)

3. **Increase Revenue to Funds the Community Schools Support Program**

The County Office of Education has agreed to pay for three part-time Group Supervisor I positions for supervision in the Community Schools. These positions were slated for elimination in the Recommended Budget to achieve the department's Net County Cost target. The new revenue prevents that from occurring.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
230,205	0	0	0	(230,205)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
528,767	765,447	0	0	236,680	(1)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, flexibly staffed positions and negotiated labor increases.

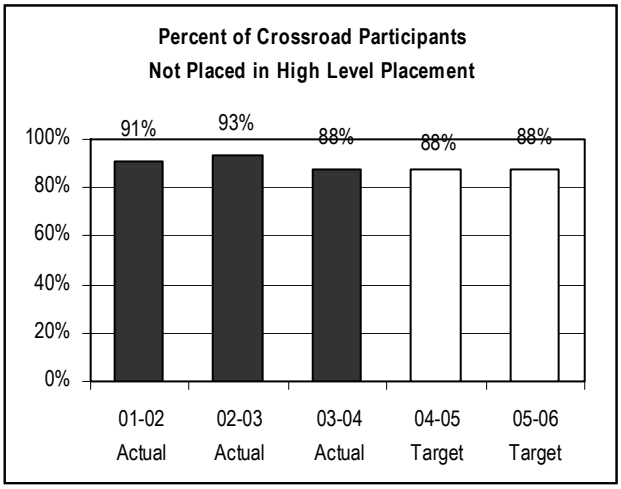
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	82,604	0	0	82,604	0

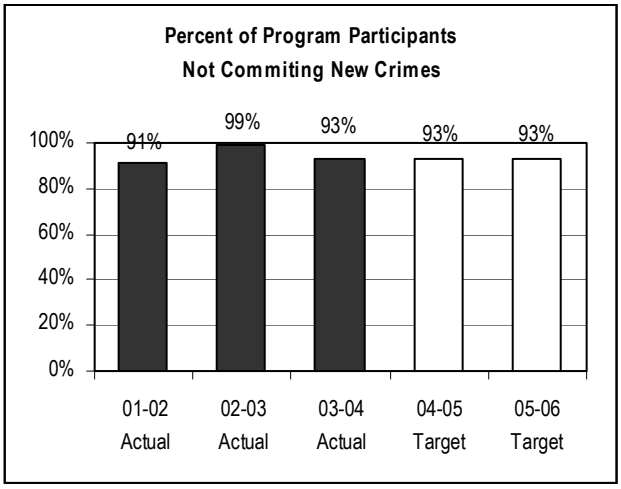
Juvenile Intensive Services (3255P)

Program Locator

County
- Criminal Justice
  - Probation Department
    - Administration
    - Adult Court Services
    - Adult Drug Treatment and Prevention Services
    - Adult Supervision Services
    - Computer Assisted Caseload
    - Juvenile Supervision Services
    - ▷ **Juvenile Intensive Services**
    - Prevention and Court Services
    - Juvenile Hall
    - Camp Glenwood

Headline Measures





Program Outcome Statement

The Juvenile Intensive Services Program enforces court orders and treatment plans, provides highly structured and specialized 24 hours per day response and treatment necessary to protect the community, youths and families. Programs utilize community resources for high risk wards and their families, reduce levels of delinquency, promote pro-social values and reduce costly out-of-home placements.

Services and Accomplishments

The Juvenile Intensive Services Program is made up of a variety of units. Each unit works with wards and their families by providing strengths-based, needs-driven, family-centered services. The goals of each unit are to reduce levels of delinquency and promote pro-social values.

The following were major accomplishments in the prior year:

- Added a gender specific program to reduce the numbers of girls being placed outside the County
- Expanded the parenting program to provide local services to the north and south regions
- Implemented a victim impact awareness program in the north and south regions for high-risk, first time offenders
- Increased number of youth not escalating to more restrictive levels of supervision and not re-offending

Story Behind Baseline Performance

Programs like Crossroads and the Placement Intervention Program (PIP) provide services to help keep high-risk juveniles in their home, in lieu of being sent to costly out-of-home placements. Both of these programs have mental health support for youth and their families. When youth are removed from their homes to group homes, foster homes or program placements, they are monitored and supervised by the Placement Unit. These officers travel across the state and sometimes to other states to monitor each youth's progress on a monthly basis. They are also required to visit and work with each family in an effort to resolve issues and develop a release plan prior to the youth's return. Successful reunification with family and reintegration into the community is the focus of Placement Aftercare, which uses mental health wrap around services to stabilize youth in their homes.

Comprehensive and specialized services for wards who use drugs and/or alcohol are available in the Juvenile Drug Court. This Drug Court provides intensive supervision and frequent court appearances in a phase system that utilizes sanctions and rewards for performance in the program. A G.I.R.L.S. program started in October 2003 to address dual diagnosis needs of female adolescents. Drug Court caseloads, which have the best success rates at 30 cases per staff, remain high with each staff member carrying an average caseload of 42 cases. The Drug Court and G.I.R.L.S. program offer youth a highly structured program with a demonstrated success rate of 93%.

The Parent Education Program delivers parenting classes, in both English and Spanish, to enhance parenting skills and promote healthy families. Over 90% of participants report an increase in parenting skills following the course. The Preventing Repeat Offender Program (PROP) serves high-risk, first time juvenile offenders in collaboration with Mental Health, Human Services, and the Sheriff's Diversion and Parent Project to assess case needs, develop case treatment plans and provide intensive supervision. The number of youth in PROP has remained steady with 93% of participants not committing a new law violation.

In an effort to enhance treatment services for the youth and their families in these specialized programs, the Department implemented a strengths-based parenting program, incorporating specific skills development and support. Deputy Probation Officers and mental health therapists were also trained and certified to facilitate the Parent Project, a program that is proven to improve family functioning and empower parents. Another new program is the Victim Impact Awareness (VIA) Program. Youth participate in interactive exercises and listen to victim speakers over a ten-week period. The program emphasizes personal accountability and develops an understanding of the effects of crime on victims and the community.

The major challenges over the next two years will be:

- To find a community site for PROP South that is more accessible to the youth and families being served in the south region of the County
- To improve programming to include cognitive and behavior-based curriculums and approaches

Program Priorities

The Juvenile Intensive Program will meet performance targets by doing the following:

Ensure That More Than 87% of Crossroads Participants are Not Placed in a High Level Placement

- Provide quality, coordinated interventions
- Implement a new risk-needs scale to determine appropriate placement and service levels for high-need youth and families
- Coordinate and review utilization of community-based resources to deliver targeted, cost-effective interventions
- Implement a structured mentoring program utilizing the expertise and experience of Senior Probation Officers
- Audit treatment providers to ensure effective treatment modalities are used
- Add and expand delivery of cognitive skills courses

Maintain Success Rate of 93% of Program Participants Not Committing a New Law Violation

- Research, design and implement assessment tools based on validated information
- Refine risk classifications and unit workload standards based on data gathered with new assessment tools
- Implement pre- and post-service delivery instruments to determine best practices
- Implement a structured mentoring program utilizing the expertise of Senior Probation Officers
- Audit treatment providers to ensure effective treatment modalities are used
- Add and expand delivery of cognitive skills courses

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of clients served					
- Juvenile Drug Court	122	128	170	170	170
- Crossroads	65	76	101	117	117
- Parent Education	511	536	503	485	485
- Placement Intervention Program (PIP)	309	319	308	309	309
- Placement	--	--	230	240	220
- Placement Aftercare	57	65	79	80	80
- PROP	60	130	125	128	128
How Well We Do It (Quality)					
Staff to client ratio by program					
- Juvenile Drug Court	1:26	1:26	1:25	1:36	1:36
- Crossroads	1:8	1:13	1:10	1:10	1:10
- Parent Education	1:32	1:14	1:13	1:14	1:14
- PIP	1:25	1:21	1:21	1:20	1:20
- Placement/Placement Aftercare	1:16	--	1:24	1:25	1:25
- PROP (North and South)	1:11	1:20	1:20	1:22	1:23
Percent of clients with service plan developed					
- Crossroads	85%	96%	98%	95%	95%
- PIP	93%	85%	90%	95%	96%
- Placement/Placement Aftercare	90%	94%	91%	92%	94%
- PROP	97%	100%	92%	98%	98%
Is Anyone Better Off? (Outcome)					
Number and percent of participants who have not committed a new law violation					
- Juvenile Drug Court	76 / 97%	114 / 95%	160 / 95%	158 / 93%	158 / 93%
- Crossroads	26 / 88%	69 / 92%	92 / 92%	103 / 88%	103 / 88%
- PIP	187 / 94%	273 / 94%	264 / 86%	276 / 93%	280 / 94%
- Placement	--	--	225 / 98%	228 / 95%	209 / 95%
- Placement Aftercare	28 / 82%	56 / 93%	70 / 88%	76 / 95%	76 / 95%
- PROP	48 / 94%	105 / 94%	116 / 93%	70 / 93%	70 / 93%
Number and percent of participants without removal from the program or re-placement					
- Crossroads	61 / 91%	71 / 93%	89 / 88%	103 / 88%	103 / 88%
- PIP	190 / 96%	297 / 94%	271 / 88%	280 / 94%	285 / 95%
- Placement	--	--	214 / 93%	226 / 94%	209 / 95%
- Placement Aftercare	28 / 88%	61 / 91%	70 / 98%	76 / 95%	76 / 95%
- PROP	50 / 98%	110 / 96%	120 / 96%	122 / 96%	122 / 96%
Percent of Parent Education Program graduates reporting improved parenting skills	87%	89%	92%	94%	94%

Juvenile Intensive Services (3255P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	49.0	49.0	49.0	48.0	(1.0)	48.0
Funded FTE	45.4	45.6	45.6	44.4	(1.1)	44.4
Total Requirements	4,654,658	5,293,867	5,397,934	6,379,053	981,119	6,539,651
Total Sources	3,602,032	3,486,834	3,684,497	5,348,105	1,663,608	5,348,105
Net County Cost	1,052,626	1,807,033	1,713,437	1,030,948	(682,489)	1,191,546
NCC Breakdown						
Mandated Services			1,380,931	1,540,771	159,840	98,079
Non-Mandated Services			332,506	265,423	(67,083)	1,868,713

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $1,806,194 or 32.9%. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, flexibly staffed positions and negotiated labor increases; increases of various internal service charges and reductions to service and supplies. In addition, a small increase in Juvenile Justice Crime Prevention Act funding and mid-year position transfers between programs have been included. Program-specific revenue and costs that were previously captured centrally in the Administration program, including Public Safety sales tax revenue and other sources, and program support costs, have been redistributed to better reflect actual program activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,663,608	981,119	0	0	(682,489)	(1)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, flexibly staffed positions and negotiated labor increases.

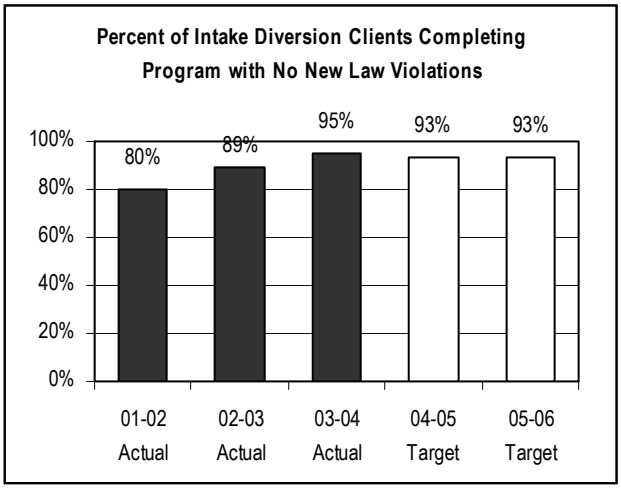
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	160,598	0	0	160,598	0

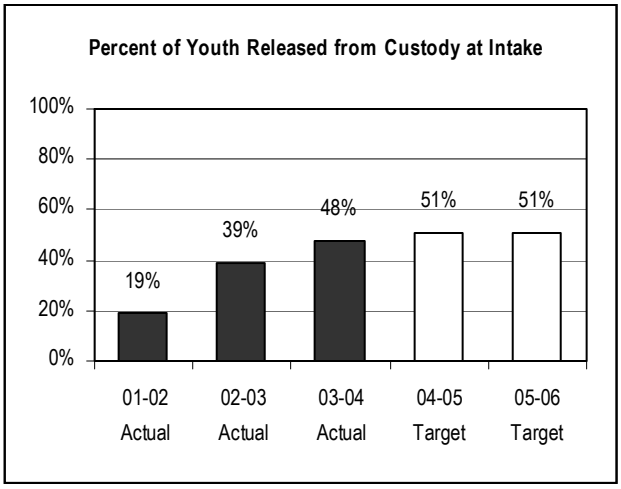
Prevention and Court Services (3257P)

Program Locator

County
- Criminal Justice
  - Probation Department
    - Administration
    - Adult Court Services
    - Adult Drug Treatment and Prevention Services
    - Adult Supervision Services
    - Computer Assisted Caseload
    - Juvenile Supervision Services
    - Juvenile Intensive Services
    - ▷ **Prevention and Court Services**
    - Juvenile Hall
    - Camp Glenwood

Headline Measures





Program Outcome Statement

The Juvenile Prevention and Court Services Program provides services to youths not on probation by coordinating available resources and community services and monitoring progress at home and in the community. It works closely with the Juvenile Court, local law enforcement, schools and allied agencies to reduce delinquency and recidivism, provide community protection and promote healthy family functioning by focusing on individual growth, responsibility and accountability.

Services and Accomplishments

The Juvenile Prevention and Court Services Program operates the following units: Intake Services, Assessment and Referral Center (ARC), Risk Prevention Program, Investigation Services and Traffic. These units implement their missions through collaboration with local law enforcement, schools, the Court, other County agencies, and private and community-based organizations.

The following were major accomplishments in the prior year:

- Built strong collaborative relationship with multi-agency team at Assessment Center, allowing more sharing of information
- Released more youth at intake, saving cost of custody
- Improved and increased number of youth referred to Truancy Program
- Maintained services despite reduction in funds and major staff transfer and turnover
- Improved timelines of pre-sentence reports submitted to the Court

Story Behind Baseline Performance

Prevention programs are a priority of the Court and the Probation Department. The Intake Services Unit screens formal police referrals for minors who are not already on probation and recommends the most appropriate services for at-risk youth. Youth who have committed less serious offenses can be diverted from the Court system and placed on informal diversion. The Risk Prevention Program (RPP) is a diversion program that provides early intervention services to approximately 500 junior high and high school youth who are first time offenders referred to the Probation Department by local police departments. Without this campus program, these youth come to Hillcrest Juvenile Hall for processing by the Intake Unit. The RPP was designed to prevent and abate delinquent behavior through a collaborative effort with parents, police, schools, and private and community agencies. These programs continue to be successful with over 90% percent of youth not committing new law violations. The success of these programs has helped to reduce the number of court appearances and has kept investigation workloads from reaching unmanageable levels.

The Juvenile Assessment and Referral Center, a collaborative with Mental Health and Human Services, opened in March 2002, and provides intake screening and community-based treatment plans

and service referrals. The Center team makes timely decisions regarding the detention status of eligible minors brought into Juvenile Hall. Balancing community safety concerns and the rehabilitative needs of the youth and his/her family, staff also make recommendations to the Court regarding the continued detention of youth brought into temporary custody at Juvenile Hall. The percent of eligible youth released from custody at the time of intake has steadily increased to 51% as the result of thorough assessment and referral to appropriate community-based programs.

The Investigations Unit compiles social histories and formulates recommendations for the Court on appropriate types of treatment services and levels of supervision to be provided by probation officers. It was estimated that due to the filtering of cases through the Assessment Center the number of investigations would continue to decline and stabilize. However, with the County already doing an excellent job at diverting youth through Intake and the Risk Prevention Program, the remaining cases are those that statutorily require the filing of a petition with the Court. Court Officers in this unit serve the Court and the Juvenile Division by representing Probation Officers at court hearings, contributing to case management discussions with the Court, the District Attorney, and defense counsel, clarifying justifications for sentencing recommendations and addressing immediate needs of the Court. A review of 75% of the pre-sentence reports revealed a 90% accuracy rate at identifying case issues.

The Traffic Unit supports the Traffic Court and Juvenile Probation Division. The number of traffic fines has decreased, in part because many are now handled by officers in the Risk Prevention Program, as well as the enactment of the Provisional License Law in California which has resulted in fewer minors obtaining driver's licenses. The traffic unit's workload ratio has increased due to reduced staffing. The department is exploring with the Court the possibility of transferring this responsibility, as it is a function of the Court in most California counties.

Major challenges over the next two years will be:

- To expand discretion to release more youth into diversion with support of the District Attorney
- To implement validated assessment tools to assess risk and case needs
- To assess more detained youth and reduce the number of petitions filed

Program Priorities

Juvenile Prevention and Court Services will meet performance targets by doing the following:

Increase the Percent of Intake Diversion Cases Completing Program with No New Law Violations by 10%

- Refer diversion clients to skill-based, targeted interventions in the Probation Department or community
- Develop methods to allow more sharing of confidential assessment for investigative purposes and to develop rehabilitative treatment plans
- Participate in community outreach and public education

Identify Appropriate Case Issues in Over 90% of Court Reports

- Utilize experienced staff to assist in training newly assigned investigation staff
- Review current assessment instruments and institute use of validated case management tools
- Complete implementation of new software program to increase access to accurate information
- Provide newer officers training in interview techniques and identification of case
- Obtain necessary training for implementation of new assessment and classification instruments

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of youth referred					
- Intake	2,000	1,653	1,874	1,800	1,800
- Informal contracts	218	182	182	190	190
- Court Appearances	900	900	930	915	915
Number of Court reports submitted	876	1,033	1,066	1,090	1,100
How Well We Do It (Quality)					
Diversion cases with initial contact made within 10 days	90%	69%	97%	90%	95%
Staff: Work Ratio					
- Intake	1:444	1:331	1:375	1:380	1:380
- Investigations	1:10.5	--	1:12	1:12	1:12
Number and percent of youth released from custody at intake	100 / 19%	164 / 39%	178 / 48%	186 / 51%	186 / 51%
Is Anyone Better Off? (Outcome)					
Number and percent of Intake Diversion cases completing program with no new law violations	181 / 80%	250 / 89%	128 / 95%	171 / 93%	173 / 93%
Number and percent of reports submitted to Court appropriately identifying case issues	788 / 90%	865 / 93%	552 / 95%	594 / 91%	600 / 92%
Total amount of fines collected	$332,900	$377,533	$332,366	$375,000	$375,000

Prevention and Court Services (3257P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	39.0	40.0	40.0	43.0	3.0	43.0
Funded FTE	37.5	35.4	35.4	40.0	4.6	40.0
Total Requirements	3,673,369	4,085,251	3,755,076	5,254,129	1,499,053	5,398,004
Total Sources	2,490,825	2,525,492	3,190,073	4,406,994	1,216,921	4,406,994
Net County Cost	1,182,544	1,559,760	565,003	847,135	282,132	991,010
NCC Breakdown						
Mandated Services			295,531	1,012,895	717,364	866,304
Non-Mandated Services			269,472	311,967	42,495	602,433

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $1,324,862 or 31%. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: reduction in charges for services associated with the Risk Prevention Program; inclusion of merit increases, flexibly staffed positions and negotiated labor increases; and a reduction in internal service charges. Program-specific revenue and costs that were previously captured centrally in the Administration program, including Public Safety sales tax revenue and other sources, and program support costs, have been redistributed to better reflect actual program activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,216,921	1,499,053	0	0	282,132	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, flexibly staffed positions and negotiated labor increases.

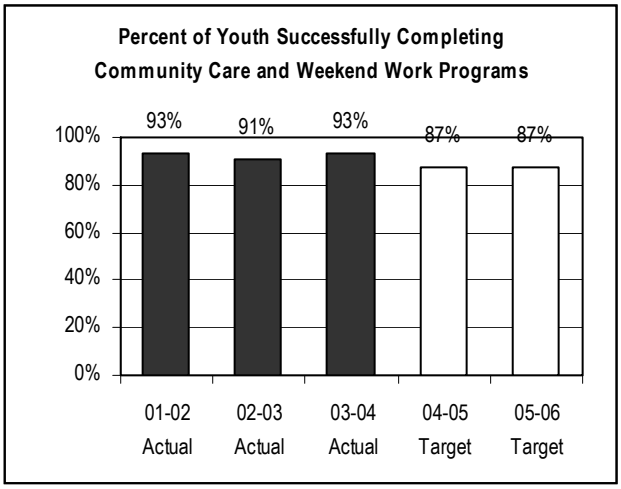
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	143,875	0	0	143,875	0

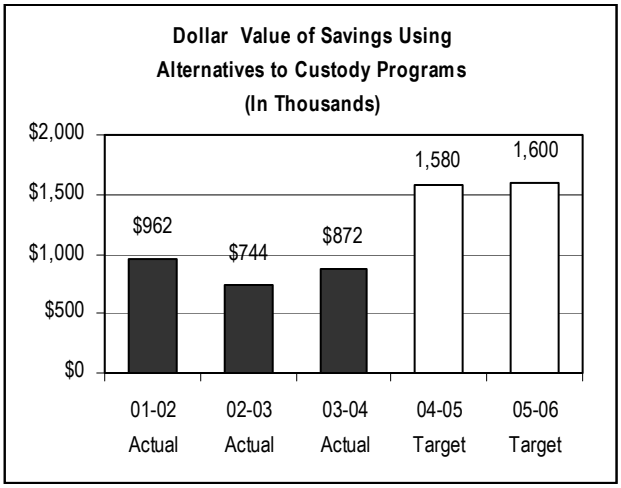
Juvenile Hall (3283P)

Program Locator

County
- Criminal Justice
  - Probation Department
    - Administration
    - Adult Court Services
    - Adult Drug Treatment and Prevention Services
    - Adult Supervision Services
    - Computer Assisted Caseload
    - Juvenile Supervision Services
    - Juvenile Intensive Services
    - Prevention and Court Services
    - ▷ **Juvenile Hall**
    - Camp Glenwood

Headline Measures





Program Outcome Statement

The San Mateo County Juvenile Hall Detention Facility provides alternative degrees of court ordered detention and programs that include assessment, treatment services, alternatives to detention programs, delinquency prevention, and educational services to at-risk and delinquent youth and their families in order to protect the community, reduce delinquency, and build families.

Services and Accomplishments

Hillcrest Juvenile Hall is the detention facility used to house San Mateo County juvenile detainees. The hall offers varying degrees of detention including secure custody, home supervision, weekend and community work programs, and weekend therapeutic detention. To keep detention costs down and youth at home their families, the department continues to provide Community Care and Weekend Work Programs. Plans for a comprehensive new Youth Services Center to replace the outdated juvenile hall have been completed and construction is underway.

The following were major accomplishments in the prior year:

- Completed design and construction documents for the Youth Services Center
- Added a girls drug treatment program to the girls unit
- Added the ADAPT program where tutors from Notre Dame de Namur assist youth in attaining their Graduation Equivalency Degree (GED) or high school proficiency certificates
- Added a cognitive skills training program to assist youth in making better life decisions

Story Behind Baseline Performance

Despite reduced staffing and lower numbers of participants, the Community Care and Weekend Work programs continue to be successful, with 94% completion rates. This results in significant annual savings to the County. To further reduce detention costs the department has worked with the Courts to develop a new electronic monitoring detention program. With reliable new GPS monitoring technology, youth will remain at home and in school while under remote supervision by a Probation Officer. The program will begin in July 2004.

Hall staff work with Juvenile Probation Officers to assist youth in completing probation and to facilitate linkages to treatment programs including mental health and substance abuse services. Over the last several years, there has been a significant increase in the number of youth detained who have mental health issues. This population requires a large amount of staff time and resources.

Self-improvement programming continues to be a priority. The facility provides a structured environment where staff use accountability and encouragement to motivate youth to make positive behavioral changes. 94% of youth in the hall participate in self-improvement programming, including anger management,

alcohol/drug education, substance abuse intervention programs and various educational and physical development programs. The average length of stay for a youth awaiting court at the Juvenile Hall is only twelve days, making it difficult to formally track the long-term impact of the programming. However, the Department utilizes programs proven to be effective in other counties.

Major challenges over the next two years will be:

- To complete transition into the new Youth Services Center
- To minimize the number of youth requiring secure custody in the juvenile hall

Program Priorities

The Hillcrest Juvenile Hall will meet performance targets by doing the following:

Provide Self-Improvement Programming to 95% of Youth Detained in the Hall

- Continue to provide programming, including education, anger management, substance abuse treatment and cognitive skills training
- Expand tutoring programming through collaborative with colleges and libraries
- Continue multi-agency collaborative youth assessment and treatment plans for children with special needs

Implement Electronic Monitoring Program with Minimum of 30 Youths Assigned

- Monitor the effectiveness of the newly implemented electronic monitoring program
- Continue to work with the Court promote the use of custody alternatives

Complete Transition to New Hall

- Develop new policies and procedures and an overall transition plan for the new Youth Services Center
- Train staff on new procedures

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Average number of youth in detention attending programming daily [1]	--	--	142	125	125
Number of youth placed in alternatives to custody programs					
- Community Care	349	372	310	300	300
- Weekend Work	234	234	191	175	175
- Home Supervision	454	296	322	460	460
How Well We Do It (Quality)					
Average percent of youth in detention attending programming daily	--	--	94%	95%	95%
Number and percent of Youth starting Community Care/ Weekend Work programs within two weeks of Court referral	554 / 95%	513 / 90%	501 / 99%	450 / 90%	450 / 90%
Ratio of the annual number of violent incidents to the annual number of detention days	--	--	60:56,130	70:57,000	70:57,000
Is Anyone Better Off? (Outcome)					
Number and percent of youth successfully completing Community Care and Weekend Work Programs	502 / 93%	456 / 91%	469 / 93%	391 / 87%	391 / 87%
Dollar value of community service provided by Community Care and Weekend Work Programs to non-profit agencies	$140,940	$242,211	$217,477	$215,000	$215,000
Monetary value of savings using alternative to custody programs[2]	$962,481	$743,991	$871,742	$1,580,000	$1,600,000

[1] The target was reduced to reflect closing a 30-bed unit

[2] The target was increased to reflect the implementation of the Electronic Monitoring Program as an alternative to custody

Juvenile Hall (3283P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	71.0	92.0	92.0	81.0	(11.0)	81.0
Funded FTE	71.0	88.4	88.4	79.9	(8.6)	79.9
Total Requirements	8,272,734	9,337,888	10,222,646	9,667,170	(555,476)	9,952,416
Total Sources	4,492,953	4,312,679	5,954,608	6,217,085	262,477	6,217,085
Net County Cost	3,779,781	5,025,209	4,268,038	3,450,085	(817,953)	3,735,331
NCC Breakdown						
Mandated Services			4,268,038	3,750,638	(517,400)	4,035,884

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $3,750,638 or 39.0%. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, flexibly staffed positions and negotiated labor increases; slight increase in service and supplies and a reduction in internal service charges; and a reduction in institutional care revenue due to a closure of a unit in Juvenile Hall. Program-specific revenue and costs that were previously captured centrally in the Administration program, including Public Safety sales tax revenue and other sources, and program support costs, have been redistributed to better reflect actual program activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
262,477	214,208	0	0	(48,269)	0

2. **Elimination of Thirteen Group Supervisor Positions in the Juvenile Hall (Unit Closure)**

Two vacant Group Supervisor III positions, four vacant Group Supervisor II positions, and two vacant Group Supervisor I positions (1.00 FTE), and five group Supervisor I positions (.85 FTE) are eliminated in the Juvenile Hall Program Unit as a result of implementing an Electronic Monitoring Program (enabling the closure of a 30-bed unit in the Juvenile Hall).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(942,084)	0	0	(942,084)	(13)

3. **Addition of Two Deputy Probation Officers to the Home Supervision Unit**

One Deputy Probation Officer I position and one Deputy Probation Officer II position are added to the Home Supervision Unit to oversee the newly created Electronic Monitoring Program (EMP).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	172,400	0	0	172,400	2

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
262,477	(555,476)	0	0	(817,953)	(11)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, flexibly staffed positions and negotiated labor increases.

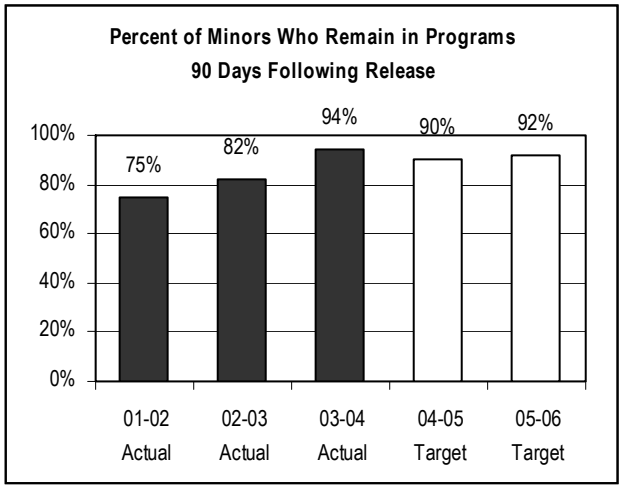
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	285,246	0	0	285,246	0

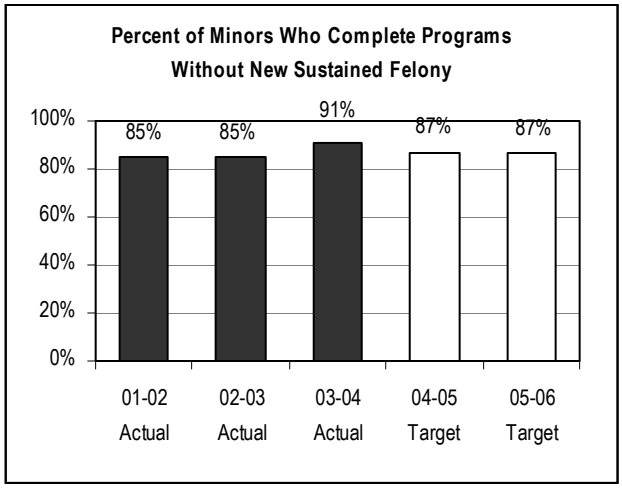
Camp Glenwood (3285P)

Program Locator

County
- Criminal Justice
  - Probation Department
    - Administration
    - Adult Court Services
    - Adult Drug Treatment and Prevention Services
    - Adult Supervision Services
    - Computer Assisted Caseload
    - Juvenile Supervision Services
    - Juvenile Intensive Services
    - Prevention and Court Services
    - Juvenile Hall
    - ▷ **Camp Glenwood**

Headline Measures





Program Outcome Statement

The Camp Glenwood Program is a court ordered placement for high-risk male juvenile offenders. It provides a safe and secure environment with essential services and structure to facilitate positive life changes and successful reintegration with families and communities.

Services and Accomplishments

Camp Glenwood provides a structured program for high-risk male juvenile offenders between the ages of 14-18 as an alternative to incarceration in Hillcrest Juvenile Hall, out-of-state placement or the California Youth Authority. The average length of stay at the camp is 7-9 months and approximately 200 youth are sentenced to the program each year. The Camp Glenwood Program includes the residential program at the Camp, a Furlough Program with intensively supervised community reintegration, and an aftercare component of general probation supervision.

The following were major accomplishments in the prior year:

- Received grant to fund after school program for minors on furlough
- Enabled fourteen minors to receive Graduation Equivalency Diploma (GED) certificates/one minor received High School Diploma
- Coordinated with Canada College to start a drama class for Glenwood minors for which they receive college credit
- Continued to improve and enhance furlough program for minors transitioning out of residential program, resulting in decreased recidivism

Story Behind Baseline Performance

Camp Glenwood programming continues to be improved and expanded during the residential component of the program. A Transition Development Program has been developed to help individuals plan for their return to their families and communities. Participants create a written plan that is presented to a furlough review board for review, discussion of necessary activities, and final approval.

The Furlough Program, initiated in October 2001, reduces the recidivism rate by providing intensive support to youth and their families during the first 60 days following release from Camp. The percent of youth on furlough who have remained in programs has improved by nearly 10% because of better planning and oversight by the furlough Group Supervisors who provides guidance and structure. Following furlough, the Aftercare Program provides ongoing support to juveniles and their families in schools and communities. There has been a dramatic reduction in felonies committed while on aftercare because minors are better prepared and better adjusted when they enter the aftercare portion of the program. While the percent of youth completing probation without a

sustained felony has remained at 85%, the number of graduates has increased by approximately 60%.

The population of minors at Camp with mental health issues has increased significantly over the last several years. Substance abuse continues to be the primary reason for failure once minors are released from the residential phase of the program. To reach its targets the Glenwood program will require an increase in mental health and substance abuse counseling. As a result of current budget reductions mental health counseling is limited at Camp and has been reduced in the community.

Major challenges over the next two years will be:

- To meet the mental health needs of minors in the Glenwood program
- To gain more involvement of parents/guardians in participating in the rehabilitative process while minors are at Camp and when transitioning home
- To continue to provide quality programming and services by using best-practices in the juvenile justice

Program Priorities

Camp Glenwood will meet performance targets by doing the following:

Ensure 95% of Camp Glenwood Minors Complete the Residential Program and 87% Terminate from Probation Supervision Without a New Sustained Felony

- Implement assessment tools to better identify treatment needs
- Increase mental health services for all phases of program through use of county services and University interns
- Optimize staff's ability to work effectively with wards who have multiple issues/problems

Ensure 95% of Juveniles Complete Four Self-Improvement Programs while at the Camp

- Increase delivery of effective programming
- Find resources to provide more substance abuse treatment
- Enhance vocational education and training for wards to improve job skills, self-esteem and increase the probability of employment after release
- Seek community-based and grant funding to support programs

Sustain a Success Rate of 90% of Minors on Furlough Remaining in Educational/Vocational Programs for 90 days Following Release from the Residential Program

- Increase programming and transitional services in community during furlough and aftercare phases
- Generate community resources for released youth
- Work with Community Colleges to develop course curriculum for released youth

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of Juveniles in residential Glenwood Program	165	171	150	180	180
Average length of stay in aftercare program (in months)	15	14	12	7	6
Number and percent of Juveniles in the residential program involved in self-improvement programming each month	--	--	38 / 70%	40 / 75%	43 / 80%
How Well We Do It (Quality)					
Number and percent of minors successfully completing the residential Glenwood Program	72 / 89%	85 / 78%	63 / 73%	83 / 95%	84 / 95%
Number and percent of Juveniles who complete 4 self-improvement programs while in the Camp residential program	--	--	76 / 90%	79 / 95%	80 / 95%
Is Anyone Better Off? (Outcome)					
Number and percent of minors on furlough who remain in educational/ vocational programs for 90 days following release from the residential program	25 / 75%	46 / 82%	42 / 94%	35 / 90%	37 / 92%
Number and percent of minors who have completed the Glenwood residential, furlough and aftercare programs and terminate from probation supervision without a new sustained felony	87 / 85%	54 / 85%	65 / 91%	78 / 87%	78 / 87%

Camp Glenwood (3285P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	31.0	30.0	30.0	30.0		30.0
Funded FTE	30.5	28.9	28.9	28.9		28.9
Total Requirements	3,390,266	3,858,378	3,742,640	3,614,200	(128,440)	3,705,569
Total Sources	2,050,711	2,227,078	1,882,142	2,093,852	211,710	2,093,852
Net County Cost	1,339,555	1,631,300	1,860,498	1,520,348	(340,150)	1,611,717
NCC Breakdown						
Mandated Services			1,860,498	1,501,482	(359,016)	1,592,851

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $1,501,482 or 43.5%. Of this amount 100% is non-mandated.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: increase in the Temporary Aid to Needy Families (TANF) Camps and Ranches allocation; inclusion of merit increases, flexibly staffed positions and negotiated labor increases; and reduction in service and supplies and internal service charges. Program-specific revenue and costs that were previously captured centrally in the Administration program, including Public Safety sales tax revenue and other sources, and program support costs, have been redistributed to better reflect actual program activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
49,195	(128,440)	0	0	(177,635)	0

2. **Increase TANF Funding to Retain a Unit at the Camp that was Slated for Closure**

New revenue from Temporary Aid to Need Families (TANF Camps and Ranches) has been identified and included to prevent the closure of a unit at the camp. The closure at the camp would have resulted in higher costs long-term as the number of juveniles placed in out-of-county facilities would increase due to a reduction in available camp space.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
162,515	0	0	0	(162,515)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
211,710	(128,440)	0	0	(340,150)	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, flexibly staffed positions and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	91,369	0	0	91,369	0

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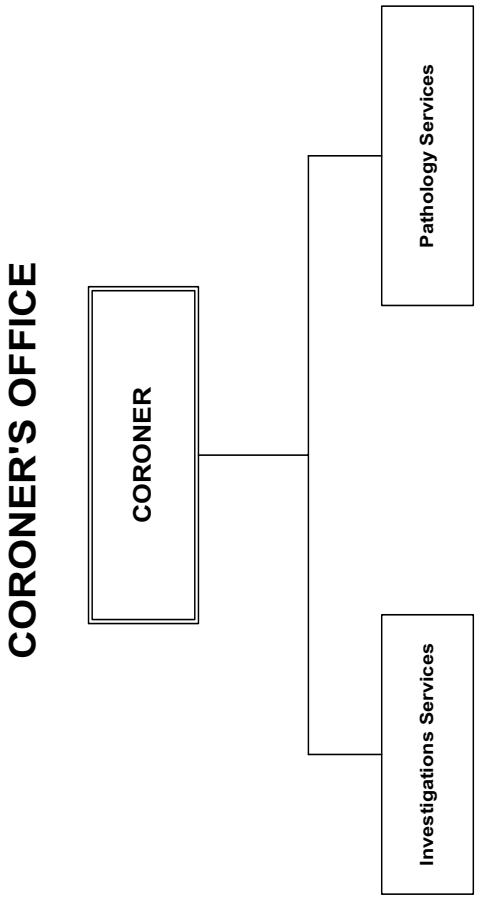
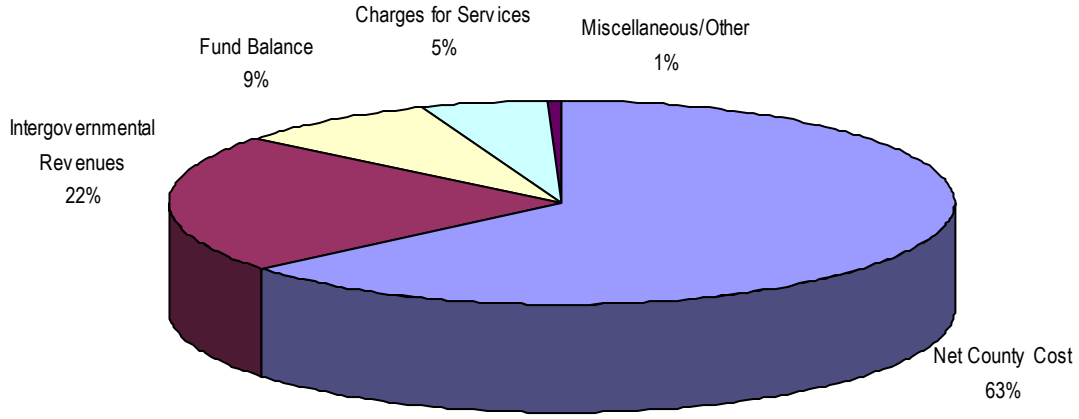
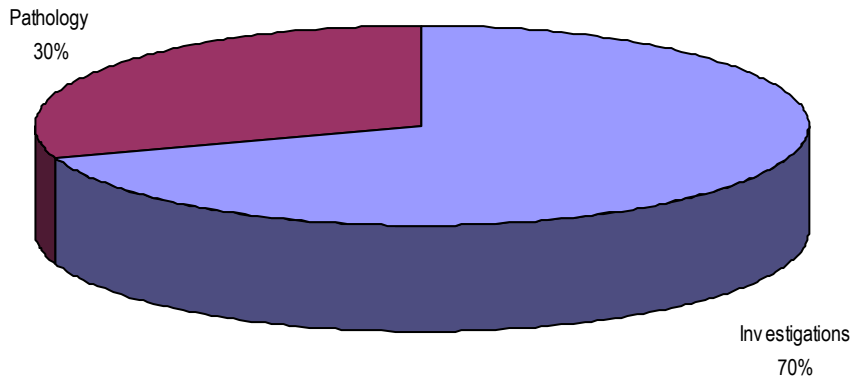

CORONER'S OFFICE
CORONER
Pathology Services
Investigations Services

Coroner's Office (3300B)

FY 2004-05 Adopted Sources



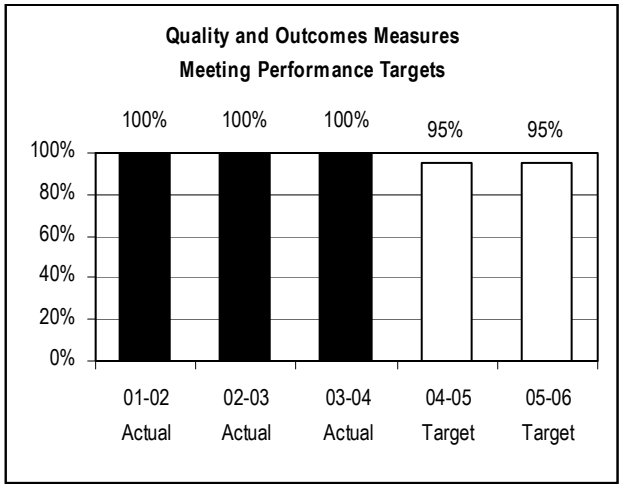
FY 2004-05 Adopted Requirements

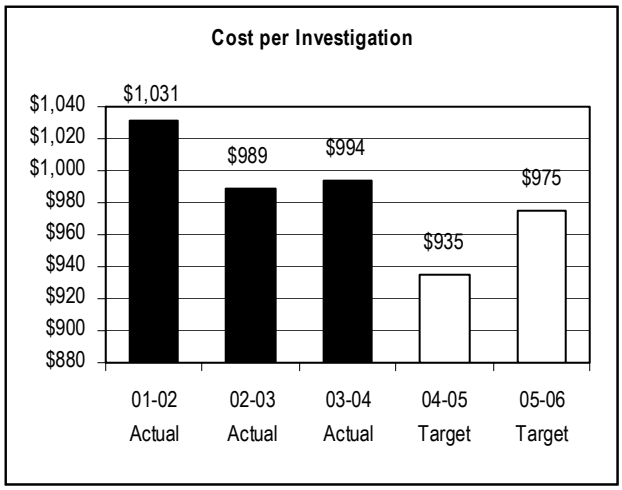


Program Locator

County
- Criminal Justice
  - District Attorney's Office
  - Department of Child Support Services
  - County Support of the Courts
  - Private Defender Program
  - Sheriff's Office
  - Message Switch
  - Probation Department
  - ▷ **Coroner's Office**

Department Measures





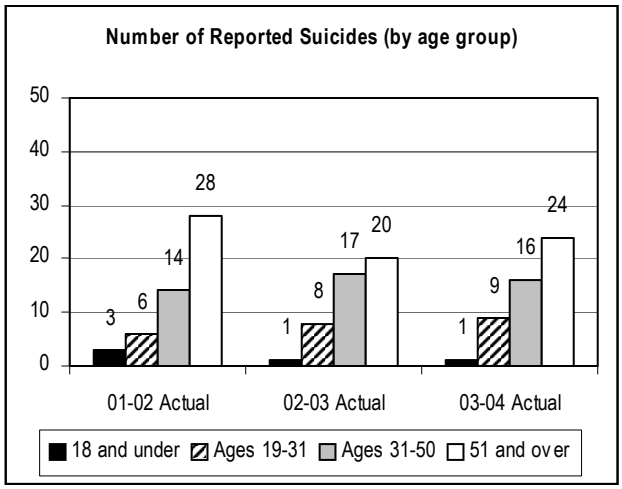
Department Mission Statement

The Coroner's Office promptly investigates and determines the mode, manner and cause of death of decedents under the Coroner's jurisdiction. Services are provided in an efficient and courteous manner, respecting the needs of the involved families.

Contributions to Shared Vision 2010 Goals

The Coroner's Office contributes to achieving the following Visioning Goals:

- **Goal 7:** The Coroner's Office serves and protects the interest of the community by determining the circumstances, manner and cause of sudden or unexplained deaths, while ensuring that the deceased and their families are treated with the utmost dignity and respect.



Story Behind Baseline Performance

The Coroner's Office includes the following programs:

- Coroner Investigations
- Coroner Pathology

Accomplishments that have contributed to improved performance and progress this past year include:

Improved Percent of Customer Survey Respondents Rating Investigative Services as Good or Better

- Moved Administrative and Investigative Offices to the Crime Lab facility in San Mateo, better enabling Investigators to respond to the scene of a death in a timely manner
- Conducted workload study to review 20-hour Investigator shifts
- Improved reliability of body removal services by providing the vendor with a digital pager

Improved Quality of Equipment and Safety

- Replaced the existing computer hardware system
- Updated photography methods with digital photography
- Increased safety equipment to protect employees

Improved Disaster Readiness
- Developed an inventory of equipment needs and began identifying funding sources

Maintained Efficiency of Pathology Services
- Increased the percent of deaths ready for release in one day
- Maintained turnaround time of within three days for homicide cases
- Kept the morgue open seven days per week enabling the pathology team to process bodies in a timely fashion

Major challenges over the next two years will be:

- To provide a high level of service without increasing costs
- To address reporting needs with the existing Case Management system
- To maintain a consistent length of time for body removal
- To address the physical space and design constraints of the morgue
- To provide additional training to autopsy technicians to perform homicide photography, Histology, Radiology and simple lab tests to help reduce costs and turnover

Department Priorities

The Coroner's Office will meet performance targets by doing the following:

Maintain Customer Survey Response of at least 94% Rating Investigative Services Good or Better
- Develop and implement a Coroner's Case Management System (CCMS) that is web-based system to be more cost efficient and allow for the inclusion of photographs
- Improve process of notifying mortuaries when individuals are ready for release

Close 75% of All Cases Reported to the Coroner's Office within 30 Days
- Evaluate and streamline case processing

Complete Readiness for Major Disaster within Two Years
- Evaluate emergency equipment needs
- Seek grant funding for equipment and training
- Provide bio-hazard training for Pathology technicians
- Work with local fire departments for shared resources
- Become actively involved in disaster training drills
- Develop a response plan in case of an airport disaster

Release 94% of Cases within One Day
- Train Autopsy Technicians to perform such tasks as taking x-rays during an autopsy, which could save both time and money
- Provide additional training to develop new job skills and retain staff
- Examine the physical constraints at the morgue and identify alternatives for improvement
- Review exceptions to the 24 hours turnaround times

Limit Autopsies to 20% of Reported Deaths
- Conduct clinical inspections where appropriate
- Collect and review all possible medical records

Budget Reduction Summary

- Eliminated Administrative Extra Help
- Reduced on-call budget
- Reduced Safety Equipment allocation
- Reduced Contract Ambulance costs
- Reduced ISD charges by contracting with the Sheriff's Office for Technical Support and eliminating all non-essential telephone lines and computer nodes

Coroner's Office (3300B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	10,990	10,763	11,000	11,000		11,000
Intergovernmental Revenues	536,421	516,052	522,854	522,854		522,854
Charges for Services	77,267	121,368	134,000	142,000	8,000	142,000
Miscellaneous Revenue	6,220	4,541	10,000	5,000	(5,000)	5,000
Total Revenue	630,898	652,724	677,854	680,854	3,000	680,854
Fund Balance	102,599	206,714	206,714	206,714		206,714
TOTAL SOURCES	733,497	859,438	884,568	887,568	3,000	887,568
REQUIREMENTS						
Salaries and Benefits	1,358,248	1,575,460	1,446,874	1,494,567	47,693	1,556,505
Services and Supplies	520,793	473,079	606,066	544,733	(61,333)	544,733
Other Charges	267,379	209,039	210,000	206,640	(3,360)	206,640
Net Appropriations	2,146,421	2,257,579	2,262,940	2,245,940	(17,000)	2,307,878
Contingencies/Dept Reserves	49,605	164,162	164,162	164,162		164,162
TOTAL REQUIREMENTS	2,196,026	2,421,741	2,427,102	2,410,102	(17,000)	2,472,040
NET COUNTY COST	1,462,528	1,562,303	1,542,534	1,522,534	(20,000)	1,584,472
AUTHORIZED POSITIONS						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	15.0	15.0	15.0		15.0

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources increased by $3,000 or .4% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Charges for Service
There is an increase of $8,000 in this funding source. The revenue from body removal and storage services has been increased due to an increase in fees and revenue from reimbursement for burials as been increased and fees for pathology reports has been reduced based on prior year actuals.

Miscellaneous Revenue
There is a decrease of $5,000 in this funding source; it was increased last year to reflect an anticipated one-time payment due to the anticipated sale of three Jeeps that had been held in storage.

TOTAL REQUIREMENTS

Total Requirements decreased by $17,000 from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits
There is an increase of $47,693 in this expenditure category. Negotiated labor and benefits increases of $94,512 have been partially offset by a reduction in Extra Help funding to achieve a flat Net County Cost compared to the prior year.

Services and Supplies
There is a decrease of $61,333 in this expenditure category in the areas that include Contract Ambulance Service, Contract Dentist, Contract Examination Services and Safety Equipment to meet budget targets.

Other Charges
There is a decrease of $3,360 in this expenditure category. This reduction is in Information Services Department (ISD) charges reflecting fewer phone lines, nodes and contracting with the Sheriff's Office computer support services.

NET COUNTY COST

There is a decrease of $20,000 in this Department's General Fund contribution due to increased revenue from fees and additional cost-savings measures.

FY 2005-06 Budget Overview

TOTAL SOURCES

No change.

TOTAL REQUIREMENTS

Total Requirements increased by $61,938 or 3% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits
There is an increase of $61,938 in this expenditure category as the result of merit increases and negotiated labor and benefits increases.

NET COUNTY COST

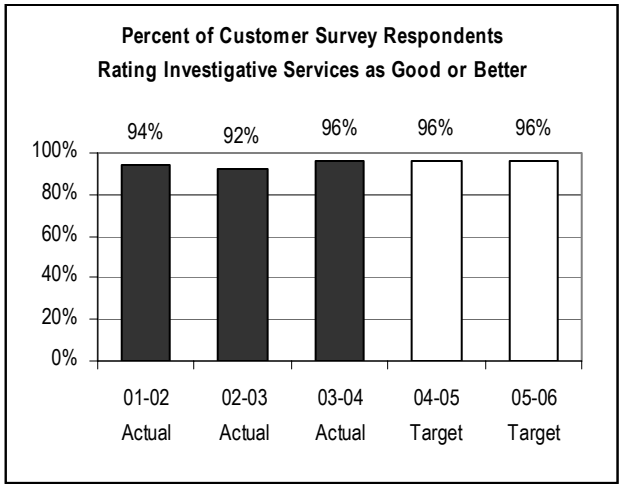
There is a net increase of $61,938 in this Department's General Fund allocation. This increase is the result negotiated labor and benefits costs.

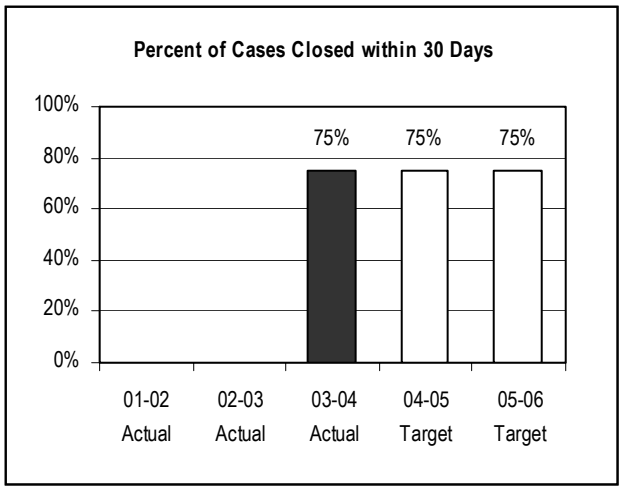
Coroner Investigations (3316P)

Program Locator

County
Criminal Justice
Coroner's Office
▷ **Coroner Investigations**
Coroner Pathology

Headline Measures





Program Outcome Statement

The Coroner's Investigations Program provides responsive and collaborative investigative services to law enforcement agencies, medical personnel, the funeral industry and families in order to assist in determining mode, manner and cause of death.

Services and Accomplishments

The Investigations Division responds to calls for service and determines the mode and manner of death in collaboration with Coroner Pathology. Investigators conduct thorough investigations upon request by law enforcement agencies, medical personnel, the funeral industry and families and provide pamphlets to families with important information as to why autopsies are performed, how to contact a funeral home and available services.

The following were major accomplishments in the prior year:

- Improved percent of customer survey respondents rating Investigative Services as good or better
- Moved Administrative and Investigative Offices to the more centrally located Crime Lab facility in San Mateo, better enabling Investigators to respond to the scene of a death in a timely manner
- Conducted workload study to review 20-hour Investigator shifts
- Improved reliability of body removal services by providing the vendor with a digital pager
- Updated photography methods with digital photography
- Improved disaster preparedness
- Educated stakeholders about the roles and responsibilities of the Coroner's Office

Story Behind Baseline Performance

The Investigations Unit has seen improvement in overall customer satisfaction, achieving a 94% satisfaction rating. In February 2003, the Coroner's Administrative Office moved to the County's new Crime Lab facility. The building is centrally located and better enables investigators to respond to the scene of a death in a timely manner. This location also makes it easier for family members to pick up the property of their loved one. The Investigations Division maintains good working relationships with law enforcement, funeral homes, hospitals and the families of decedents who died in San Mateo County.

Every effort is made to expedite the closure of cases in order to help ease the burden on survivors. A case-closure process review is underway to identify areas to streamline to increase the number of cases completely closed within 30 days.

Since FY 2001-02, the number of calls for service has increased 22%. This number is expected to continue to climb. The increase is attributable to an aging population and greater awareness of the roles and responsibilities of the Office of the Coroner.

Investigators currently work two twenty-hour shifts per week. A workload study was conducted to determine peak workload hours and alternative work schedules to cover these hours. The study concluded no significant savings would be realized by altering this schedule. The current shift schedule helps keep costs down by minimizing requests for days off and has helped attract well-qualified applicants. Investigations has recently seen a 43% turnover in staff. As a result, the Office has lost experience but has gained new enthusiasm and ideas.

The Coroner's Case Management System (CCMS) does not meet current reporting requirements. The department plans to move to a web-based management system that will be more cost effective and allow for the inclusion of photographs. The new system will also be able to notify mortuaries when individuals are ready for release.

Steps are being taken to ensure the Coroner's Office is prepared to respond to a disaster. An inventory of what is needed has been created and grants and other funding sources are being pursued.

Major challenges over the next two years will be:

- To provide a high level of service without increasing costs
- To address reporting needs with existing Case Management system
- To maintain a consistent length of time for body removal

Program Priorities

The Coroner's Investigations Program will meet performance targets by doing the following:

Maintain Customer Survey Response of at least 94% Rating Investigative Services Good or Better

- Develop and implement a Coroner's Case Management System (CCMS) that is web-based system to be more cost efficient and allow for the inclusion of photographs
- Improve process of notifying mortuaries when individuals are ready for release

Close 75% of All Cases Reported to the Coroner's Office within 30 Days

- Evaluate and streamline case processing

Complete Readiness for Major Disaster within Two Years

- Work with the Office of Emergency Services to identify grant funding for equipment to use in case of a large scale emergency
- Research resources in the community
- Become actively involved in disaster training drills
- Develop a response plan in case of an airport disaster

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of deaths reported to the Coroner's Office	2,156	2,762	2,840	2,840	2,840
Number of calls requiring an investigator on-site	462	494	515	518	520
How Well We Do It (Quality)					
Percent of calls responded to within 15 minutes (1)	70%	75%	90%	80%	83%
Percent of calls removal service arrives on scene within 30 minutes of requested	--	--	80%	85%	90%
Average number of cases per investigator (Annually)	308	395	405	405	405
Is Anyone Better Off? (Outcome)					
Percent of customers survey respondents rating services as good or better	94%	92%	96%	95%	96%
Percent of cases closed within 30 days	--	--	75%	75%	77%

(1) Includes telephone call-backs

Coroner Investigations (3316P) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	12.0	12.0	12.0	12.0		12.0
Funded FTE	12.0	12.0	12.0	12.0		12.0
Total Requirements	1,597,804	1,856,291	1,686,036	1,727,893	41,857	1,776,942
Total Sources	668,781	751,800	777,776	759,776	(18,000)	759,776
Net County Cost	929,022	1,104,491	908,260	968,117	59,857	1,017,166
NCC Breakdown						
Mandated Services			908,260	968,117	59,857	1,017,166

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $968,117 or 56%. Of this amount, 100% is Mandated Services and contributes to the County Public Safety Sales Tax (Prop. 172) maintenance-of-effort. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by $48 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor and retirement increases; reduced revenue from fees charged for reports based on trends; and the removal of one time revenue from the sale of vehicles.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(18,000)	90,455	0	0	108,455	0

2. **Reductions to Achieve Budget Target**

Reductions to the following have been made to achieve the budget target: Administrative Extra Help and on-call pay for Investigators; the contracts for Ambulance Services and contract Burial Service; and General Office Equipment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(48,598)	0	0	(48,598)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(18,000)	41,857	0	0	59,857	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; negotiated labor increases and increased benefit costs.

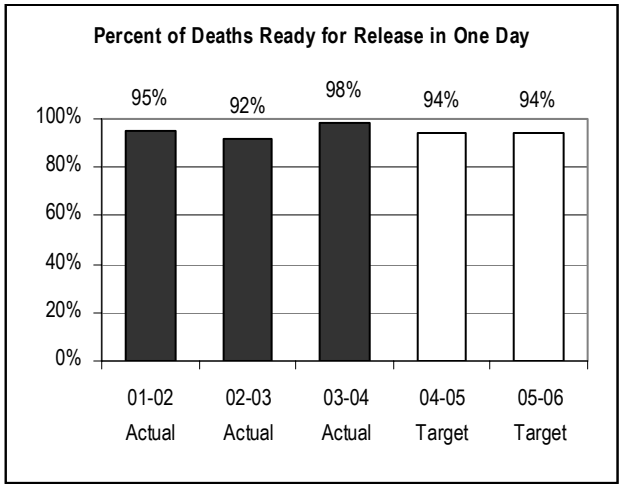
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	49,049	0	0	49,049	0

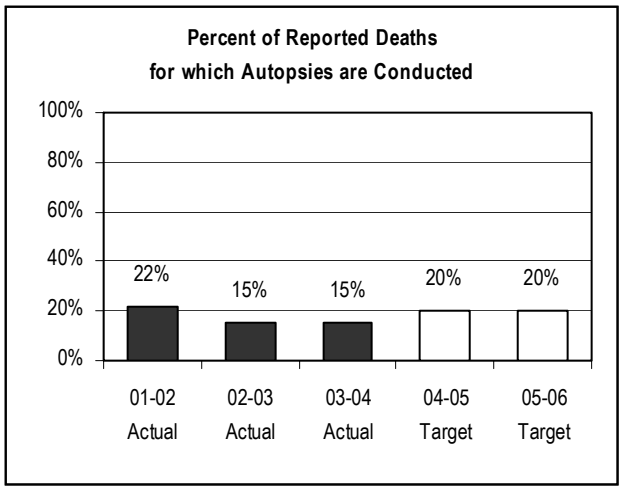
Coroner Pathology (3321P)

Program Locator

County
Criminal Justice
Coroner's Office
Coroner Investigations
▷ **Coroner Pathology**

Headline Measures





Program Outcome Statement

The Coroner's Pathology Program determines the cause of death by performing forensic examinations for deaths which are within the jurisdiction of the Coroner's Office.

Services and Accomplishments

The Coroner's Pathology Program determines the cause of death by performing forensic examinations for deaths which are within the jurisdiction of the Coroner's Office. The American Board of Pathology certifies all physicians contracted with the San Mateo County Coroner's Office as Forensic Specialists. Forensic Pathologists and Autopsy Technicians assist the criminal justice and medical professions in determining cause of death.

The following were major accomplishments in the prior year:

- Increased the percent of deaths ready for release in one day
- Maintained turnaround time of within three days for homicide cases
- Kept the morgue open seven days per week enabling the pathology team to process bodies in a timely fashion

Story Behind Baseline Performance

The Pathology Program has continued to release 94% of cases under the full jurisdiction of the Office of the Coroner within one day or less. This success rate is attributed in part to how well the Pathology and Investigations Programs work together in determining cause of death. The Investigators examine the scene and circumstances surrounding a death and gather all available records; Pathologists examine the body of the individual in conjunction with the circumstances to determine how someone died.

During FY 2003-04 there was turnover of both of the autopsy technicians and one doctor. This change has added a fresh drive and enthusiasm in keeping the morgue running efficiently while bringing in new ideas and experience. The autopsy technicians are eager to learn such tasks as taking x-rays, which could save both time and money. Encouraging these new job skills may also help staff retention while maintaining a release rate of at least 94% of cases within 24 hours.

The morgue is open seven days per week. This enables the pathology team to process each body within 24 hours of arrival and release the body back to the family in a timely fashion. Homicides take more than one day before they are ready for release due to the nature of the death, the numbers of people who are involved and the additional evidence that must be gathered and examined.

Twenty percent of all cases reported to the Coroner's Office are autopsied. Where appropriate, performing clinical inspections instead of full autopsies is preferred as it keeps costs down and helps achieve rapid turnaround.

Major challenges over the next two years will be:

- To address the physical space and design constraints of the morgue
- To provide additional training to autopsy technicians to perform homicide photography, Histology, Radiology and simple lab tests to help reduce costs and turnover

Program Priorities

The Coroner's Pathology Program will meet performance targets by doing the following:

Release 94% of Cases within One Day
- Train Autopsy Technicians to perform such tasks as taking x-rays during an autopsy
- Provide training to develop new job skills and retain staff
- Examine the physical constraints at the morgue and identify alternatives for improvement
- Review exceptions to the 24 hours turnaround times

Limit Autopsies to 20% of Reported Deaths
- Conduce clinical inspections where appropriate
- Collect and review all possible medical records

Complete Readiness for Major Disaster within Two Years
- Provide bio-hazard training for Pathology Technicians
- Work with local fire departments for shared resources
- Seek grant funding for equipment and training
- Evaluate emergency equipment needs

Promote Outreach and Education
- Identify two fee-for-service opportunities with other hospitals
- Develop community education programs targeting at-risk youth and DUI offenders for implementation within two years

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of deaths reported to the Coroner's Office	2,156	2,762	2,850	2,800	2,800
Number of cases receiving clinical inspections	36	47	50	50	50
Number of cases receiving complete autopsies	403	425	384	450	450
How Well We Do It (Quality)					
Number of cases receiving clinical inspections within 24 hours	100%	98%	94%	99%	100%
Percent of cases autopsied within 24 hours	85%	99%	90%	95%	95%
Percent of deaths reported to the Coroner's Office for which autopsies are conducted	22%	15%	15%	20%	20%
Is Anyone Better Off? (Outcome)					
Number and percent of homicide cases under full jurisdiction of the Coroner's Office ready for release within three days	21 / 100%	22 / 100%	28 / 100%	25 / 100%	25 / 100%
Number and percent of all other deaths under full jurisdiction of the Coroner's Office ready for release within one day	453 / 95%	451 / 92%	400 / 98%	450 / 94%	450 / 94%

Coroner Pathology (3321P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0
Total Requirements	598,222	565,450	741,066	682,209	(58,857)	695,098
Total Sources	64,716	107,638	106,792	127,792	21,000	127,792
Net County Cost	533,506	457,812	634,274	554,417	(79,857)	567,306
NCC Breakdown						
Mandated Services			634,274	554,417	(79,857)	567,306

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $574,417 or 84%. Of this amount, 100% is Mandated Services and contributes to the County Public Safety Sales Tax (Prop. 172) maintenance-of-effort.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor and retirement increases and an increase in reimbursement for burial services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,000	4,057	0	0	3,057	0

2. **Reductions to Achieve Budget Target**

To offset negotiated increases in Salaries and Benefits, reductions have been made to Special Duty and Extra Help pay along with safety equipment, contract examination services and contract dental service accounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(62,914)	0	0	(62,914)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,000	(58,857)	0	0	(59,857)	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; negotiated labor increases and increased benefit costs.

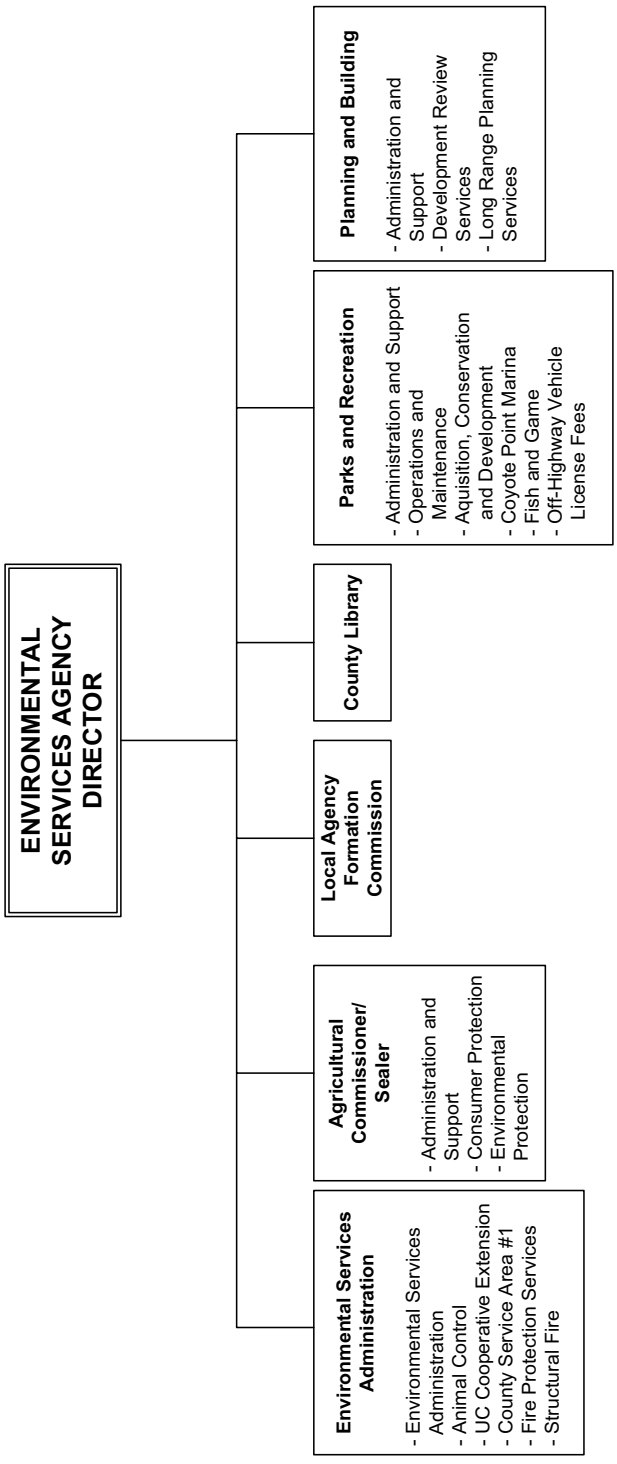
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	12,889	0	0	12,889	0

Environmental Services Agency

Adopted Budget
FY 2004-2005
FY 2005-2006

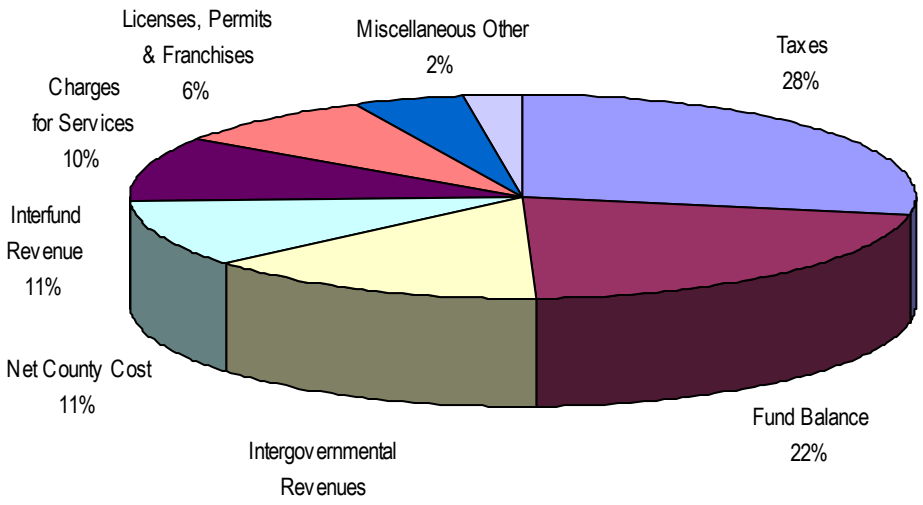
People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

ENVIRONMENTAL SERVICES AGENCY

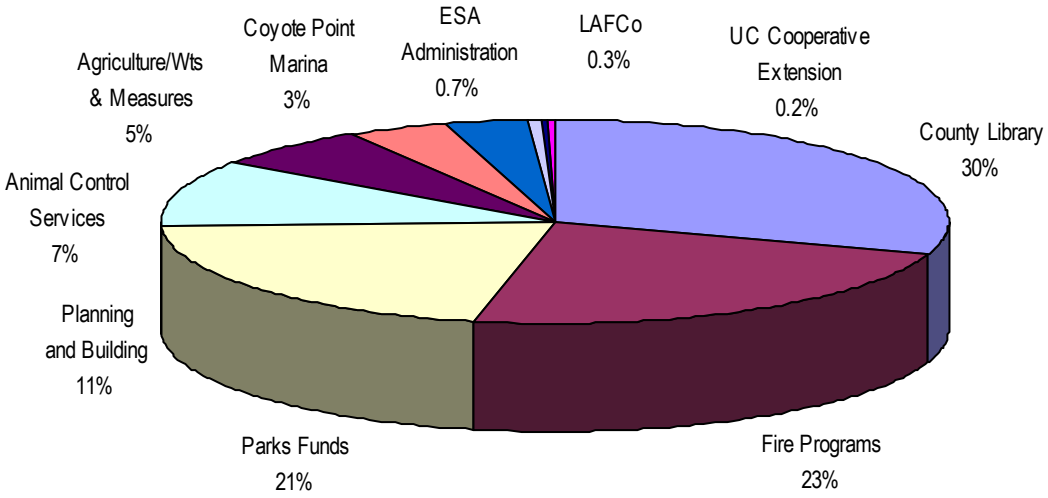


Environmental Services Agency

FY 2004-05 Adopted Sources



FY 2004-05 Adopted Requirements



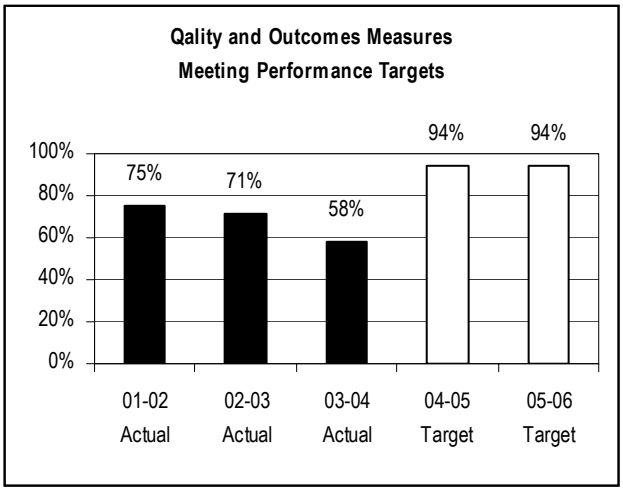
Environmental Services Agency
FY 2004-05 and 2005-06 All Funds Summary

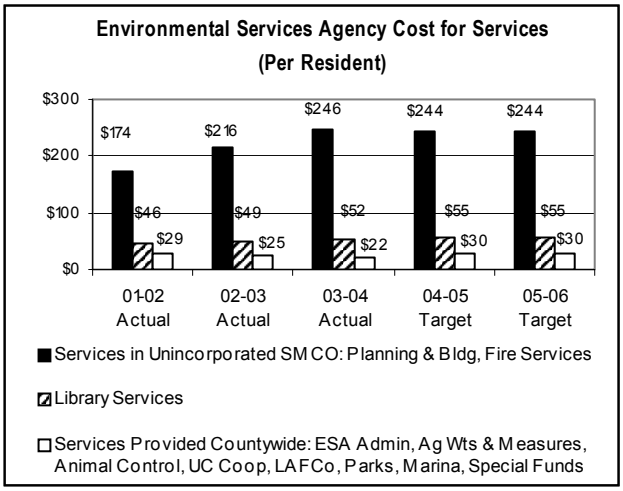
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
General Fund Budgets						
Environmental Services Administration	335,363	383,785	404,073	390,468	(13,605)	411,077
Agricultural Commissioner/Sealer	2,892,938	3,152,878	3,324,495	2,962,463	(362,032)	2,872,852
Animal Control Services	4,337,265	4,349,681	4,359,445	4,405,450	46,005	4,561,481
U.C. Cooperative Extension	195,891	145,028	147,100	131,211	(15,889)	134,762
Fire Protection Services	5,255,313	5,734,967	6,044,590	6,007,041	(37,549)	6,330,817
Local Agency Formation Commission	183,384	141,473	160,843	177,570	16,727	156,242
Planning and Building	5,068,785	5,450,558	6,257,127	7,262,711	1,005,584	6,981,231
Parks and Recreation	7,201,471	7,052,390	7,370,798	7,227,469	(143,329)	7,451,004
Total General Fund	25,470,409	26,410,761	28,068,471	28,564,383	495,912	28,899,466
Non-General Fund Budgets						
Structural Fire	7,041,523	7,280,270	7,385,874	7,098,857	(287,017)	6,998,857
County Service Area #1	2,173,546	2,876,309	2,735,803	2,660,589	(75,214)	2,660,589
County Library	17,737,375	19,909,588	18,253,734	20,505,978	2,252,244	18,875,430
Fish and Game	74,179	84,707	79,379	84,363	4,984	84,363
Off-Highway Vehicle License Fees	323,557	343,235	341,947	325,187	(16,760)	325,187
Parks Acquisition and Development	2,160,891	6,752,435	4,165,287	6,491,069	2,325,782	2,772,769
Coyote Point Marina	3,120,160	3,225,752	3,110,200	2,266,676	(843,524)	1,854,924
Total Non-General Fund	32,631,231	40,472,296	36,072,224	39,432,719	3,360,495	33,572,119
Total Requirements	58,101,641	66,883,058	64,140,695	67,997,102	3,856,407	62,471,585
Total Sources	51,491,132	61,429,283	57,498,437	60,474,621	2,976,184	54,620,396
Net County Cost	6,610,509	5,453,775	6,642,258	7,522,481	880,223	7,851,189
AUTHORIZED POSITIONS						
Salary Resolution	271.0	266.0	266.0	262.0	(4.0)	259.0
Funded FTE	254.8	247.8	247.8	242.9	(4.9)	240.4

Agency Locator

County
- Administration and Fiscal
- Criminal Justice
- ▷**Environmental Services**
- Public Works
- Health
- Human Services
- Non-Departmental Services

Agency Measures





Agency Mission Statement

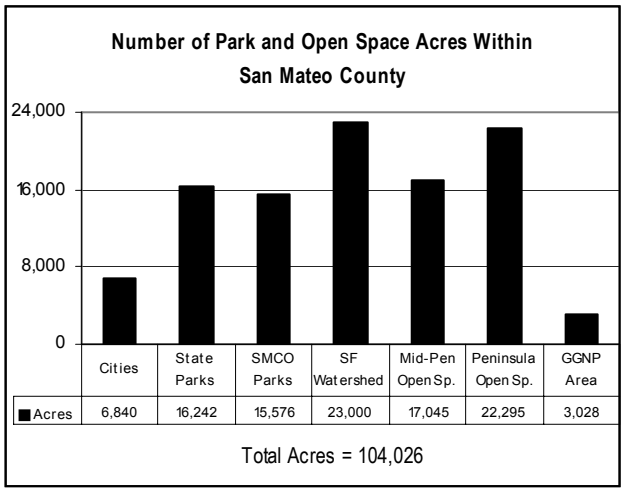
The Environmental Services Agency enhances the physical, recreational and educational environment for the residents of the County by promoting public health and safety, protecting consumer interests, safeguarding natural resources, ensuring the efficient and fair regulation of land use, and providing information, recreation, and leisure facilities and services to the community

Contributions to Shared Vision 2010 Goals

The Environmental Services Agency contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 3:** The Library's Raising-a-Reader program encourages families to establish a regular reading routine at home that engages parents and their pre-school aged children.
- **Goal 7:** Fire Protection provides fire and emergency services to residents, including vegetation management and code enforcement. The Animal Control Program ensures the safety of the public and animals by responding to calls regarding dangerous animals, animal bites and at-large animals.
- **Goal 9:** Planning and Building's General Plan Housing Element Update aims to increase the housing supply for all income groups by maintaining the quality of existing housing, identifying sites for new housing and granting density bonuses for affordable housing.
- **Goal 10:** Planning and Building provides staff to the Countywide Transportation Plan, which aims to increase employer shuttle services, activate ramp metering, redirect highway traffic during emergencies, rapidly remove disabled vehicles and establish better transit information systems. The Congestion Management Program aims to reduce traffic congestion by increasing efficiency of the existing highway system, increasing capacity and service levels of transit systems, increasing supply and density of housing, and decreasing demand for single-occupant automobile travel.
- **Goal 11:** Planning and Building provides staff to the Congestion Management Program, which implements the Countywide transportation plan by establishing financial incentives to cities for building housing and employment centers along transit corridors.
- **Goal 12:** Planning and Building's planning permit processing and California Environmental Quality Act Reviews provide environmental review for discretionary type planning permits.
- **Goal 13:** The Local Agency Formation Commission's sphere of influence and annexation policies discourage inclusion of open space land and agricultural land within the boundaries of cities and special districts.
- **Goal 14:** The Agricultural Commissioner/Sealer Environmental Protection Program provides education for agricultural pesticide users on measures to protect endangered species. The Parks and Recreation Division seeks to enhance natural resources by developing a system-wide vegetation management plan and providing sound environmental stewardship.

- **Goal 15:** Parks and Recreation provides the opportunity for County residents to access 17 park sites and recreation facilities throughout the County.



Story Behind Baseline Performance

The Environmental Services Agency includes the following programs:

- Environmental Services Agency (ESA) Administration
- Agricultural Commissioner/Sealer
  - Administration and Support
  - Consumer Protection
  - Environmental Protection
- Animal Control Services
- U.C. Cooperative Extension
- Fire Protection Services
- County Service Area #1
- Local Agency Formation Commission
- County Library
- Planning and Building
  - Administration and Support
  - Development Review Services
  - Long Range Planning Services
- Parks and Recreation
  - Administration and Support
  - Operations and Maintenance
- Coyote Point Marina

Accomplishments that have contributed to improved performance and progress in the prior year include:

Continued to Provide Quality Services Within Budget Constraints

- Performed an assessment of Park use in order to focus resources on the most heavily used park areas and facilities, resulting in Parks accommodating approximately 1,750,000 visitors in FY 2003-04
- Adopted 100% of adoptable animals in the Animal Control Program
- Ensured that 99% of agricultural and pest control businesses are in compliance with all pesticide regulatory requirements and that 86% of businesses are in compliance with weights and measures consumer protection requirements in the Agricultural Commissioner/ Sealer Division
- Completed the Housing Element of the General Plan and an Inclusionary Housing Ordinance, began Planning Commission hearings on proposed policy revisions to the Local Coastal Program (LCP) for the urban Midcoast, and began revisions to the Countywide Transportation Plan (CTP) in the Long Range Planning Program
- Issued 2,394 building permits in the Development Review Program

Examined Ways to Increase Revenues and Decrease Costs

- Coordinated fee increases to existing fees and created new fees in the Agricultural Commissioner/Sealer Division, Animal Control, Parks and Recreation, and Planning and Building
- Began research and discussions on a long-term funding solution for the Parks and Recreation Division
- Completed a capital plan for the Coyote Point Marina which identifies necessary fee increases to fund desired projects
- Evaluated personnel cost distribution on the California Department of Forestry (CDF) Fire Protection contract, resulting in an equitable shift of some costs between the Fire Protection and CSA #1 budgets
- Initiated conversations with the Peninsula Humane Society and member cities regarding the effects of SB 90 suspension for animal adoption programs
- Worked with the Library JPA to revise the JPA Agreement, resulting in a reduction in the County General Fund contribution to the Library
- Worked with the U.C. Cooperative Extension on ways to decrease appropriations such as office relocation

Major challenges anticipated in the next two years include:

- To continue the examination of current performance measures and development of new measures to assist County and U.C. Cooperative Extension staff in determining program effectiveness
- To seek additional ways to increase revenues, particularly long-term funding mechanisms such as the formation of a special parks district
- To implement Phase II of the Marina dredging project
- To maintain the number of park visitors despite reduced staff capacity to provide visibility in the parks and maintain facilities
- To revise the County and city dangerous animal ordinance to allow humane officers and police officers greater control over animals considered dangerous to the community
- To increase customer satisfaction levels Agencywide, particularly in Development Review Services
- To complete the Local Coastal Program Update (LCP) and revise the Countywide Transportation Plan (CTP) in Long Range Planning

Agency Priorities

The Environmental Services Agency will meet performance targets by doing the following:

Improve Customer Satisfaction and Overall Performance in All Programs

- Continue stakeholder meetings at the Marina in conjunction with the Capital Plan
- Continue to seek stakeholder input on Parks and Recreation planning projects
- Focus on improving customer satisfaction in the Development Review Program
- Work with the U.C. Cooperative Extension to develop better performance measures
- Continue training opportunities as resources allow, particularly in the Fire Protection Program

Focus on Developing Long-Range Solutions

- Work with member cities to pass an improved animal control ordinance and plan for cost-effective, long-range plans for the provision of animal control services
- Continue to research and support a long-term funding mechanism for the Parks and Recreation Division
- Continue discussions with the Library Joint Powers Authority on revisions to the JPA Agreement
- Work with the California Division of Forestry staff to develop a plan to continue providing adequate service given budget constraints due to state wage and benefit increases

Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

- Reduction of an Office Assistant II position in U.C. Cooperative Extension to an Office Assistant I
- A 33% fee increase to most fees in the Planning and Building Division
- The creation of an Intrafund Transfer in Environmental Services Administration to cover the Administration's increased salary and benefits costs
- Reduction in motor vehicle mileage in the Parks and Recreation Division
- Various minor reductions in most General Fund Divisions

Environmental Services Agency
ALL FUNDS

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	17,452,826	18,970,402	18,036,684	18,858,354	821,670	19,600,819
Licenses, Permits and Franchises	2,075,576	2,792,344	3,093,187	3,171,503	78,316	3,156,636
Fines, Forfeitures and Penalties	62,643	86,250	62,600	41,000	(21,600)	41,000
Use of Money and Property	601,195	469,595	424,550	407,850	(16,700)	396,396
Intergovernmental Revenues	7,402,283	11,288,749	9,355,061	9,623,023	267,962	8,224,354
Charges for Services	4,240,361	5,067,571	4,959,284	5,835,051	875,767	5,906,315
Interfund Revenue	6,160,039	6,742,853	7,073,342	6,678,420	(394,922)	6,898,337
Miscellaneous Revenue	1,150,025	1,490,970	1,201,787	1,157,247	(44,540)	814,107
Other Financing Sources		1,228,607				
Total Revenue	39,144,948	48,137,341	44,206,495	45,772,448	1,565,953	45,037,964
Fund Balance	12,346,184	13,291,942	13,291,942	14,702,173	1,410,231	9,582,432
TOTAL SOURCES	51,491,132	61,429,283	57,498,437	60,474,621	2,976,184	54,620,396
REQUIREMENTS						
Salaries and Benefits	20,678,433	21,840,549	22,156,600	23,256,368	1,099,768	24,131,932
Services and Supplies	23,830,184	26,617,083	29,201,290	30,328,511	1,127,221	29,234,302
Other Charges	4,325,535	3,451,758	3,473,849	3,413,502	(60,347)	3,320,191
Fixed Assets	512,929	3,727,610	1,299,526	134,985	(1,164,541)	134,985
Other Financing Uses	754,753	1,496,114	4,222,788	6,070,145	1,847,357	2,588,845
Gross Appropriations	50,101,833	57,133,115	60,354,053	63,203,511	2,849,458	59,410,255
Intrafund Transfers	(2,808,809)	(3,371,605)	(3,520,628)	(3,212,944)	307,684	(3,067,813)
Net Appropriations	47,293,025	53,761,510	56,833,425	59,990,567	3,157,142	56,342,442
Contingencies/Dept Reserves	4,375,827	5,966,025	3,723,174	5,101,459	1,378,285	3,702,989
Non-General Fund Reserves	6,432,789	7,155,523	3,584,096	2,905,076	(679,020)	2,426,154
TOTAL REQUIREMENTS	58,101,641	66,883,058	64,140,695	67,997,102	3,856,407	62,471,585
NET COUNTY COST	6,610,509	5,453,775	6,642,258	7,522,481	880,223	7,851,189
AUTHORIZED POSITIONS						
Salary Resolution	271.0	266.0	266.0	262.0	(4.0)	259.0
Funded FTE	254.8	247.8	247.8	242.9	(4.9)	240.4

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources decreased by $2,976,184 or 5% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Taxes

There is an increase of $821,670 in this funding source due to an increase of $651,080 in anticipated property tax in the County Library, and minor property tax increases in Structural Fire of $48,922, and County Service Area #1 of $121,688.

Licenses, Permits and Franchises

There is a net increase of $78,316 in this funding source due to fee increases totaling $54,316 in the Planning and Building Division, and minor adjustments to anticipated scanner and annual registration system revenue in the Agricultural Commissioner/Sealer Division totaling $24,000.

Fines, Fees and Forfeitures

There is a net decrease of $21,600 in this funding source due to adjustments made to zoning permits based on prior-year actuals in the Planning and Building Division of $24,600, offset by minor increases in Parks and Recreation of $2,000 due to an anticipated increase in court fines, and increases to Fish and Game fines.

Use of Money and Property

There is a net decrease of $16,700 in this funding source due to an anticipated decrease in interest earned in the Parks Acquisition, Conservation and Development Fund of $15,000, and a decrease in Parks and Recreation of $31,000 due to the elimination of lease revenue. These decreases are offset by adjustments based on prior year actuals to interest earned in Structural Fire of $27,600, and in County Service Area #1 of $5,000.

Intergovernmental Revenues

There is a net increase of $267,962 in this funding source due to anticipated grant funding in the Parks Acquisition, Conservation and Development Fund of $297,726, and an increase of $282,000 in state aid from the Public Library Fund in the County Library. These increases are offset by decreases in the Agricultural Commissioner/Sealer Division of $487,007 due to a decrease in funding for High Risk Pest Exclusion.

Charges for Services

There is a net increase of $875,767 in this funding source due to a proposed series of fee increases totaling $600,017 in the Planning and Building Division, increased plan checking fees based on prior year actuals in Structural Fire of $28,000, increases in berth rental fees in the Coyote Point Marina of $176,450, and increased state funding of $135,800 for loaning materials to other libraries through the Interlibrary Loan program in the County Library.

Interfund Revenue

There is a net decrease of $394,922 in this funding source due to the movement of $137,237 in CSA #1 reimbursement to a different account in the Structural Fire Fund, and a decrease in the CDF contract resulting in decreased Interfund Revenue in Fire Protection of $37,549.

Miscellaneous Revenue

There is a net decrease of $44,540 in this funding source due to a decrease in gifts and donations in the Parks Acquisition, Conservation and Development Fund of $197,305, offset by increased project cost reimbursement in Planning and Building of $105,765.

Fund Balance

There is a net increase of $1,410,231 in this funding source due to uncompleted projects which will be rolled forward in the Parks Acquisition, Conservation and Development Fund of $2,240,361, in the County Library of $1,337,410, and in the Agricultural Commissioner/Sealer Division of $108,975; offset by decreases in Planning and Building of $533,316 due to underealized revenues, the Coyote Point Marina of $1,018,145 due to completion of Phase I of the dredging project, and personnel cost increases in County Service Area #1 of $202,483 and Structural Fire of $251,650.

TOTAL REQUIREMENTS

Total Requirements increased by $3,856,407 or 6% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of $1,099,768 in this expenditure category. Merit and negotiated labor costs, and Retiree Health Benefit costs have increased and are offset by reductions in order to meet the Agency's budget target, along with reductions due to the loss of state contract funding. Four vacant Park Ranger positions were not funded in Parks and Recreation for the period of July through October. The funding for

these four position was restored at the Final Budget Hearings. An Office Specialist II was reduced to an Office Specialist I in the U.C. Cooperative Extension in order to meet budget targets. In the Agricultural Commissioner/Sealer Division, four Biologist/Standards Specialist positions were eliminated due to a reduction in state funding for High Risk Pest Exclusion. This will result in delays in releasing plant shipments and elimination of pest treatment options for production and retail nurseries and landscapers. An additional Biologist/Standards Specialist was eliminated due to changes in the state funded Pest Detection Program. An Information Technology Technician was added in the County Library to maintain and improve the Library's website.

Services and Supplies

There is a net increase of $1,127,221 in this expenditure category due to increases in the Fire Protection contract in CSA #1 of $403,084, and Fire Protection of $22,172, and increases in the County Library of $1,110,521 primarily due to one-time expenditures for a new automated system. These increases are offset by decreases in Parks Acquisition, Conservation and Development of $321,575 due to the elimination of completed projects, and minor decreases in most General Fund Divisions in order to reach budget targets.

Other Charges

There is a net decrease of $60,347 in this expenditure category due to reductions made in the Agricultural Commissioner/Sealer Division of $99,693 due to reductions in state funding, and in Planning and Building of $76,237 primarily due to the elimination of maintenance support for the Geographic Information System (GIS), and in Parks and Recreation of $35,185 primarily in motor vehicle charges in order to reach budget targets, offset by minor increases in other divisions.

Fixed Assets

There is a net decrease of $1,164,541 in this expenditure category due to the elimination of one-time fixed asset purchases in the following divisions: a fire engine in County Service Area #1 totaling $358,000, fixed assets for the Millbrae Library in the County Library totaling $450,000, and projects including the Crystal Springs Trail project in Parks and Recreation totaling $253,491.

Other Financing Uses

There is a net increase of $1,847,357 in this expenditure category due to an appropriation of $2,647,357 for several state funded projects in the Parks Acquisition, Conservation and Development Fund, offset by a decrease of $800,000 in the Coyote Point Marina due to the elimination of Phase I of the dredging project.

Intrafund Transfers

There is a net decrease of $307,684 in this expenditure category primarily due to the shift of overhead Administrative costs that are applied to the Long Range Planning Division now being covered by the General Fund totaling $285,051, offset by minor adjustments in other divisions.

Contingencies/Departmental Reserves

There is a net increase of $699,265 in this expenditure category due to savings that are being set aside in Reserves in the County Library of $804,894, and in Planning and Building of $413,996; offset by the use of Reserves in Structural Fire of $351,374, and County Service Area #1 of $120,098 to fund increased CDF personnel costs, and in the Coyote Point Marina of $36,350 for the dredging project.

NET COUNTY COST

There is an increase of $880,223 or 13% in the Agency's General Fund allocation. This is due to an increase in Planning and Building of $669,290 to fund the cost of the Long Range Planning Division; an increase of $194,359 in Parks and Recreation to fund for the period of October through June parks which had been closed to meet budget targets, four Park Ranger positions and associated costs; an increase in the Animal Control JPA obligation of $13,650; and an increase to the U.C. Cooperative Extension's budget target to meet increased salary and benefits costs of $2,924.

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources decreased by $5,854,225 or 10% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Taxes

There is an increase of $742,465 in this funding source due to an anticipated increase in property tax income to the County Library.

Licenses, Permits and Franchises

There is a decrease of $14,867 in this funding source due to an anticipated decrease in activity in the Planning and Building's Development Review Program.

Fines, Fees and Forfeitures

There is no change in this funding source.

Use of Money and Property
There is a decrease of $11,454 in this funding source due to decreased interest earned on Reserves in the County Library.

Intergovernmental Revenues
There is a net decrease of $1,398,669 in this funding source due to an anticipated decrease of $1,448,224 in state grant funding for completed projects in the Parks Acquisition, Conservation and Development Fund, offset by an increase of $207,130 in Animal Control as city reimbursement increases to cover increased PHS contract costs.

Charges for Services
There is an increase of $71,264 in this funding source due to an anticipated increase of $64,554 in berth rental fees at the Coyote Point Marina, in addition to minor increases in other programs.

Interfund Revenue
There is a net increase of $219,917 in this funding source due to an increase of $323,776 in Fire Protection to cover increased CDF contract costs, offset by a decrease of $105,234 in the County Library due to a decrease in the County's General Fund contribution.

Miscellaneous Revenue
There is a decrease of $343,140 in this funding source due to a decrease of $150,000 in the County Library due to the elimination of one-time grant revenue, and a decrease of $193,140 in Planning and Building due to the elimination of one-time pass through revenue.

Fund Balance
There is a decrease of $5,119,741 in this funding source due to an anticipated decrease of $2,111,379 in the County Library due to the elimination of one-time costs and reduced revenues in the prior year, a decrease of $2,270,076 in the Parks Acquisition, Conservation and Development Fund due to the elimination of projected completed projects, along with minor adjustments in other divisions.

TOTAL REQUIREMENTS

Total Requirements decreased by $5,525,517 or 8% from the FY 2004-05 to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits
There is a net increase of $875,564 in this expenditure category due to increased merit increases and negotiated labor increases in all divisions. These increases are offset by a decrease of $64,311 in the Agricultural Commissioner/Sealer Division due to the elimination of three filled Biologist/Standards Specialist positions if funding for the High Risk Pest Exclusion Program is not secured.

Services and Supplies
There is a net decrease of $1,094,209 in this expenditure category due to decreases in the County Library of $449,318 due to the elimination of one-time costs for a new automated system, and decreases in Planning and Building of $920,884 due to the elimination one-time project costs, including the Mid-Coast Groundwater Study, offset by anticipated increases of $222,720 in the Animal Control contract, and an increase of $323,776 in the Fire Protection contract.

Other Charges
There is a net decrease of $93,311 in this expenditure category due to a decrease of $100,000 in the Structural Fire Fund due to the elimination of a one-time loan to the Kings Mountain Fire Brigade, and a decrease in the Coyote Point Marina of $28,978 due to the elimination of one-time costs; offset by minor increases in the County Library of $34,820, and Planning and Building of $37,042.

Fixed Assets
There are no changes in Fixed Assets.

Other Financing Uses
There is a decrease of $3,481,300 in this expenditure category due to the elimination of several projects in the Parks Acquisition, Conservation and Development Fund totaling $3,118,300, and in the Coyote Point Marina of $363,000.

Intrafund Transfers
There is a decrease of $145,131 in this expenditure category due primarily to a decrease of $154,696 in Planning and Building for centralized costs applied to the Division's two other programs, in addition to minor adjustments within other divisions.

Contingencies/Departmental Reserves
There is a net decrease of $1,877,392 in this expenditure category due to decreases in Structural Fire of $325,151, and in County Services Area #1 of $101,409 due to increased CDF personnel costs, and decreases in the County Library of $1,611,360 due to one-time expenses for new buildings and automation, in addition to minor changes in other programs.

NET COUNTY COST

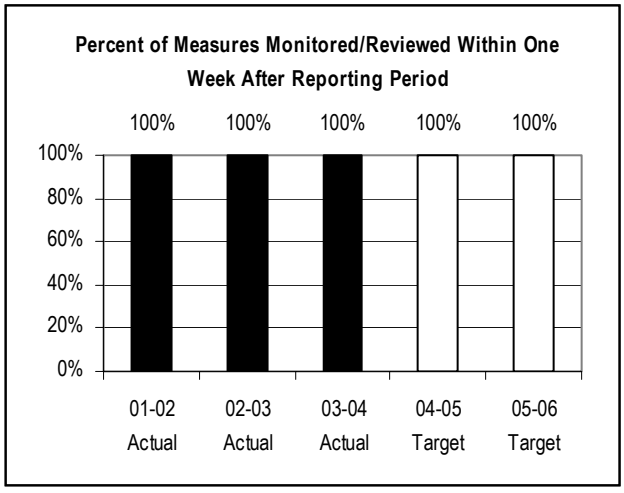
There is an increase of $328,708 or 4% in the Agency's General Fund allocation due to negotiated labor increases across most divisions, and an increase of $15,590 in Animal Control due to an increase in the PHS contract, offset by a decrease of $125,264 in the Planning and Building Division due to the elimination of funding for the Mid-Coast Groundwater Study.

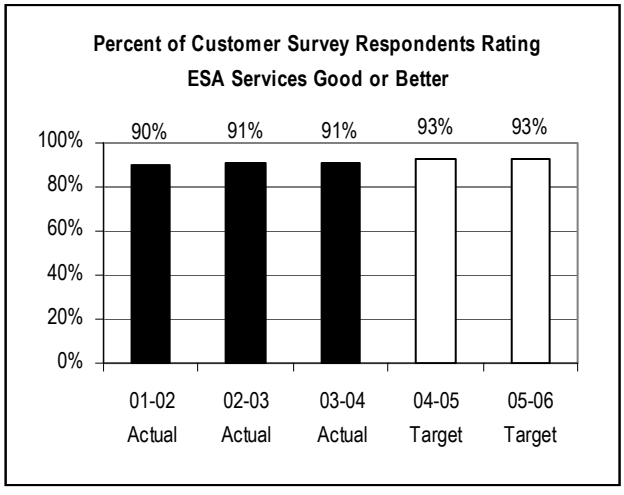
Environmental Services Administration (3500B)

Program Locator

County
- Environmental Services
- ▷ **Environmental Services Administration**
- Agricultural Commissioner/Sealer
- Animal Control Services
- U.C. Cooperative Extension
- Fire Services
- Local Agency Formation Commission
- County Library
- Planning and Building
- Parks and Recreation

Headline Measures





Program Outcome Statement

The Environmental Services Administration works collaboratively with other agencies to provide direction and leadership, define program priorities, establish uniform policies and procedures, and develop, coordinate and monitor the budget to ensure performance improvement and goal achievement and that diverse agency divisions work cohesively in providing efficient, effective, responsive and fiscally sound services to the citizens of San Mateo County.

Services and Accomplishments

The Environmental Services Administration provides management and oversight of eight diverse Divisions: Agricultural Commissioner/ Sealer, Animal Control Services, County Library, Fire Protection, Local Agency Formation Commission, Parks and Recreation, Planning and Building, and U.C. Cooperative Extension. In addition to providing direction and general management to these Divisions, the Administration Program performs contract negotiation and administration of the Animal Control contract.

The following were major accomplishments in the prior year:

- Created a sense of uniformity and cohesiveness by completing an Environmental Services Agency Policies and Procedures manual containing administrative guidelines and policies initiated by the Agency Director
- Guided each Division through the budget reduction process with the goal of reducing Agency Net County Cost by 20% and increasing fees where possible
- Revamped the administration's filing system and worked with other divisions to consolidate administrative files to one central area, resulting in a more efficient organizational system
- Continued community outreach efforts through direct contact with constituents and spoke at public meetings in order to increase Agency visibility
- Worked with the Arts Commission and ARTshare on defining a mission and goals, establishing workplans, and clarifying relationships between the arts partners and the County

Story Behind Baseline Performance

During the past year, ESA Administration regularly monitored and reviewed performance measures throughout the Agency to ensure that Divisions were improving or maintaining services based on established goals and priorities. This process serves to identify early on of any potential performance concerns, and creates opportunities to address these issues. For example, ESA Administration identified concerns and began work with the Planning and Building Division to improve permit processing.

ESA Administration also reviews customer satisfaction throughout the year to identify areas where improvements can be made and regularly discusses ideas for improvement based on customer feedback. Even with recent reductions, the Agency is achieving a

high level of customer satisfaction with customers rating services as good or better 93% of the time.

Major challenges over the next two years will be:

- To examine and pursue sources of new revenue, such as a long-term funding solution for the Parks and Recreation Division
- To work with the Planning and Building Division on examining fees for full cost recovery
- To continue to examine efficiencies across division lines
- To improve customer satisfaction surveying in order to identify customer priorities

Program Priorities

The Environmental Services Agency Administration Program will meet performance targets by doing the following:

Ensure That 100% of All Measures Are Monitored and Reviewed Within One Week After Each Reporting Period

- Continue to focus on consolidating budget and performance measures standards through regular staff meetings and team building sessions
- Update ESA Policies and Procedures manual as needed

Achieve an Overall Agencywide Customer Satisfaction Rating of 93% or Better

- Assist the divisions which do not currently survey customers in the creation and implementation of a customer service survey
- Examine prior survey distribution methods, and explore incentive programs within the Divisions to increase survey responses

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of budget units monitored	15	15	15	15	15
Number of performance measures monitored (all Divisions)	69	129	96	89	89
How Well We Do It (Quality)					
Percent of measures monitored/ reviewed within one week after reporting period	100%	100%	100%	100%	100%
Percent of budgets monitored that meet their target	100%	100%	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Percent of all Environmental Services Agency performance measures meeting targets	81%	46%	55%	85%	85%
Percent of customer survey respondents rating Environmental Services Agency services good or better	90%	91%	91%	93%	93%

Environmental Services Administration (3500B)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	4.0	3.0	3.0	3.0		3.0
Funded FTE	3.8	2.7	2.7	2.6	(0.1)	2.6
Total Requirements	335,363	383,785	404,073	390,468	(13,605)	411,077
Total Sources	48,621	37,112	36,945	23,340	(13,605)	23,340
Net County Cost	286,741	346,673	367,128	367,128		387,737
NCC Breakdown						
Non-Mandated Services			367,128	367,128		387,737

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $367,128 or 100%. Of this amount, 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements and includes the following: coordination of Agencywide issues; budget preparation to the Parks and Recreation Division, to U.C. Cooperative Extension, and to the Animal Control Program; coordination of the Agency's budget and performance measures; and overall Agency management.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; a decrease in Fund Balance based on year-end actuals, and a corresponding increase in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(13,605)	623	(65)	2,546	16,709	0

2. **Create Intrafund Transfer to Spread Administrative Costs**

In order to meet budget targets, an Intrafund Transfer has been established whereby salary and benefit increases have been cost applied to the Agency's divisions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	(16,709)	0	(16,709)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(13,605)	623	(16,774)	2,546	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	20,609	0	0	20,609	0

Environmental Services Administration (3500B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Interfund Revenue	20,604					
Miscellaneous Revenue	854	167				
Total Revenue	21,458	167				
Fund Balance	27,163	36,945	36,945	23,340	(13,605)	23,340
TOTAL SOURCES	48,621	37,112	36,945	23,340	(13,605)	23,340
REQUIREMENTS						
Salaries and Benefits	371,281	393,313	393,635	404,470	10,835	425,079
Services and Supplies	15,173	10,372	28,676	18,461	(10,215)	18,461
Other Charges	19,086	16,566	20,407	20,410	3	20,410
Gross Appropriations	405,540	420,250	442,718	443,341	623	463,950
Intrafund Transfers	(77,281)	(44,465)	(46,645)	(63,419)	(16,774)	(63,419)
Net Appropriations	328,259	375,785	396,073	379,922	(16,151)	400,531
Contingencies/Dept Reserves	7,104	8,000	8,000	10,546	2,546	10,546
TOTAL REQUIREMENTS	335,363	383,785	404,073	390,468	(13,605)	411,077
NET COUNTY COST	286,741	346,673	367,128	367,128		387,737
AUTHORIZED POSITIONS						
Salary Resolution	4.0	3.0	3.0	3.0		3.0
Funded FTE	3.8	2.7	2.7	2.6	(0.1)	2.6

Agricultural Commissioner/Sealer (3520B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

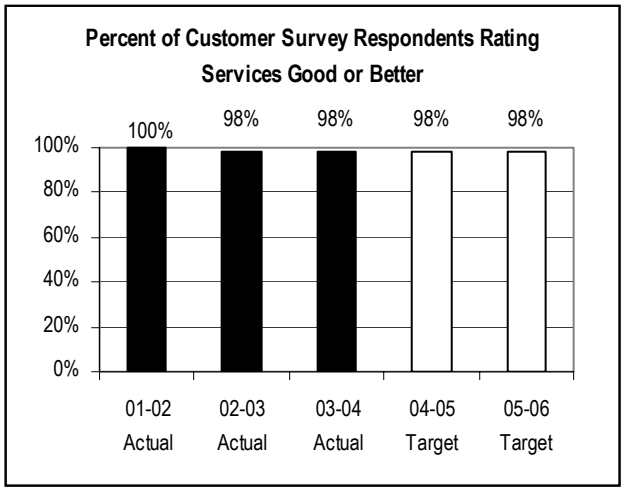
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	115,938	256,982	225,000	249,000	24,000	249,000
Fines, Forfeitures and Penalties	20	11,980				
Intergovernmental Revenues	2,033,342	2,213,078	2,117,232	1,630,225	(487,007)	1,630,225
Charges for Services	140,515	152,588	156,500	148,500	(8,000)	148,500
Miscellaneous Revenue	13,502	19,499	200	200		200
Total Revenue	2,303,317	2,654,126	2,498,932	2,027,925	(471,007)	2,027,925
Fund Balance	132,691	175,318	175,318	284,293	108,975	36,183
TOTAL SOURCES	2,436,008	2,829,444	2,674,250	2,312,218	(362,032)	2,064,108
REQUIREMENTS						
Salaries and Benefits	2,446,693	2,658,248	2,723,453	2,551,737	(171,716)	2,487,426
Services and Supplies	891,629	951,950	1,155,057	973,072	(181,985)	967,339
Other Charges	310,158	312,557	366,061	270,368	(95,693)	260,510
Gross Appropriations	3,648,480	3,922,756	4,244,571	3,795,177	(449,394)	3,715,275
Intrafund Transfers	(791,725)	(806,061)	(956,259)	(868,897)	87,362	(878,606)
Net Appropriations	2,856,755	3,116,695	3,288,312	2,926,280	(362,032)	2,836,669
Contingencies/Dept Reserves	36,183	36,183	36,183	36,183		36,183
TOTAL REQUIREMENTS	2,892,938	3,152,878	3,324,495	2,962,463	(362,032)	2,872,852
NET COUNTY COST	456,930	323,434	650,245	650,245		808,744
AUTHORIZED POSITIONS						
Salary Resolution	33.0	33.0	33.0	28.0	(5.0)	25.0
Funded FTE	31.7	31.8	31.7	26.3	(5.4)	23.8

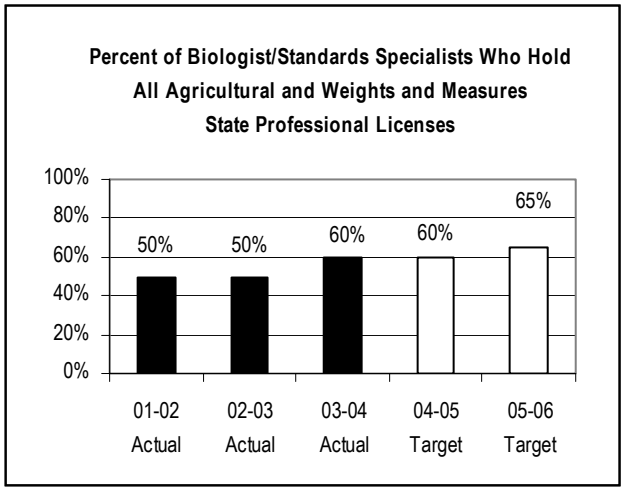
Administration and Support (3521P)

Program Locator

County
Environmental Services
Agricultural Commissioner/Sealer
▷ **Administration and Support**
Environmental Protection
Consumer Protection

Headline Measures





Program Outcome Statement

Administration and Support provides leadership and assistance to Division personnel, prepares and monitors the Division's budget, establishes program priorities, monitors employee performance, and works cooperatively with other County departments, State agencies, businesses and other stakeholders to ensure that the Division maintains full compliance with fiscal and accounting procedures, and that County and State program performance objectives are achieved.

Services and Accomplishments

One of the primary responsibilities of Administration and Support is development and subsequent monitoring of contract work plans and submission of periodic State reimbursement claims. State revenue through various contracts and subventions funds a significant portion of the Division's activities. Administration and Support is also responsible for collection and monitoring of annual registration fees, and fees charged for inspection services.

The following were major accomplishments in the prior year:

- Developed improved administrative and bookkeeping procedures for the collection of price scanner and certified farmers' market and producer inspection fees
- Increased efficiencies through the use of technology improvements such as upgraded computer network connections for the field offices reducing the time it takes for staff to access and complete various computer databases, records and forms
- Continued improvements to the website which increased information available to the public about the Division's activities
- Streamlined state mandated monthly reporting
- Introduced new fees for annual registration of retail price scanners and certified farmers' market and certified producer inspections to generate revenue of $138,000 annually

Story Behind Baseline Performance

Customer satisfaction within the Division remains high with an estimated 95% of survey respondents rating services as good or better in the current year. The Agricultural Commissioner/Sealer Division continued outreach to external stakeholders and surveys were mailed to solicit input regarding the Division's three programs: Administration and Support, Environmental Protection, and Consumer Protection. An internal assessment was also conducted through a workshop with staff. Feedback was then used to assist in the development of program priorities.

The California Food and Agricultural Code requires that County Agricultural Commissioner staff obtain state professional licenses in order to qualify to perform agricultural and weights and measures inspections. These licenses are obtained through state examinations which are administered twice a year. The Division estimates that 60% of staff will hold all agricultural, and weights and measures state professional licenses in FY 2003-04. As Division Biologist/Standards

Specialists obtain more state licenses, the Division has more flexibility in responding to requests for services and in meeting state contractual obligations or mandates.

Major challenges over the next two years will be:

- To monitor retail price scanner fee collection and direct price scanner system inspection activities
- To reorganize job assignments in the face of state High Risk Pest Exclusion funding cuts and associated staff reductions
- To monitor staff progress in acquiring state professional licenses

Program Priorities

The Administration and Support Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of 98% or Better

- Increase distribution of CARES surveys through targeted mailings to businesses, including those with retail price scanner systems
- Continue to improve the Division's website
- Update and improve the Division's brochure

Ensure That 60% Percent of Biologist/Standards Specialists Hold All Agricultural and Weights and Measures State Professional Licenses

- Coordinate staff training by state experts in license exam subjects
- Coordinate staff field training in license exam subjects

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of Biologist/Standards Specialists taking at least one State professional license exam	13	9	8	4	4
Number of customer satisfaction surveys distributed	900	973	1,045	1,200	1,200
How Well We Do It (Quality)					
Percent of Biologist/Standards Specialists that obtain at least one State professional license	100%	89%	38%	75%	75%
Percent of scheduled internal and external stakeholder assessments completed	100%	100%	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Number and percent of Biologist/Standards Specialists who hold all Agricultural and Weights and Measures State professional licenses	10/50%	10 / 50%	11 / 60%	12 / 60%	13 / 65%
Number and percent of customer survey respondents rating services good or better	59/100%	62 / 98%	82 / 98%	75 / 98%	75 / 98%

Administration and Support (3521P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0
Total Requirements	36,253	36,183	42,422	36,183	(6,239)	36,183
Total Sources	132,691	175,318	175,318	55,435	(119,883)	36,183
Net County Cost	(96,438)	(139,135)	(132,896)	(19,252)	113,644	
NCC Breakdown						
High Risk Pest Exclusion MOE			(26,579)	(2,200)	24,379	
Weights & Measures MOE			(53,158)	(11,457)	41,701	
Agricultural-Mandated			(13,290)	(208)	13,082	
Mandated Services			(39,869)	(5,387)	34,482	

Program Net County Cost

The Administration and Support Program's expenditures are cost applied to direct programs in Environmental Protection and Consumer Protection.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and annualization of negotiated labor increases; various reductions in supplies, and deletion of one-time purchases; a reduction in Fund Balance to partially mitigate the impact of state funding reductions; and an increase in IntraFund Transfers representing cost applied charges to Environmental Protection and Consumer Protection.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(119,883)	(86,587)	80,348	0	113,644	0

2. **High Risk Pest Exclusion Reductions**

Budget reductions have been made related to costs associated with the High Risk Pest Exclusion Program due to the loss of state funding for this program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(7,014)	7,014	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(119,883)	(93,601)	87,362	0	113,644	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and annualization of negotiated labor increases; an increase in IntraFund Transfers reflecting cost applied charges to Environmental Protection and Consumer Protection; offset by reductions related to costs associated with the High Risk Pest Exclusion Program as a result of the loss of state funding for this program.

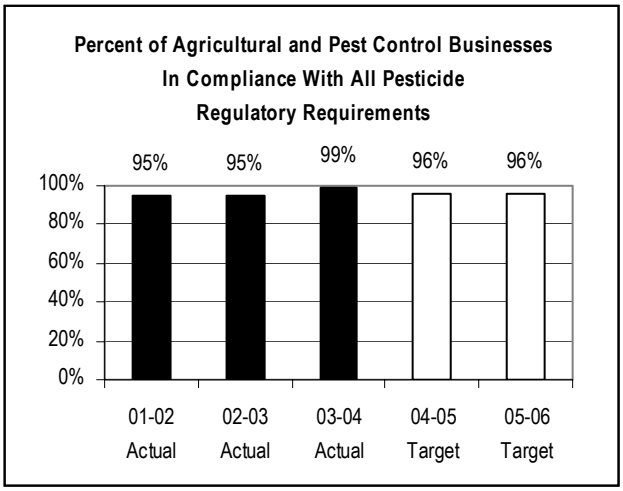
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(19,252)	9,709	(9,709)	0	19,252	0

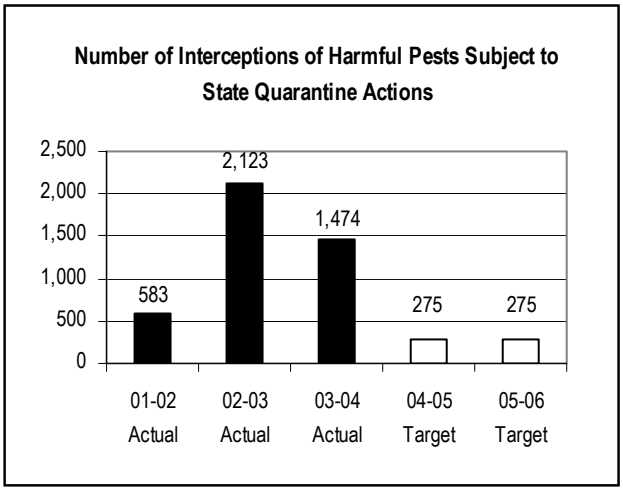
Environmental Protection (3522P)

Program Locator

County
Environmental Services
Agricultural Commissioner/Sealer
Administration and Support
▷ **Environmental Protection**
Consumer Protection

Headline Measures





Program Outcome Statement

The Environmental Protection Program protects California's agricultural industry, wildlife and natural resources, and the health and safety of County residents and workers by: 1) promoting the safe use of pesticides through monitoring pesticide applications, issuance of pesticide use permits, the investigation of pesticide illnesses and complaints, and through education and outreach to the public, farmers, pest control businesses and agricultural field workers; and 2) preventing the introduction, establishment or spread of harmful exotic insects, weeds and plant diseases through public education and outreach, the inspection of agricultural plant product shipments and monitoring insect traps.

Services and Accomplishments

The Environmental Protection Program includes two components: Pest Prevention and Pesticide Regulation. The California Department of Food and Agriculture (CDFA) and the California Department of Pesticide Regulation (CDPR) provide statewide funding and oversight to counties for these programs. State mandates and contract work plans establish program priorities and determine the annual allocation of staff resources for pest exclusion inspections at the airport (SFO), parcel carriers and coastside nurseries, as well as Countywide pest detection insect trapping. Staff also perform inspections to certify agricultural commodities for export to 39 other states and foreign countries at the request of growers or shippers who pay a fee for this service. Pesticide Regulation activities focus on worker safety, protection of endangered species, monitoring of pesticide applications at sensitive sites, water quality/watershed protection issues, and continuing education programs for growers.

The following were major accomplishments in the prior year:

- Collaboration with the CDFA and Department of Agriculture to develop a certification program that allows for the export of plants from Sudden Oak Death (SOD) infested counties to Canada. Plant shipments to Canada from SOD infested counties had been prohibited since November 2001
- Participation in insect and disease identification and integrated pest management (IPM) training sessions
- Successful administration of the three-year Weed Management Area state grant which funded weed control and eradication projects

Story Behind Baseline Performance

Staff interceptions of prohibited insect pests particularly on Hawaiian cut flower shipments inspected at SFO have increased significantly. Generally, plant or produce shipments with harmful pests that are subject to state quarantine action must be disposed of or treated to destroy or remove the pest. If exotic insects are found in the detection traps, additional traps are placed to determine if there is an infestation requiring eradication. Plant pests that are intercepted or

trapped are sent to the CDFA Plant Diagnostics Laboratory for final confirmation.

The Division continues to receive State funding for work plan activities to fight the spread of the glassy-winged sharpshooter and Pierce's Disease, which threaten California's grape industry and for regulatory activities associated with Sudden Oak Death. San Mateo County is one of several Bay Area Counties that are infested with SOD. Staff provided informational presentations on the glassy-winged sharpshooter and SOD to city landscape/parks departments and other interested agencies, and website improvements were made to provide another avenue of information regarding pest threats.

The Division remains involved in the San Mateo County Weed Management Area, a collaboration of public and private landowners organized to coordinate activities regarding the eradication and control of invasive weeds. Recent projects have included control programs for pampas grass, eucalyptus, distaff thistle and yellow star-thistle, and a public invasive weed workshop. A "Don't Plant a Pest" brochure was purchased to distribute to interested county residents and landowners.

A reduction in funding by the CDFA in the High Risk Pest Exclusion contract is expected in FY 2004-05. As a result of this decrease in the level of agricultural inspections, fewer pest interceptions are expected, and service delays are anticipated.

Major challenges over the next two years will be:

- To respond to potential future state funding reductions
- To ensure that staff receive adequate training and remain current on changes in pest threats and new pest control techniques
- To implement staffing reductions and assignment reorganizations due to funding cuts to the High Risk Pest Exclusion program

Program Priorities

The Environmental Protection Program will meet performance targets by doing the following:

Ensure That 96% Percent of Agricultural and Pest Control Businesses Are In Compliance With All Pesticide Regulatory Requirements

- Improve employee skill levels and knowledge in fields including integrated pest management and alternative methods of pest control
- Provide opportunities for staff to attend field inspection training, or research seminars on relevant topics and share information with other staff
- Research and provide current technical literature, training manuals and Internet information sources

Intercept 275 Harmful Pests Subject to State Quarantine Actions

- Continue Sudden Oak Death and glassy-winged sharpshooter/ Pierce's Disease public presentations
- Evaluate website for possible further expansion of information on the pest detection program, Sudden Oak Death, glassy-winged sharpshooter, and invasive weeds
- Arrange for pest identification training sessions from State agency experts or experienced staff

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of pesticide inspections (including applications monitored; field worker inspections; training and business record audits)	640	689	614	640	640
Number of agricultural plant product shipments inspected	38,802	33,050	32,965	25,000	25,000
How Well We Do It (Quality)					
Percent of State mandated pesticide regulatory inspections completed	100%	100%	100%	100%	100%
Percent of agricultural plant product shipments rejected for violations of quarantine regulations	4%	6%	5%	2%	2%
Is Anyone Better Off? (Outcome)					
Number and percent of agricultural and pest control businesses in compliance with all pesticide regulatory requirements	483 / 95%	487 / 95%	507 / 99%	490 / 96%	495 / 96%
Number of interceptions of harmful pests subject to State quarantine actions	583	2,123	1,474	275	275

Environmental Protection (3522P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	24.0	24.0	24.0	19.0	(5.0)	16.0
Funded FTE	22.8	22.8	22.8	17.4	(5.3)	14.9
Total Requirements	2,459,531	2,588,884	2,788,015	2,415,927	(372,088)	2,316,906
Total Sources	2,152,955	2,330,346	2,225,930	1,966,291	(259,639)	1,737,433
Net County Cost	306,577	258,538	562,085	449,636	(112,449)	579,473
NCC Breakdown						
High Risk Pest Exclusion MOE			132,000	132,000		132,000
Mandated Services			430,085	317,636	(112,449)	447,473

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $449,636 or 19%, of which $317,636 or 71% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements and include: pest prevention services and inspections, and pesticide regulatory activities. However, each dollar reduction in NCC expenditures will result in a corresponding reduction of $0.78 in state unclaimed gas tax subvention revenue.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and annualization of negotiated labor increases; an increase in Unclaimed Gas Tax subvention revenue based on current year actuals, and the elimination of one-time Weed Management Area state grant revenue with a corresponding reduction in appropriation, and deletion of one-time purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
23,289	(41,958)	0	0	(65,247)	0

2. **High Risk Pest Exclusion Program Reductions**

State funding for the High Risk Pest Exclusion Program will decrease significantly due to California Department of Food and Agriculture reallocation of County Agricultural Commissioner local assistance revenue to fund state Border Inspection Stations. Four positions including one vacant and three filled Biologist/Standards Specialist positions will be eliminated, and pest prevention inspection activities including inspections at San Francisco International Airport (SFO) will be curtailed. SFO weekend inspections will be eliminated, and personnel hours devoted to SFO weekday inspections, Federal Express facilities and truck shipments to retail and wholesale nurseries will be reduced. Agricultural shipments arriving at SFO destined to other counties will be forwarded for inspection at the destination county. This will result in fewer pest interceptions, and cause delays in staff availability to inspect and release agricultural shipments arriving at San Mateo County businesses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(511,786)	(277,699)	0	0	234,087	(4)

3. **Adjust Fund Balance to Provide One-time High-Pest Exclusion Funding**

An increase in Fund Balance based on year-end estimates is projected and will be used to partially mitigate the loss of state funding for the High Risk Pest Exclusion (HRPE) agricultural inspection services. The Division proposes to allocate Fund Balance for one year which will retain two Biologist/Standards Specialists to perform activities associated with this program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
228,858	0	0	0	(228,858)	0

4. **Pest Detection Program Reorganization**

State funding for the Pest Detection Program will remain at FY 2003-04 levels. In order to meet contractual commitments, the Division will eliminate one vacant Pest Detection Specialist position and reduce the hours worked by five Pest Detection Specialists.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(52,431)	0	0	(52,431)	(1)

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(259,639)	(372,088)	0	0	(112,449)	(5)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

5. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made for inclusion of merit increases and annualization of negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	129,837	0	0	129,837	0

6. **High Risk Pest Exclusion Program Reductions**

Use of Fund Balance in the prior year to partially mitigate the impact of state funding reductions on High Risk Pest Exclusion agricultural inspection services has been eliminated. If efforts to restore state funding, secure federal funding or develop other cost recovery mechanisms are not successful, revenue will not be available in FY 2005-06 to cover these costs and will result in the elimination of three Biologist/ Standards Specialist positions. Personnel hours devoted to pest prevention inspection activities at SFO, Federal Express facilities and truck shipments to retail and wholesale nurseries will be reduced and there will be further delays in staff availability to inspect and release agricultural shipments arriving at San Mateo County businesses. Some shipments would be “profiled” and released with no inspection including propagative plants going into greenhouses. Plants with infestations would be shipped out of state rather than providing an option for growers to treat under departmental supervision. Delays of several days in releasing plant shipments and elimination of treatment options would have significant economic impacts to production and retail nurseries and landscapers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(228,858)	(228,858)	0	0	0	(3)

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

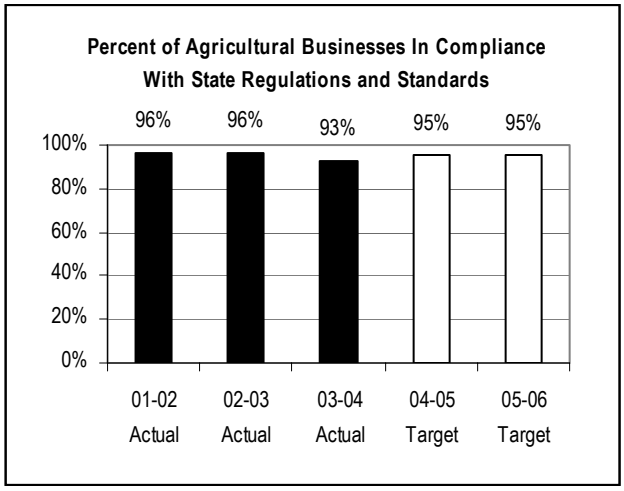
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(228,858)	(99,021)	0	0	129,837	(3)

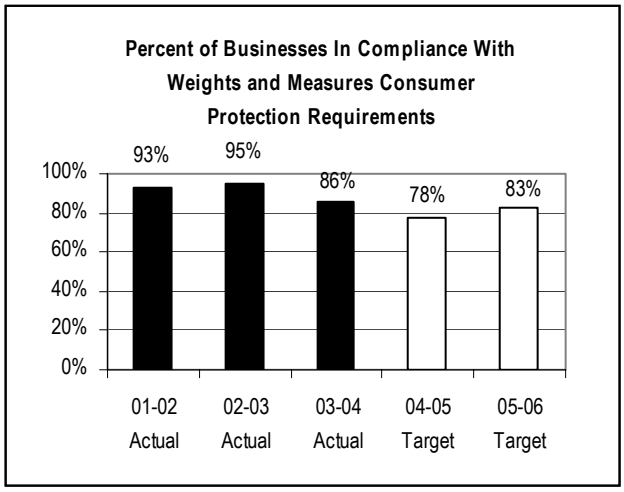
Consumer Protection (3523P)

Program Locator

County
Environmental Services
Agricultural Commissioner/Sealer
Administration and Support
Environmental Protection
Consumer Protection

Headline Measures





Program Outcome Statement

The Consumer Protection Program ensures equity in the marketplace, fair business competition and fosters consumer confidence through inspections performed at a variety of County businesses to check the accuracy of retail price scanner systems and commercial weighing and measuring devices (i.e. gas pumps and scales); to verify the price advertising and the net quantity of packaged products, and to ensure pest cleanliness and quality of nursery plants, fruits and vegetables, and to certify sellers at local farmers' markets. Additionally, the publication of annual crop production statistics in the San Mateo County Agricultural Crop Report promotes the local agricultural industry.

Services and Accomplishments

The Consumer Protection Program includes a variety of agricultural and weights and measures regulatory inspection services performed under the direction of the California Department of Food and Agriculture (CDFA). Some activities are funded through contracts or subventions from the State.

Agricultural activities in the Consumer Protection Program includes the following:

- Inspections at 45 wholesale nurseries to ensure that nursery stock meets State standards for pest cleanliness
- Quarterly inspections at nine certified farmers' markets to verify that vendors are "certified" farmers selling only agricultural products produced on their own farms
- Periodic record audits of growers and brokers selling organic food products to verify that their produce is organically grown and in compliance with national organic standards
- Daily inspections at the Golden Gate Produce Terminal in South San Francisco to ensure that the sale of high quality fruits and vegetables are in compliance with container labeling requirements

Additionally, businesses are inspected to check for the accuracy of various types of scales, commercial meters and gasoline pumps. Audits are performed at retail establishments to verify the accuracy of price scanner systems, and the net quantity of packaged meats and deli foods. The Division receives complaints directly from consumers or through referrals from the District Attorney's Office and the State Division of Measurement Services. Businesses found to be out of compliance are targeted for follow-up inspections, and the Division may issue violation notices or levy penalties to ensure compliance.

The following were major accomplishments in the prior year:

- Implementation of the price scanner inspection program
- Incorporation of CDFA on-line computer-generated certified producer certificates leading to greater efficiency and reduced costs

Story Behind Baseline Performance

In June 2003, a series of new fees and increases in existing fees was implemented to support the cost of services including inspections of businesses with retail price scanner systems, inspections of non-commercial weighing and measuring devices, and registration of large capacity scales.

In recent years, price scanner audits indicated a high level of noncompliance for retail stores in charging the correct price at checkout. It is anticipated that with the implementation of additional inspections overall business compliance rates will initially decrease as many businesses have never had an inspection of their retail price scanner system. The retail price scanner ordinance also includes a requirement that businesses display information at each checkout stand directing the consumer to contact the Division if they have a complaint. Additionally, the Division's website now has a price scanner complaint form that consumers can e-mail to the Division in order to register a complaint.

Fees for certified producer certificates, annual certified farmers' market certificates and corresponding inspections were also implemented to support the Direct Marketing Program. Use of the CDFA internet-based certified producer certificate has eliminated the need to mail paper certificate copies to other counties and the CDFA. Greater efficiency through the use of computer technology has allowed the Division to reduce staff time spent on certificate preparation, thereby reducing the cost to provide this service, and freeing staff for inspection activities.

Major challenges over the next two years will be:

- To continue implementation of the retail price scanner inspection program
- To provide additional staff training in price scanner inspections

Program Priorities

The Consumer Protection Program will meet performance targets by doing the following:

Ensure That 96% of Agricultural Businesses Are In Compliance With State Regulations and Standards

- Plan for additional staff training in price scanner inspections
- Continue improvements to the Division's website
- Explore additional enforcement tools for produce container labeling violations

Ensure That 78% of Businesses Are In Compliance With Weights and Measures Consumer Protection Requirements

- Expand cross training of staff in price scanner inspections to accommodate inspections related to projected increases in consumer complaints
- Train additional staff in small scale inspections to promote more efficient use of employee time across all programs
- Evaluate inspection equipment needs in order to accommodate additional staff performing inspections
- Monitor retail stores to ensure that consumer notices displaying price scanner complaint contact information is posted

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of vendor inspections at certified farmers' markets	1,558	1,177	464	650	650
Number of County business locations inspected for accuracy of weighing and measuring devices or for price scanner audits	1,968	2,073	2,731	2,340	2,340
Number of weights and measures consumer complaints received	48	55	69	100	100
How Well We Do It (Quality)					
Percent of certified farmers' markets inspected quarterly	78%	76%	76%	100%	100%
Percent of business locations inspected vs. annual goals	98%	88%	100%	93%	93%
Is Anyone Better Off? (Outcome)					
Number and percent of agricultural businesses in compliance with state regulations and standards	1,550 / 96%	1,614 / 96%	490 / 93%	665 / 95%	665 / 95%
Number and percent of businesses in compliance with weights and measures consumer protection requirements	1,036 / 93%	1,097 / 95%	1,413 / 86%	1,250 / 78%	1,300 / 83%
Number and percent of weights and measures consumer complaint investigations that uncover device inaccuracy or other noncompliance	7 / 15%	6 / 11%	13 / 20%	40 / 40%	40 / 40%

Consumer Protection (3523P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	4.0	4.0	4.0	4.0		4.0
Funded FTE	4.0	4.0	4.0	4.0		4.0
Total Requirements	397,153	527,811	494,058	510,353	16,295	519,763
Total Sources	150,362	323,780	273,002	290,492	17,490	290,492
Net County Cost	246,791	204,031	221,056	219,861	(1,195)	229,271
NCC Breakdown						
Weights & Measures MOE			159,391	156,513	(2,878)	165,075
Agricultural-Mandated			52,594	53,958	1,364	55,025
Weights & Measures-Mandated			9,071	9,390	319	9,171

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $219,861 or 43%. Of this amount, $63,348 or 29% is discretionary. Discretionary services include Mandated Services with no specified maintenance-of-effort (MOE) requirements and include: a variety of agricultural, and weights and measures regulatory inspection services. However, for each dollar reduction in agricultural NCC expenditures will result in a corresponding reduction of $0.78 in state unclaimed gas tax subvention.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, annualization of negotiated labor increases; and revised retail price scanner system annual registration revenue estimates based on the number of businesses invoiced for FY 2003-04.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
17,490	16,295	0	0	(1,195)	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and annualization of negotiated labor increases.

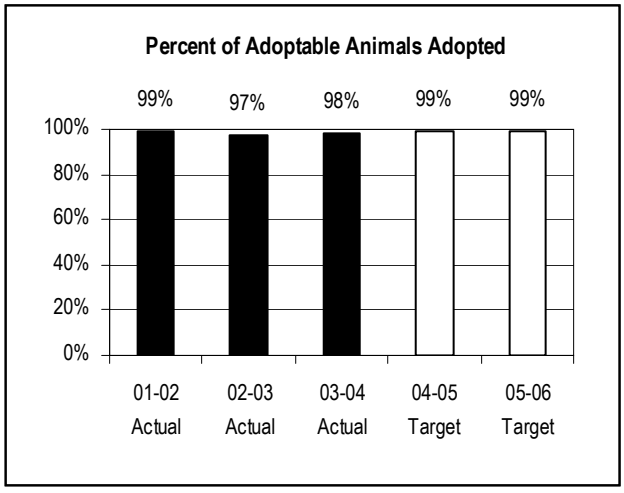
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	9,410	0	0	9,410	0

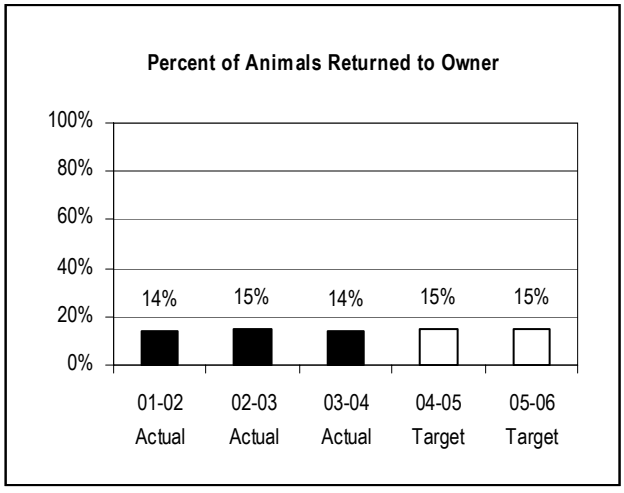
Animal Control Services (3530B)

Program Locator

County
- Environmental Services
  - Environmental Services Administration
  - Agricultural Commissioner/Sealer
  - ▷ **Animal Control Services**
  - U.C. Cooperative Extension
  - Fire Services
  - Local Agency Formation Commission
  - County Library
  - Planning and Building
  - Parks and Recreation

Headline Measures





Program Outcome Statement

The Animal Control Program protects the health and welfare of residents and animals by providing local enforcement of animal-related laws, education to the public, and full-service shelter care. This is accomplished through a contractual agreement between the Peninsula Humane Society, the County, and the 20 cities in the County.

Services and Accomplishments

Animal Control Services are performed contractually by the Peninsula Humane Society (PHS) for the entirety of San Mateo County. The County manages the contract with PHS and administers individual contracts for service with the 20 cities in the County. PHS provides two main types of services: Field Services, representing 27% of the contracted funding, and includes response to animal-related complaints, impoundment of loose animals and investigations of cruelty and dangerous animals; and Shelter Services, representing 73% of the contracted funding, and includes the care and adoption of shelter animals.

The following were major accomplishments in the prior year:

- Successfully increased the percentage of animals adopted, resulting in fewer unwanted animals being euthanized
- Established a new training program for shelter staff and volunteers in order to improve customer service
- Renegotiated the contract with PHS, along with preparation of the County/city contracts. Included in the new contract are revisions to several duties previously performed by PHS, now assumed by the County and the cities, such as phone quarantines and response to barking dog complaints, resulting in a decrease in the number of field service calls. This was done in order to lower escalating contract costs.
- Initiated and coordinated fee increases to Animal License fees and Humane Services Fees to meet increasing Animal Control costs

Story Behind Baseline Performance

The most important measure of the success of the animal control program is the percent of adoptable animals adopted. The intent is to lower the number of animals both entering the shelter, and to lower the number of animals which must be euthanized. Over the past few years, PHS has concentrated efforts on increasing the number of animals adopted as close to 100% as possible. This was accomplished through several efforts, such as increased staff training, a re-evaluation of adoption guidelines, and the introduction of a new foster care program. Staff are working towards lowering euthanasia rates even further by increasing the number of stray animals reunited with their owners. Increasing this number means that fewer animals will need to be euthanized or adopted to new homes.

Major challenges over the next two years will be:

- To increase the number of stray animals returned to their owners, primarily through promotion of microchips
- To revise the County and city dangerous animal ordinance to allow humane officers and police officers greater control over animals considered dangerous to the community
- To address the impact of SB 90 suspension and resulting loss of reimbursement for animal adoption costs resulting from State legislation relating to increased holding periods for animals, as well as completing discussions with PHS regarding programatic and fiscal effects of SB 90 actions

Program Priorities

The Animal Control Services Program will meet performance targets by doing the following:

Ensure That at Least 99% of Adoptable Animals Are Adopted

- Continue efforts by the PHS animal behavior department to make more animals adoptable
- Continue staff training programs to ensure staff are able to match adopters with the proper animal
- Continue to place an increasing number of animals into foster care

Ensure That at Least 15% of Animals Are Returned to Owner

- Encourage increased microchipping through media coverage and a new low-cost microchip clinic
- Continue to increase efforts through the lost and found desk necessary to reunite animals with their owners, such as calls and letters to animal owners

Complete Revisions to the Dangerous Animal Ordinance in FY 2004-05

- Obtain consensus from city task force members and PHS staff regarding the ordinance
- Bring revised ordinance to the Board of Supervisors for approval
- Coordinate adoption of the revised ordinance by all cities as per the County/city contract

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of field services calls	22,648	24,753	23,596	21,000	21,000
Number of live animals received by the shelter	18,424	18,500	14,913	18,500	18,500
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better:					
- Field Services	93%	94%	96%	96%	96%
- Client Services	91%	99%	96%	96%	96%
Percent of calls responded to within time frame guaranteed in contract (broken down by category/type of call)	100%	100%	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Number and percent of adoptable animals adopted (1)	2,950 / 99%	3,887 / 97%	3,817 / 98%	3,900 / 99%	3,900 / 99%
Number and percent of animals returned to owner	1,750 / 14%	2,344 / 15%	1,869 / 14%	1,900 / 15%	1,900 / 15%

(1) According to the State mandated Hayden Bill, which defines holding periods for shelter animals, “Adoptable” is defined as an animal eight weeks or more of age that has not manifested signs of:

- behavior/temperament defects that could pose a safety risk or render the animal unsuitable for placement as a pet
- disease, injury, or congenital/hereditary conditions likely to affect the animal's health now or in the future

Animal Control Services (3530B) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Total Requirements	4,337,265	4,349,681	4,359,445	4,405,450	46,005	4,561,481
Total Sources	4,140,238	4,188,871	4,086,310	4,118,665	32,355	4,259,106
Net County Cost	197,027	160,810	273,135	286,785	13,650	302,375
NCC Breakdown						
Animal Control JPA			273,135	286,785	13,650	302,375

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $286,785 or 6.6%. The Net County Cost portion represents the County's obligation to the Animal Control JPA.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: a Fund Balance adjustment based on year-end actuals, and an increase in Intrafund Transfers to reflect an increased appropriation from Animal Licensing based on last year's fee increase.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
32,355	65,998	(41,404)	0	(7,761)	0

2. **Adjustment to Meet Net County Cost Target**

Negotiations related to contract term and costs with the Peninsula Humane Society are on-going. At this time, contract costs have not been determined. An appropriation has been set aside to reach the Animal Control target and provide a buffer in the event contract costs increase.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	21,411	0	0	21,411	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
32,355	87,409	(41,404)	0	13,650	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

A five percent increase is projected in the contract for services with the Peninsula Humane Society. Intergovernmental Revenues have increased to reflect the cities share, and Net County Cost has increased to cover the County's portion.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
140,441	156,722	(691)	0	15,590	0

Animal Control Services (3530B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

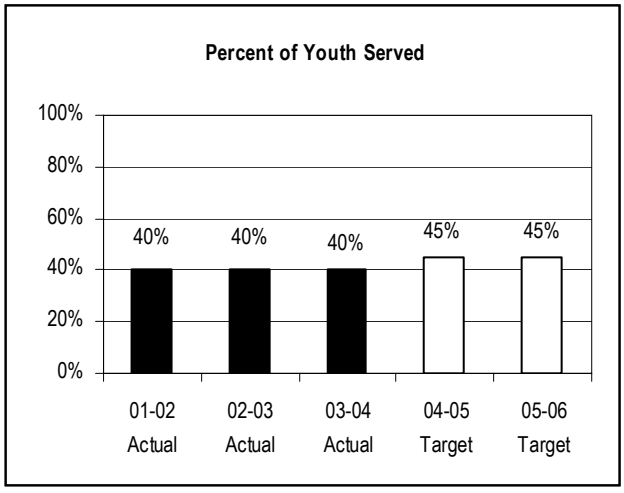
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	21,190	24,175	24,650	24,650		24,650
Intergovernmental Revenues	3,674,542	3,682,277	3,681,103	3,681,103		3,888,233
Charges for Services	239,740	336,176	300,587	300,587		300,587
Miscellaneous Revenue	31,434	66,274				
Total Revenue	3,966,905	4,108,901	4,006,340	4,006,340		4,213,470
Fund Balance	173,333	79,970	79,970	112,325	32,355	45,636
TOTAL SOURCES	4,140,238	4,188,871	4,086,310	4,118,665	32,355	4,259,106
REQUIREMENTS						
Salaries and Benefits	16,095	16,626	19,301	18,610	(691)	19,301
Services and Supplies	4,468,669	4,500,634	4,507,675	4,595,775	88,100	4,751,806
Other Charges	20,624	22,190	22,237	22,237		22,237
Gross Appropriations	4,505,388	4,539,449	4,549,213	4,636,622	87,409	4,793,344
Intrafund Transfers	(168,123)	(189,768)	(189,768)	(231,172)	(41,404)	(231,863)
TOTAL REQUIREMENTS	4,337,265	4,349,681	4,359,445	4,405,450	46,005	4,561,481
NET COUNTY COST	197,027	160,810	273,135	286,785	13,650	302,375

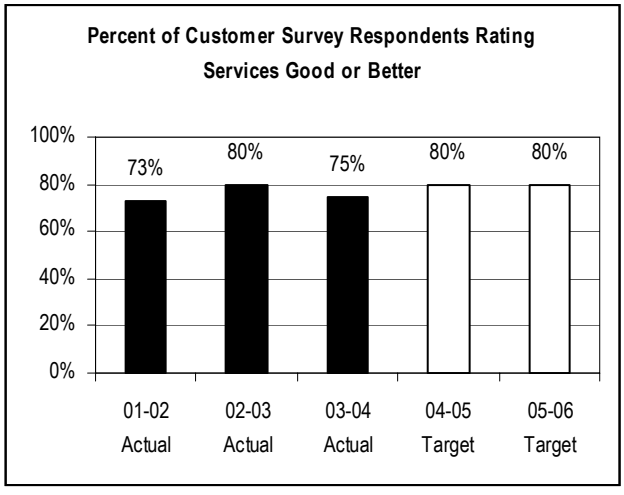
U.C. Cooperative Extension (3540B)

Program Locator

County
- Environmental Services
  - Environmental Services Administration
  - Agricultural Commissioner/Sealer
  - Animal Control Services
  - ▷ **U.C. Cooperative Extension**
  - Fire Services
  - Local Agency Formation Commission
  - County Library
  - Planning and Building
  - Parks and Recreation

Headline Measures





Program Outcome Statement

The U.C. Cooperative Extension assists the local community and public and private agencies in making informed decisions that achieve an improved quality of life by providing research based information and educational programs in the areas of agriculture, 4-H and youth development, nutrition/family consumer services, natural resources management, and marine science.

Services and Accomplishments

Through a partnership between the federal, state, and County government, the Cooperative Extension provides research and educational programs in the areas of agriculture, 4-H youth development, nutrition education, marine science, and landscape horticulture/urban forestry. Cooperative Extension provides training and seminars for the public and private industry, workshops and consultation for coastside growers, ongoing nutrition, health and money management classes for limited income families, educational seminars and research for the fishing industry and 70 various educational programs and projects involving more than 3,000 countywide 4-H youth and school-based programs. Staff initiates research projects and responds to more than 2,000 inquires annually.

In 1944, the County entered into a Memorandum of Understanding (MOU) with the Cooperative Extension for County support of Cooperative Extension educational programs. In FY 2003-04 this MOU was renegotiated and updated by County and University staff. The following are highlights of the new MOU:

- The University shall conduct an appropriate educational and applied research program in mutually agreed upon areas
- The University shall employ academic personnel and the County shall employ clerical staff
- The University shall provide to the County an annual report on programs and accomplishments and budgetary expenditures
- The County shall fund clerical support and maintenance and operation expenses including facility rental, supplies and transportation expenses
- County and University representatives shall meet quarterly to coordinate services to ensure Cooperative Extension services do not duplicate funded County services, and to review the Cooperative Extension's progress on the performance measures which are part of the County's budget process

The following were major accomplishments in the prior year:

- Exceeded target for all educational programs (agriculture, nutrition, youth development, and landscape and environmental horticulture) offered to countywide residents
- Provided water quality training for farmers on pesticide and fertilizer contamination in watersheds
- Provided a countywide San Francisco Bay fish contamination workshop for health professionals and the general public

Story Behind Baseline Performance

The University of California Cooperative Extension Service is a public service educational program, and as such, staff deliver research-based information and programs in the areas of agriculture, nutrition, youth development including the Elkus Ranch, and landscape and environmental horticulture programs. To ensure program effectiveness and clientele satisfaction, evaluation instruments are administered regularly to program participants. Customer satisfaction within the Program remains high with an estimated 80% of survey respondents rating services as good or better in the current year.

Staff assigned to the youth development program area reach a diversity of clientele in the 4-H, Elkus Ranch, and nutrition education programs throughout San Mateo County. To ensure maximum participation Cooperative Extension will use various educational and marketing strategies to reach youth not currently being served by Cooperative Extension staff. It is estimated that 45% of youth will be served in the current year.

Major challenges over the next two years will be:

- To continue the examination of current performance measures and development of new measures to assist County and Cooperative Extension staff in determining program effectiveness
- To continue to manage programs in an cost effective manner despite reductions in clerical staffing and other supplies
- To find adequate office space in order to relocate the office to reduce costs
- To prepare an annual report on programs and accomplishments

Program Priorities

The U.C. Cooperative Extension Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of 80% or Better

- Use a survey instrument generic for all educational programs to access satisfaction and knowledge gained
- Use a retrospective pre/post test for selected educational programs

Ensure that 45% of Youth are Served

- Collaborate with three youth serving agencies in underserved communities
- Train ten new volunteers from schools, youth organizations, faith community, and service organizations

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of educational programs offered	200	250	124	300	300
Number of public service calls	1,850	2,000	1,500	2,500	2,500
How Well We Do It (Quality)					
Percent of growers, fisherman and landscapers served	70%	70%	70%	75%	75%
Percent of youth served	40%	40%	40%	45%	45%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better	73%	80%	75%	80%	80%
Percent of 4-H animal project members passing proficiency testing	74%	85%	70%	85%	85%

U.C. Cooperative Extension (3540B)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	2.0	2.0	2.0	2.0		2.0
Funded FTE	1.8	1.4	1.4	1.2	(0.1)	1.2
Total Requirements	195,891	145,028	147,100	131,211	(15,889)	134,762
Total Sources	30,190	20,367	20,367	1,554	(18,813)	1,554
Net County Cost	165,701	124,661	126,733	129,657	2,924	133,208
NCC Breakdown						
Non-Mandated Services			126,733	129,657	2,924	133,208

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $129,657 or 100%, of which $129,657 or 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements and include: administrative support, office supplies, and facility rental charges.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increase and negotiated labor increases; other minor account adjustments; and an adjustment to Fund Balance based on actuals. Additional Fund Balance at year end will be used to begin building a Reserve.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(18,813)	(12,497)	0	0	7,870	0

2. **Reduce Office Assistant Position**

A vacant Office Assistant II at step 3 was eliminated and replaced with an Office Assistant I at step 1 in order to meet budget reduction targets.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(4,946)	0	0	(4,946)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(18,813)	(17,443)	0	1,554	2,924	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	3,551	0	0	3,551	0

U.C. Cooperative Extension (3540B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	20,167					
Miscellaneous Revenue	2,468					
Total Revenue	22,636					
Fund Balance	7,554	20,367	20,367	1,554	(18,813)	1,554
TOTAL SOURCES	30,190	20,367	20,367	1,554	(18,813)	1,554
REQUIREMENTS						
Salaries and Benefits	91,721	62,915	77,086	64,353	(12,733)	67,904
Services and Supplies	27,817	18,134	12,737	15,462	2,725	15,462
Other Charges	72,113	63,979	57,277	49,842	(7,435)	49,842
Net Appropriations	191,651	145,028	147,100	129,657	(17,443)	133,208
Contingencies/Dept Reserves	4,240			1,554	1,554	1,554
TOTAL REQUIREMENTS	195,891	145,028	147,100	131,211	(15,889)	134,762
NET COUNTY COST	165,701	124,661	126,733	129,657	2,924	133,208
AUTHORIZED POSITIONS						
Salary Resolution	2.0	2.0	2.0	2.0		2.0
Funded FTE	1.8	1.4	1.4	1.2	(0.1)	1.2

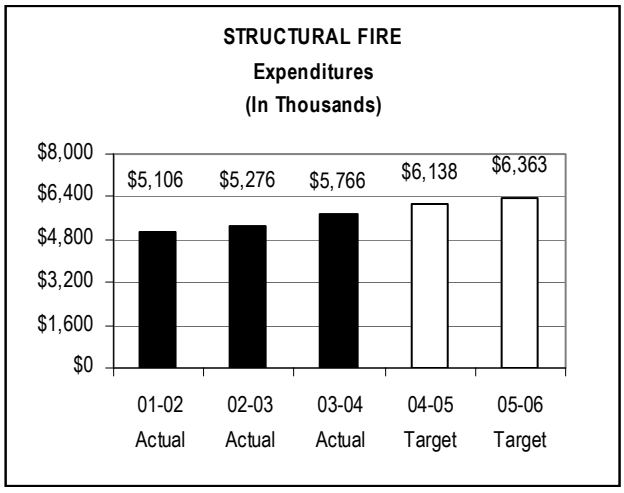
Structural Fire (3550B)

Program Locator

County
Environmental Services
Fire Services
▷ **Structural Fire**
County Service Area #1
Fire Protection Services

Budget Unit Description

The Structural Fire Protection Fund is the source of funding for the Fire Protection Services Program. The main source of revenue for this fund is property taxes on all parcels in the County Fire Protection District, which includes all land outside city and other fire district boundaries.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from property taxes, plan checking fees, and miscellaneous state reimbursements.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: an increase in property tax revenue based on projections; elimination of professional service charges which will now be incorporated into the Fire Protection contract; an adjustment to Fund Balance based on actuals; and a decrease in the Fire Protection contract to match prior-year actuals.

Revenue/Sources	(287,017)
Appropriations	(35,643)
Intrafund Transfers	0
Reserves	(251,374)
Net County Cost	0
Positions	0

2. **Funding to Kings Mountain Fire Brigade**

The Structural Fire fund will provide one-time funding to the Kings Mountain Fire Brigade toward the purchase of a new fire engine to be funded from Reserves. The funding will be repaid over a 20 year period at the rate of $5,000 per year.

Revenue/Sources	0
Appropriations	100,000
Intrafund Transfers	0
Reserves	(100,000)
Net County Cost	0
Positions	0

TOTAL FY 2004-05 FUNDING ADJUSTMENTS

Revenue/Sources	(287,017)
Appropriations	64,357
Intrafund Transfers	0
Reserves	(351,374)
Net County Cost	0
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: increased appropriation to the Fire Protection Fund to cover increases in the contract with the California Department of Forestry (CDF) for personnel costs. Reimbursement for administrative support services has also increased. Reserves have been decreased to cover these anticipated cost adjustments.

Revenue/Sources	0
Appropriations	325,151
Intrafund Transfers	0
Reserves	(325,151)
Net County Cost	0
Positions	0

4. **Elimination of Funding to Kings Mountain Fire Brigade**

Funding provided to the Kings Mountain Fire Brigade in FY 2004-05 toward the purchase of a new fire engine is eliminated in FY 2005-06.

Revenue/Sources	(100,000)
Appropriations	(100,000)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2005-06 FUNDING ADJUSTMENTS

Revenue/Sources	(100,000)
Appropriations	225,151
Intrafund Transfers	0
Reserves	(325,151)
Net County Cost	0
Positions	0

Structural Fire (3550B)
Structural Fire Protection Fund

FY 2004-05 and 2005-06 Budget Unit Summary

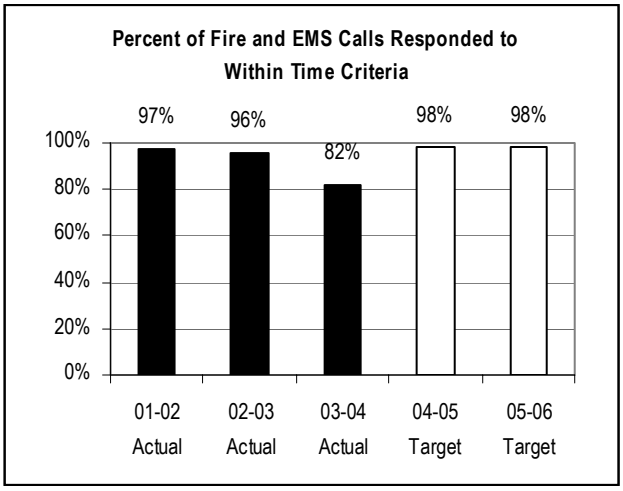
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	5,039,140	5,028,186	5,235,102	5,284,024	48,922	5,284,024
Use of Money and Property	107,076	87,857	50,000	77,600	27,600	77,600
Intergovernmental Revenues	233,295	137,562	125,929	123,277	(2,652)	123,277
Charges for Services	100,148	111,187	72,000	100,000	28,000	100,000
Interfund Revenue		137,237	137,237		(137,237)	
Miscellaneous Revenue	19,179	12,635				
Total Revenue	5,498,838	5,514,665	5,620,268	5,584,901	(35,367)	5,584,901
Fund Balance	1,542,685	1,765,606	1,765,606	1,513,956	(251,650)	1,413,956
TOTAL SOURCES	7,041,523	7,280,271	7,385,874	7,098,857	(287,017)	6,998,857
REQUIREMENTS						
Services and Supplies	5,275,917	5,766,314	6,073,351	6,037,708	(35,643)	6,362,859
Other Charges				100,000	100,000	
Net Appropriations	5,275,917	5,766,314	6,073,351	6,137,708	64,357	6,362,859
Non-General Fund Reserves	1,765,606	1,513,956	1,312,523	961,149	(351,374)	635,998
TOTAL REQUIREMENTS	7,041,523	7,280,270	7,385,874	7,098,857	(287,017)	6,998,857

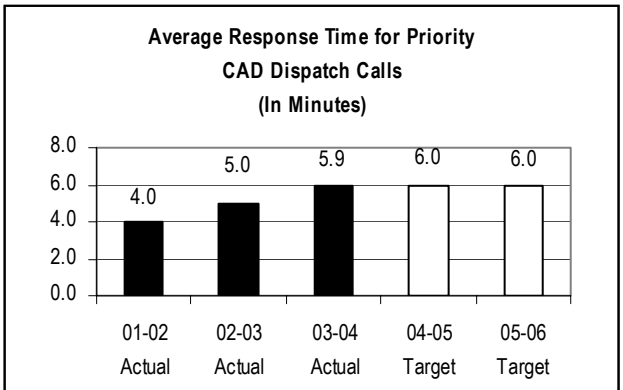
County Service Area #1 (3560B)

Program Locator

County
  Environmental Services
    Fire Services
      Structural Fire
▷ **County Service Area #1**
      Fire Protection Services

Headline Measures





Figures represent response times based on 24-hours of service, though enhanced services are only provided 18 hours of each 24-hour period.

Program Outcome Statement

The County Service Area #1 provides contract management ensuring enhanced police and fire protection services for the residents of the unincorporated area west of the City of San Mateo and east of Highway 280 by providing Sheriff's patrol units, emergency and non-emergency response, fire prevention, public education, fire safety planning, community support activities, station and equipment maintenance and training.

Services and Accomplishments

County Service Area #1 (CSA #1) is the area of unincorporated San Mateo County situated west of the City of San Mateo and east of Highway 280. Enhanced police and fire protection services are funded through property taxes as well as a special supplemental parcel tax, which must be approved by the voters every four years. Fire protection is provided by three dedicated California Department of Forestry (CDF) firefighters 24-hours, seven days/week, and dedicated Sheriff's patrol coverage is provided on an 18-hour, seven day/week basis. CDF staff respond to emergencies including fires (structural, wildland and vehicle), medical emergencies, hazardous materials incidents, vehicle accidents, rescue calls and emergencies related to natural disasters, public fire safety education, fire protection planning and fire investigation services.

The following were major accomplishments in the prior year:

- Initiated plans to replace the current fire engine with delivery of the new engine expected in FY 2004-05
- Provided an automatic external defribillator for the Highlands Recreation District to administer critical first aid care to cardiac patients before paramedics arrive
- Placed a thermal imaging camera into service allowing firefighters to more readily find fire victims in smoky conditions
- Continued outreach to community residents including education to school children, informational forums for adults, and health checkups
- Expanded the Sheriff's Activities League into the CSA #1 area to support existing youth programs, including after-school sports and dance programs at the Highlands Recreation Center, the annual youth-Deputy basketball tournament, and annual CSA #1 July 4th activities
- Increased efforts to create familiarity with the Sheriff's assigned officers by participating in stakeholder groups, homeowner association meetings, assisting school crossing guards, and regularly meeting with school officials
- Contributed information for a regular column in the Highlands Newsletter

Story Behind Baseline Performance

Emergency response workload is measured by the number of calls for assistance or by the time that is required for emergency crews to respond to the scene of an emergency. The emergency crews then

provide aid or mitigate an incident that has affected a county citizen or visitor. The County Board of Supervisors has established time based response standards based on the urban, rural, or remote aspects of the area. For the last two years, the County Fire Department has met this commitment 96% of the time.

Over the past several years, a moderate increase in response time for priority police dispatch calls reflects changing policies regarding "Code Three" responses intended to increase roadway safety of officers and the public. Code Three responses are now limited to crimes and or disturbances in progress or imminent.

Major challenges over the next two years will be:

- To repair and renovate the Belmont Fire Station
- To place into service a new fire engine to replace the aging one
- To maintain an acceptable level of service for the community, while scaling back discretionary services
- To respond to the planned expansion of 60 new homes in the Crystal Springs area of the Highlands, which will expand the patrol size

Program Priorities

The County Service Area #1 Program will meet performance targets by doing the following:

Respond to Fire and EMS Calls Within the Established Time Criteria at Least 98% of the Time

- Place into service a new fire engine to replace the aging one to increase firefighter efficiency and effectiveness, ultimately reducing reflex and response times

Achieve an Average Response Time of 5.0 Minutes or Less for Priority CAD Dispatch Calls

- Ensure that Deputies on patrol in the Highlands allow Patrol Deputies on other beats to respond first to non-emergency calls for assistance or low-priority dispatched calls, thus reducing driving time to CSA #1 calls
- Continue to send staff to the Sheriff's Emergency Vehicular Operations Course (EVOC) to train and re-train in safe, higher-speed driving consistent with community safety, thus maintaining an acceptable response time to calls

Achieve an Overall Customer Satisfaction Rating of 85% or Better

- Continue to provide fire department education and outreach programs at community events
- Support the Highlands Recreation Center youth program with an annual Sheriff's Activity League (SAL) contribution of $5,000, and sponsor the annual youth basketball tournaments
- Provide traffic control and participate actively in the annual Highlands July 4th parade, fireworks and celebration
- Continue to submit a quarterly column in the community newsletter
- Continue to work with schools in CSA #1 to ensure proactive traffic enforcement during morning pick-up and afternoon drop-off
- Conduct abandoned vehicle and parking citation enforcement in the Highlands with increased frequency, as staff resources allow
- Work with homeowner groups on a regular, informal basis to help prioritize identified problems and make the best use of limited Deputy time in the community

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of calls responded to:					
- Fire-related incidents	20	23	44	20	20
- Other incidents	132	170	270	120	120
Number of reported and self-initiated crime investigations [1]	1,554	1,626	2,056	2,110	2,160
How Well We Do It (Quality)					
Percent of fire and emergency medical service calls responded to within time criteria established by County Emergency Medical Services	97%	96%	82%	98%	98%
Average Response time for Sheriff's priority CAD dispatch calls (in minutes) [2]	4.0	5.0	5.9	6.0	6.0
Is Anyone Better Off? (Outcome)					
Annual number of Part I Crimes [3]:					
- CSA #1	63	57	52	54	55
- San Mateo County	18,708	19,268	19,158	19,450	19,550
Percent of customer survey respondents rating Fire Protection services good or better[4]	--	--	0%	80%	80%
Percent of customer survey respondents rating Police services good or better[4]	--	--	0%	95%	95%

[1] Figures represent those calls responded to solely by the Sheriff, and are not representative of calls for service that may have been responded to by other agencies such as the California Highway Patrol (CHP).

[2] Figures represent response times based on 24-hours of service, though enhanced services are only provided 18 hours of each 24-hour period.

[3] Part I Crimes include the following offenses: criminal homicide, forcible rape, robbery, assault, burglary, larceny-theft, arson, motor vehicle theft, and domestic violence. The figure for SMCO crimes reflects actual crimes as reported to the State Department of Justice (DOJ) by law enforcement agencies. The figure for CSA #1 crimes reflects only initial reported crimes by category as called in to County 9-1-1 by citizens, prior to review and preparation of a crime report by a Sheriff's Deputy. This categorization may not reflect the final type of crime ultimately reported by the Sheriff's Office to State DOJ for a given incident.

[4] Customer satisfaction was not reported in FY 2003-04 due to the low number of surveys collected.

County Service Area #1 (3560B)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Total Requirements	2,173,546	2,876,309	2,735,803	2,660,589	(75,214)	2,660,589
Total Sources	2,173,545	2,876,308	2,735,803	2,660,589	(75,214)	2,660,589

Program Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from property taxes, miscellaneous State reimbursements, and a supplemental parcel tax within the County Service Area #1 area.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: an increase in property tax revenue based on projections; an increase to the Fire Protection and Sheriff's contracts to cover increased personnel costs with a corresponding adjustment to Non-General Fund Reserves to offset these increases; and elimination of a one-time fixed asset purchase for a new fire engine.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
127,269	44,884	0	(120,098)	(202,483)	0

2. **Adjust Fund Balance**

Fund Balance has been decreased due to higher Fire Prevention and Sheriff's contract costs primarily caused by increased staffing expenditures associated with upward salary and benefit adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(202,483)	0	0	0	202,483	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(75,214)	44,884	0	(120,098)	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: Fire Protection and Sheriff's contract costs have increased due to anticipated increases in personnel costs. Reserves have been decreased to cover these costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	101,409	0	(101,409)	0	0

County Service Area #1 (3560B)
County Service Area #1 Fund

FY 2004-05 and 2005-06 Budget Unit Summary

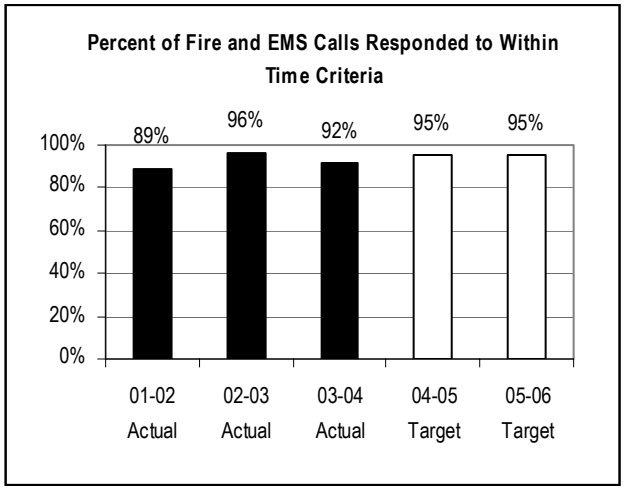
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	1,347,464	1,486,905	1,371,282	1,492,950	121,668	1,492,950
Use of Money and Property	45,520	37,714	20,000	25,000	5,000	25,000
Intergovernmental Revenues	37,337	14,458	13,351	13,952	601	13,952
Charges for Services	93,278	92,183	93,000	93,000		93,000
Interfund Revenue	(20)	(21)				
Miscellaneous Revenue	1,000	6,900				
Total Revenue	1,524,579	1,638,138	1,497,633	1,624,902	127,269	1,624,902
Fund Balance	648,966	1,238,170	1,238,170	1,035,687	(202,483)	1,035,687
TOTAL SOURCES	2,173,545	2,876,308	2,735,803	2,660,589	(75,214)	2,660,589
REQUIREMENTS						
Services and Supplies	1,169,217	1,500,163	1,575,331	1,978,415	403,084	2,079,824
Other Charges			300	100	(200)	100
Fixed Assets	32,682	169,710	358,000		(358,000)	
Net Appropriations	1,201,899	1,669,874	1,933,631	1,978,515	44,884	2,079,924
Non-General Fund Reserves	971,647	1,206,435	802,172	682,074	(120,098)	580,665
TOTAL REQUIREMENTS	2,173,546	2,876,309	2,735,803	2,660,589	(75,214)	2,660,589

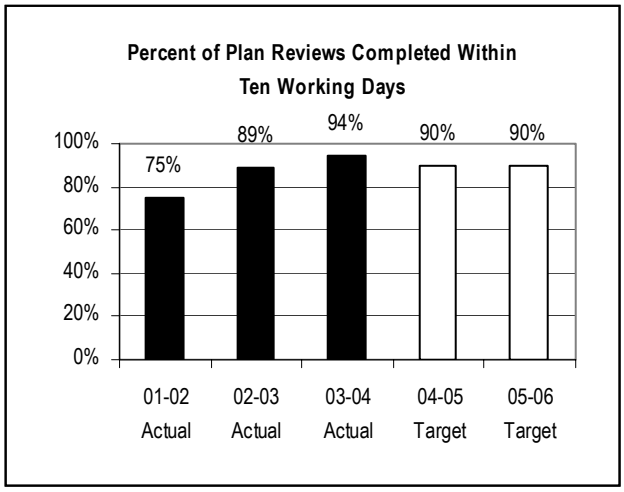
Fire Protection Services (3580B)

Program Locator

County
Environmental Services
Fire Services
Structural Fire
County Service Area #1
▷ **Fire Protection Services**

Headline Measures





Program Outcome Statement

The Fire Protection Services Program ensures the protection of life, property and the environment for residents and visitors to San Mateo County by providing full service emergency and non-emergency response, fire prevention, public education, fire safety planning, community support activities, station and equipment maintenance and training through responsible contract and fiscal management.

Services and Accomplishments

The California Department of Forestry (CDF) is the contractual agent providing Fire Protection Services to all residents outside city and fire district boundaries in the County. Forty-seven state personnel and approximately 40 volunteers provide emergency services from four paid and four volunteer fire stations. Fire Protection Services staff respond to emergencies including fires (structural, wildland and vehicle), medical emergencies, hazardous materials incidents, vehicle accidents, rescue calls and emergencies related to natural disasters. Public fire safety education, fire protection planning and fire investigation services are also provided. Training staff, assisted by additional state-funded training personnel, provides professional fire and rescue training to all career personnel and volunteer firefighters, ensuring all state and federally mandated training requirements are met. Staff also provides quality training in advanced medical and technical rescue techniques. Currently there are Advance Life Support (ALS) paramedics at the four paid state personnel fire stations: Pescadero, Skylonda, Cordilleras and Belmont Tower Road.

The following were major accomplishments in the prior year:

- Took delivery of a new water tender that will enhance fire protection for County residents not served by a fire hydrant system
- Conducted over 2,000 hours of training on subjects such as fire control, emergency medical services, and hazardous materials
- Improved the process for completing building permit inspections including development of informational pamphlets for the public, and a re-design of the County assigned work area
- Began upgrading emergency operational equipment including: 18 breathing apparatus which have been installed on approximately half of the County Fire fleet, three thermal imaging cameras which have been placed into service so that firefighters can more readily rescue victims in smoky conditions, paramedic heart monitors were replaced and are being used to both exam and to intercede in a heart patient case, and three-fourths of the mobile radios have been replaced
- Began work on distribution of a customer satisfaction survey and an informational brochure describing fire protection services for San Mateo County

Story Behind Baseline Performance

Emergency response workload is measured by the number of calls for assistance or by the time that is required for emergency crews to respond to the scene of an emergency. The emergency crews then provide aid or mitigate an incident that has affected a county citizen or visitor. The County Board of Supervisors has set time based response standards based on the urban, rural, or remote aspects of the area. For the last two years, the County Fire Department has met this commitment 96% of the time.

The County Fire Department provides fire and life safety reviews of building plans submitted in the County. These reviews not only ensure compliance with local and state standards, they also ensure that county residents are erecting structures that allow for citizen survivability in the event of an emergency. Customer satisfaction is measured by how quickly these plans are reviewed and then released to the builder. For the last two years, county fire marshals have reviewed plans within ten working days 89% of the time, ensuring not only builder satisfaction with the planning process, but their overall safety as well.

Major challenges over the next two years will be:

- To complete the replacement process of emergency operational equipment
- To prioritize a list of repairs needed on fire facilities
- To continue to provide adequate service given budget constraints and increasing labor costs
- To review building plans for fire and life safety compliance, and ensure plans are processed within the criteria of ten working days or less

Program Priorities

The Fire Protection Services Program will meet performance targets by doing the following:

Respond to at Least 95% all Fire and EMS Calls Within Established Time Criteria

- Continue the upgrade of essential firefighting equipment, which will result in greater firefighter efficiency and effectiveness, thus reducing reflex and response times
- Continue to support the training program for firefighters and paramedics, ensuring that emergency responders are equipped with the essential tools to accomplish fire and EMS assignments

Ensure That 90% of Plan Reviews Are Completed Within Ten Working Days

- Continue to work with County staff to increase efficiency in the plan review process
- Utilize additional work space in the Planning and Building Division for the fire protection planners, which will improve staff efficiency and reduce turnaround time on plan reviews
- Introduce planning fee increases so that software and other tools can be purchased, increasing efficiency and thus reducing plan review time

Complete Replacement of Emergency Operational Equipment

- Upgrade emergency radio systems on response apparatus and command vehicles
- Update and replace Self Contained Breathing Apparatus
- Update and replace aging Paramedic LifePack 12 units
- Purchase and outfit all County fire engines with Thermal Imaging Cameras

Achieve an Overall Customer Satisfaction Rating of 80% or Better

- Complete and distribute customer satisfaction surveys and informational brochures

Complete Review of the Facilities Improvement Plan

- Update a comprehensive review of each facility, detailing and prioritizing repairs that must be completed
- Continue to meet with Public Works representatives to implement changes

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of calls responded to:					
- Fire-related incidents	414	451	612	450	450
- Other incidents	1,811	1,993	2,029	1,960	1,960
Number of plans reviewed and checked	181	196	422	170	170
How Well We Do It (Quality)					
Percent of fire and emergency medical service calls responded to within time criteria established by County Emergency Medical Services	89%	96%	92%	95%	95%
Percent of plan reviews completed within 10 working days of submittal of all required documents	75%	89%	94%	90%	90%
Is Anyone Better Off? (Outcome)					
Number of fire related deaths and injuries	0	0	2	0	0
Percent of customer survey respondents rating Fire Protection services good or better[1]	--	--	0%	80%	80%

[1] Customer satisfaction was not reported in FY 2003-04 due to the low number of surveys collected.

Fire Protection Services (3580B) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Total Requirements	5,255,313	5,734,967	6,044,590	6,007,041	(37,549)	6,330,817
Total Sources	5,255,313	5,734,967	6,044,590	6,007,041	(37,549)	6,330,817

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenue from the non-General Fund Structural Fire Protection Fund (3550B) and displayed as Interfund Revenue.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: a decrease in revenue from the Structural Fire Fund due to a decrease in the fire protection services contract with the California Department of Forestry (CDF), and elimination of one-time fixed assets for a water tender, a lighting system for the Pescadero fire station, and new defibrillators.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(37,549)	(37,549)	0	0	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: Fire Protection contract costs have gone up due to anticipated increases in CDF personnel costs. Interfund Revenue from the Structural Fire Fund has been adjusted to cover the cost increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
323,776	323,776	0	0	0	0

Fire Protection (3580B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Interfund Revenue	5,255,313	5,734,967	6,044,590	6,007,041	(37,549)	6,330,817
TOTAL SOURCES	5,255,313	5,734,967	6,044,590	6,007,041	(37,549)	6,330,817
REQUIREMENTS						
Services and Supplies	4,610,601	5,267,821	5,752,877	5,775,049	22,172	6,098,825
Other Charges	278,536	215,172	218,663	231,992	13,329	231,992
Fixed Assets	366,176	251,974	73,050		(73,050)	
TOTAL REQUIREMENTS	5,255,313	5,734,967	6,044,590	6,007,041	(37,549)	6,330,817

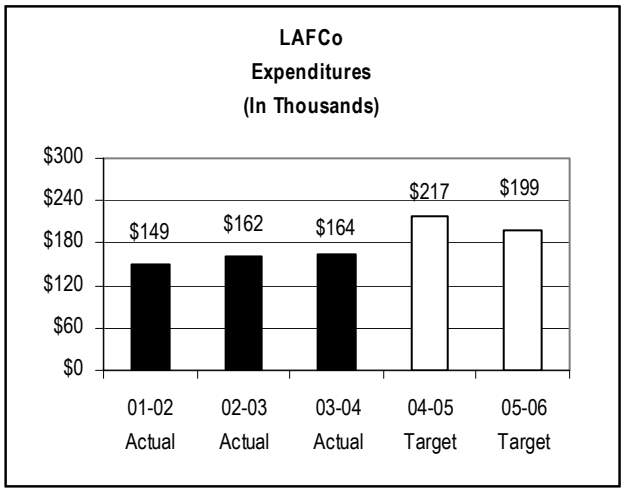
Local Agency Formation Commission (3570B)

Program Locator

County
- Environmental Services
  - Environmental Services Administration
  - Agricultural Commissioner/Sealer
  - Animal Control Services
  - U.C. Cooperative Extension
  - Fire Services
  - ▷ **Local Agency Formation Commission**
  - County Library
  - Planning and Building
  - Parks and Recreation

Budget Unit Description

The Local Agency Formation Commission (LAFCo) is a State-mandated commission with jurisdiction over the boundaries of cities and special districts. LAFCo implements State policies promoting effective and efficient governmental boundaries and preservation of open space and agricultural lands in a manner that ensures full participation by the residents, voters and public agencies.



Net County Cost

The portion of this budget unit's FY 2004-05 Adopted which is funded by the General Fund is $50,492 and represents the County's contribution and is displayed as an Intrafund Transfer. The contribution expenditure is appropriated in the Memberships and Contributions Unit of the County Manager's Office. LAFCo is funded in thirds by the County, cities and special districts.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of negotiated salary and benefit increases; an increase in County Counsel charges; an increase in the County's contribution and revenue from the cities and special districts to cover increasing costs; a decrease in Fund Balance based on actuals; a decrease in application fees based on projections; and a reduction in Reserves.

Revenue/Sources	16,727
Appropriations	33,588
Intrafund Transfers	(9,793)
Reserves	(7,068)
Net County Cost	0
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

The following budget adjustments have been made as follows: a decrease in revenue based on fund balance projections, inclusion of negotiated salary and benefits increases, and a decrease in County Counsel charges.

Revenue/Sources	(21,328)
Appropriations	(18,825)
Intrafund Transfers	(2,503)
Reserves	0
Net County Cost	0
Positions	0

Local Agency Formation Commission (3570B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	92,769	82,878	81,396	100,984	19,588	105,883
Charges for Services	15,145	42,436	24,500	20,000	(4,500)	20,110
Miscellaneous Revenue	90					
Total Revenue	108,004	125,314	105,896	120,984	15,088	125,993
Fund Balance	57,673	54,947	54,947	56,586	1,639	30,249
TOTAL SOURCES	165,677	180,261	160,843	177,570	16,727	156,242
REQUIREMENTS						
Salaries and Benefits	123,217	132,475	130,990	138,159	7,169	145,671
Services and Supplies	12,989	18,845	38,090	38,173	83	38,173
Other Charges	25,452	13,054	14,664	41,000	26,336	14,663
Gross Appropriations	161,658	164,374	183,744	217,332	33,588	198,507
Intrafund Transfers		(40,699)	(40,699)	(50,492)	(9,793)	(52,995)
Net Appropriations	161,658	123,675	143,045	166,840	23,795	145,512
Contingencies/Dept Reserves	21,726	17,798	17,798	10,730	(7,068)	10,730
TOTAL REQUIREMENTS	183,384	141,473	160,843	177,570	16,727	156,242
NET COUNTY COST	17,707	(38,788)				
AUTHORIZED POSITIONS						
Salary Resolution	1.0	1.0	1.0	1.0		1.0
Funded FTE	1.0	1.0	1.0	1.0		1.0

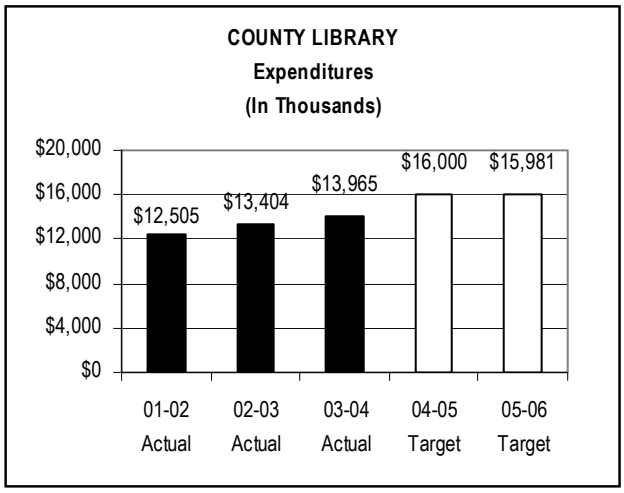
County Library (3700B)

Program Locator

County
- Environmental Services
  - Environmental Services Administration
  - Agricultural Commissioner/Sealer
  - Animal Control Services
  - U.C. Cooperative Extension
  - Fire Services
  - Local Agency Formation Commission
  - ▷ **County Library**
  - Planning and Building
  - Parks and Recreation

Budget Unit Description

The San Mateo County Library provides innovative library services to diverse communities, that will ensure access to information in a variety of formats on a broad array of topics that support personal growth and individual enrichment, build skills that assist in finding, evaluating and using information effectively, promote basic literacy for all ages, support current and continuing educational goals, and offer current materials of popular and recreational interest.



Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund is $341,234 or 1.8%, and represents the County's contribution. The General Fund contribution is displayed as Interfund Revenue and the expenditure is appropriated in Memberships and Contributions (1900B). Library operations are primarily funded by property tax revenue from the Library JPA member jurisdictions, charges for services, and miscellaneous reimbursements such as state Public Library Fund funding.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: an increase in Fund Balance due to the unanticipated ERAF return in 2003-04 and additional savings which will be set aside in Reserves, an increase in state aid from the Public Library Fund and Interlibrary Loan transaction reimbursements based on actuals, a decrease in Interfund Revenue due to the reduced County contribution based on the revised Joint Powers Authority Agreement, an increase in grant revenues and expenditures; merit and negotiated labor increases, a one-time increase in contract expenditures for a payment to the Peninsula Library System for the Library's share of a new Integrated Library System, and a decrease in fixed assets due to the elimination of one-time expenditures for the new Millbrae Library.

Revenue/Sources	843,425
Appropriations	1,025,422
Intrafund Transfers	0
Reserves	(181,997)
Net County Cost	0
Positions	0

2. **Add Webmaster Position (Information Technology Technician)**

A new position is added to maintain and improve the Library's website (smcl.org). The website has grown into a full service outlet for library users both within the libraries and remotely, and it has become necessary to have a full-time staff member devoted to it. For budgeting purposes, the funding is shown as coming from Reserves. In actuality it is anticipated that the money will be saved in Salaries and Benefits, as the Belmont Library is projected to close in late Fall 2004 for approximately 18 months while a new Library is built on the site; Belmont staff will be used to fill vacancies at other branches and reduce the need for new hires and extra help during the year. With that understanding, the Library's Governing Board has approved this

new position for two years; it will be re-examined in FY 2006-07 when the Belmont Library re-opens.

Revenue/Sources	0
Appropriations	75,832
Intrafund Transfers	0
Reserves	(75,832)
Net County Cost	0
Positions	1

3. **Adjustments to Revenue Based on the State Budget and Other Minor Changes**

Proposed changes in the State budget that would have affected local tax revenue in FY 04-05 has been restored and will result in an increase in tax revenue received by the Library. Additionally, other minor adjustments have been made to increase appropriations for extra-help tutors due to continued grant funding, and an increase for equipment and office furniture has been made for the new Millbrae Library. Reserves increase to reflect the additional revenue.

Revenue/Sources	1,408,819
Appropriations	346,096
Intrafund Transfers	0
Reserves	1,062,723
Net County Cost	0
Positions	0

TOTAL FY 2004-05 FUNDING ADJUSTMENTS

Revenue/Sources	2,252,244
Appropriations	1,447,350
Intrafund Transfers	0
Reserves	804,894
Net County Cost	0
Positions	1

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: a decrease in Fund Balance due to one-time costs and reduced revenues in FY 2004-05, an increase in property tax revenue based on projections, a decrease in Interfund Revenue due to the reduced County contribution based on the revised Joint Powers Authority Agreement; merit and negotiated labor increases, the elimination of the one-time payment to the Peninsula Library System for the Library's share of a new Integrated Library System, the addition of a one-time expense to help furnish the new Belmont Library due to open in early 2006, and a decrease in Reserves due to one-time expenses for new buildings and automation.

Revenue/Sources	(374,197)
Appropriations	323,913
Intrafund Transfers	0
Reserves	(698,110)
Net County Cost	0
Positions	0

5. **Elimination of One-Time Items**

Local tax revenue restored in FY 04-05 and the corresponding increase in Reserves has been eliminated as this revenue and appropriation had already been included in the FY 05-06 budget. One-time items including grant funded extra-help tutors, and equipment and office furniture for the Millbrae Library has been eliminated.

Revenue/Sources	(1,256,351)
Appropriations	(343,101)
Intrafund Transfers	0
Reserves	(913,250)
Net County Cost	0
Positions	0

TOTAL FY 2005-06 FUNDING ADJUSTMENTS

Revenue/Sources	(1,630,548)
Appropriations	(19,188)
Intrafund Transfers	0
Reserves	(1,611,360)
Net County Cost	0
Positions	0

County Library (3700B)
County Library Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	11,066,222	12,455,311	11,430,300	12,081,380	651,080	12,823,845
Use of Money and Property	142,671	129,125	152,300	153,000	700	140,000
Intergovernmental Revenues	822,011	835,465	436,164	718,164	282,000	718,164
Charges for Services	474,128	624,076	566,200	702,000	135,800	708,600
Interfund Revenue	638,600	546,200	546,200	341,234	(204,966)	236,000
Miscellaneous Revenue	478,852	712,621	515,780	566,000	50,220	416,000
Total Revenue	13,622,485	15,302,798	13,646,944	14,561,778	914,834	15,042,609
Fund Balance	4,114,891	4,606,790	4,606,790	5,944,200	1,337,410	3,832,821
TOTAL SOURCES	17,737,376	19,909,588	18,253,734	20,505,978	2,252,244	18,875,430
REQUIREMENTS						
Salaries and Benefits	8,402,383	8,973,093	8,976,803	9,750,556	773,753	10,145,866
Services and Supplies	3,297,571	3,860,994	4,043,056	5,153,577	1,110,521	4,704,259
Other Charges	1,656,443	982,393	1,032,526	1,045,602	13,076	1,080,422
Fixed Assets	47,540	148,908	500,000	50,000	(450,000)	50,000
Net Appropriations	13,403,937	13,965,388	14,552,385	15,999,735	1,447,350	15,980,547
Contingencies/Dept Reserves	3,793,438	5,264,200	3,021,349	4,286,243	1,264,894	2,674,883
Non-General Fund Reserves	540,000	680,000	680,000	220,000	(460,000)	220,000
TOTAL REQUIREMENTS	17,737,375	19,909,588	18,253,734	20,505,978	2,252,244	18,875,430
AUTHORIZED POSITIONS						
Salary Resolution	123.0	123.0	123.0	124.0	1.0	124.0
Funded FTE	108.9	107.9	107.9	108.2	0.3	108.2

Planning and Building (3800B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

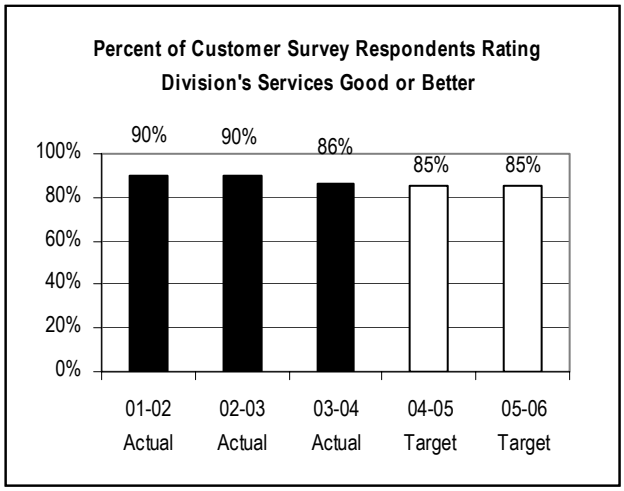
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	1,928,448	2,511,187	2,843,537	2,897,853	54,316	2,882,986
Fines, Forfeitures and Penalties	48,260	55,288	54,600	30,000	(24,600)	30,000
Intergovernmental Revenues	62,029	57,909	59,768	212,474	152,706	50,000
Charges for Services	1,010,241	1,462,925	1,494,187	2,094,204	600,017	2,094,204
Interfund Revenue	165,438	147,466	182,261	163,667	(18,594)	165,042
Miscellaneous Revenue	205,033	233,049	260,375	366,140	105,765	173,000
Total Revenue	3,419,449	4,467,825	4,894,728	5,764,338	869,610	5,395,232
Fund Balance	1,090,832	1,151,488	1,151,488	618,172	(533,316)	831,062
TOTAL SOURCES	4,510,281	5,619,313	6,046,216	6,382,510	336,294	6,226,294
REQUIREMENTS						
Salaries and Benefits	3,816,534	4,058,010	4,261,145	4,484,878	223,733	4,719,654
Services and Supplies	2,292,086	2,952,735	3,536,947	3,695,988	159,041	2,775,104
Other Charges	608,266	626,559	650,170	573,933	(76,237)	610,975
Fixed Assets	10,056	5,590				
Gross Appropriations	6,726,942	7,642,894	8,448,262	8,754,799	306,537	8,105,733
Intrafund Transfers	(1,771,680)	(2,396,512)	(2,395,311)	(2,110,260)	285,051	(1,955,564)
Net Appropriations	4,955,262	5,246,382	6,052,951	6,644,539	591,588	6,150,169
Contingencies/Dept Reserves	113,523	204,176	204,176	618,172	413,996	831,062
TOTAL REQUIREMENTS	5,068,785	5,450,558	6,257,127	7,262,711	1,005,584	6,981,231
NET COUNTY COST	558,504	(168,755)	210,911	880,201	669,290	754,937
AUTHORIZED POSITIONS						
Salary Resolution	45.0	44.0	44.0	44.0		44.0
Funded FTE	44.7	43.5	43.5	43.8	0.2	43.8

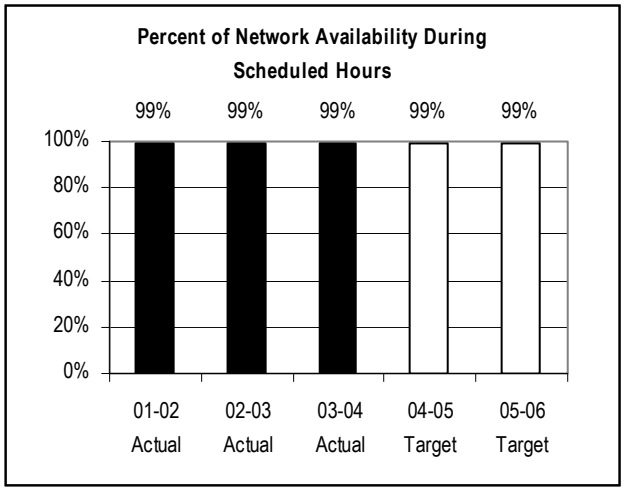
Administration and Support (3810P)

Program Locator

County
Environmental Services
Planning and Building
▷ **Administration and Support**
Long Range Planning Services
Development Review Services

Headline Measures





Program Outcome Statement

Administration and Support enables the staff of the Planning and Building Division to deliver effective, responsive, quality services to its customers and the public through the provision of overall management and organizational direction, and of automation, fiscal, graphics, payroll/personnel, reception, secretarial, word processing, and other administrative services in an efficient, well-managed office environment.

Services and Accomplishments

Administration and Support oversees the work of the Planning and Building Division's two major programs, Development Review Services and Long Range Planning Services. Senior management provides direction and guidance in defining Division priorities that align with the County's Visioning Goals. Support is provided to improve service delivery, enhance the quality and presentation of information and reports, maintain and upgrade the technical infrastructure, and ensure fiscal viability, including the development and monitoring of the Division's budget. Secretarial and administrative support is also provided to the Planning Commission, Zoning Hearing Officer, Coastside Design Review and Bayside Design Review meetings.

The following were major accomplishments in the prior year:

- Development and adoption of bed and breakfast regulations
- Processing of the Devil's Slide Tunnel Coastal Development Permit
- Continued project management activities for Phase 2 of the Midcoast Groundwater Study
- Assumed responsibility for monitoring the Structural Fire Fund, Fire Protection, and CSA#1 budget units

Story Behind Baseline Performance

The provision and maintenance of a reliable and progressive automation environment is a primary responsibility of this program. In FY 2003-04 an upgrade to the current version of Permit*Plan Advantage, the Division's automated permit processing and tracking system, was completed to ensure that the software remains viable and can accommodate ongoing enhancements offered by the software vendor.

The further development and utilization of the County's Geographic Information System (GIS) continues as a priority with new map layers being added and training and access to the system being increased allowing staff to access more GIS mapping information when processing projects.

A future enhancement being implemented in FY 2005-06 to link Permit*Plan Advantage to the County's GIS will depend on funding availability from existing fee revenue resources. The integration of GIS mapping access and Permit*Plan data management will result in the two applications sharing information resources for more

efficient utilization of this data. Continued information technology training planned during the coming fiscal cycle for the System Administrator will assist in ensuring that the network is properly maintained and reliably available to staff.

Administration and Support is also responsible for the management of the lobby area and reception desk which furnishes direct customer service to visitors and callers seeking information and assistance from Planning and Building staff. Customer satisfaction begins with initial contact with reception staff who provide courteous and efficient service in their interactions in person and by telephone with the public and other visitors to the Division. Customer satisfaction within the Division remains high with an estimated 88% of survey respondents rating services as good or better in the current year.

Major challenges over the next two years will be:

- To carefully control expenditures while continuing to provide staff with the resources required to perform their work in a well-maintained office environment
- To further develop and utilize the County's Geographic Information System
- To maintain service levels and staffing in the face of declining financial resources

Program Priorities

The Planning and Building Administration and Support Program will meet performance targets by doing the following:

Maintain 99% Availability of Network During Scheduled Hours and Implement Technology Improvements

- Replace PCs, printers, and servers as necessary after warranties have expired
- Link GIS with Permit*Plan database and complete further projects for utilizing GIS capabilities as funding permits
- Provide Graphics staff with training in the Geomedia/GIS software which will assist in improved GIS mapping capabilities

Achieve an Overall Customer Satisfaction Rating of 85% or Better

- Provide timely response to customer concerns and complaints regarding the application of development regulations, permit processing and code enforcement
- Assist the Planning Commission with the successful deliberation of cases
- Provide courteous, knowledgeable and helpful reception services to the Division's customers

Provide a Well-Maintained Working Environment

- Retrofit two workstations to comply with current ergonomic standards
- Continue ongoing efforts for clean-up of common areas and the transfer to off-site storage of older records currently being housed in basement and office areas

Complete Phase 2 of the Midcoast Groundwater Study

- Complete Tasks Two (Field Investigation), Three (Hydrological Assessment and Monitoring) and Four (Final Project Report)

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of service requests processed for:					
- Word Processing	4,121	3,705	3,320	3,500	3,500
- Graphics	1,413	970	998	1,000	1,000
Number of public hearing items agendized	255	325	240	250	250
How Well We Do It (Quality)					
Percent of service requests completed by due date:					
- Word Processing	99%	100%	100%	100%	100%
- Graphics	97%	99%	99%	98%	98%
Percent of letters of decision mailed by three working days of hearing date	99%	95%	96%	100%	100%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better	90%	90%	86%	85%	85%
Percent availability of network during scheduled hours	99%	99%	99%	99%	99%

Administration and Support (3810P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	13.0	13.0	13.0	13.0		13.0
Funded FTE	12.8	12.9	12.9	12.9	(0.0)	12.9
Total Requirements	208,692	357,550	692,095	774,103	82,008	863,104
Total Sources	614,643	482,906	591,631	648,839	57,208	863,104
Net County Cost	(405,951)	(125,356)	100,464	125,264	24,800	
NCC Breakdown						
Non-Mandated Services			100,464	125,264	24,800	

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $125,264 or 4.9%, of which $125,264 or 100% is discretionary. This discretionary amount includes Discretionary Services comprised of the remaining uncommitted funding for the Midcoast Groundwater Study.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: an anticipated decrease in fund balance from the prior year, inclusion of merit increases and negotiated labor increases, a decrease in contract services and ISD charges, reimbursement from Fire Protection Services for administrative support; and increased reimbursement from the Development Review Services Program via an Intrafund Transfer to cost apply a portion of this programs centralized costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(473,854)	(61,034)	(270,954)	(117,066)	24,800	0

2. **Adjust Fund Balance**

Final fund balance is higher than projected due to additional revenue and savings being realized from the prior-year, and will be set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
531,062	0	0	531,062	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
57,208	(61,034)	(270,954)	413,996	24,800	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; an adjustment for retiree health benefits; an increase in reimbursement from Fire Protection Services for administrative support; an adjustment to Fund Balance and corresponding increase in Reserves; and an increase in reimbursement from the Development Review Services Program via an Intrafund Transfer to cost apply the centralized costs allocated to the Division's two other programs.

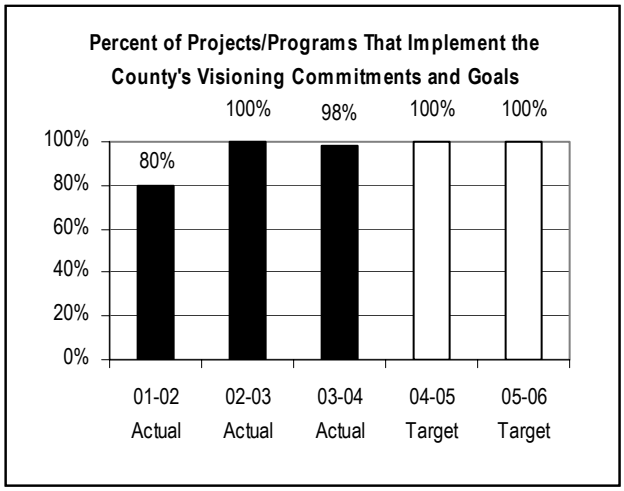
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
214,265	(278,585)	154,696	212,890	(125,264)	0

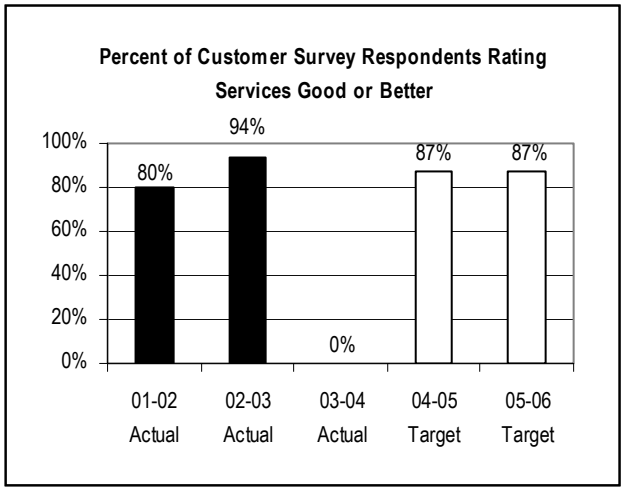
Long Range Planning Services (3830P)

Program Locator

County
Environmental Services
Planning and Building
Administration and Support
▷ **Long Range Planning Services**
Development Review Services

Headline Measures





Program Outcome Statement

The Long Range Planning Program formulates land use and transportation plans, policies, regulations and programs which determine the orderly and efficient development of future urban and rural areas while conserving and protecting valuable natural resources through a process of extensive public participation and highly collaborative inter-governmental coordination.

Services and Accomplishments

The Long Range Planning (LRP) Services Program maintains and updates the County's General Plan, develops area and specific land use plans, revises zoning regulations, provides staff to the City/ County Association of Governments (C/CAG) for the development of the Countywide Transportation Plan (CTP), the Congestion Management Plan (CMP), and Airport Land Use Plans (ALUP), and staffs the San Francisco International Airport Community Roundtable.

The following were major accomplishments in the prior year:

- Completed the Housing Element of the General Plan and an Inclusionary Housing Ordinance
- Began Planning Commission hearings on proposed policy revisions to the Local Coastal Program (LCP) for the urban Midcoast
- Began revisions to the Countywide Transportation Plan (CTP) that includes a "Smart Growth" land use component

Story Behind Baseline Performance

The Long Range Planning Services Program strives to implement the County's Visioning Commitments and Goals and to achieve high levels of customer satisfaction. In preparing the work program each year, staff determines whether or not potential projects implement commitments and goals. If they do, then each project is classified as to which commitment and goal it implements, and the amount of time spent on each project is monitored during the year.

Long Range Planning completed the Housing Element of the General Plan and an Inclusionary Housing Ordinance that were adopted by the Board of Supervisors. These projects will increase housing supply, especially additions to affordable housing. Staff also began Planning Commission hearings on proposed policy revisions to the Local Coastal Program (LCP) for the urban Midcoast. This project will quantify growth potential and infrastructure capacity, align rate of growth with development constraints, and more precisely designate biological resources and sensitive habitats. In addition, staff began revisions to the Countywide Transportation Plan (CTP) that includes a "Smart Growth" land use component. This project will encourage new and denser land use patterns along the El Camino corridor that will improve mobility, reduce congestion, and improve air quality throughout the County. Long Rang Planning will also undertake zoning revision projects in urban unincorporated areas to control house size and improve commercial development standards.

Consequently, the percentages of staff time allocated to meeting performance measures will change from previous years. Since the Housing Element will have been completed, the amount of time devoted to increasing the housing supply will decrease from 17% to 4%, while the amount of time devoted to reducing congestion and enhancing the built environment will increase from 10% to 14%, and 28% to 39% respectively due to the LCP and CTP projects.

Major challenges over the next two years will be:

- To produce quality planning projects with a limited staff
- To readjust project priorities without significant disruption of completing ongoing projects
- To solicit public participation in the LCP and CTP projects to ensure the greatest amount of political consensus and the successful adoption of public policy changes

Program Priorities

The Long Range Planning Services Program will meet performance targets by doing the following:

Ensure that 100% of Projects and Programs Implement the County's Visioning Commitments and Goals

- Work on the Local Coastal Program (LCP) update
- Complete the Countywide Transportation Plan (CTP) update
- Undertake zoning revision projects in urban unincorporated areas to control house size and improve commercial development standards
- Continue to increase communication with the Board of Supervisors about the status of projects, including policy directives and timelines

Achieve An Overall Customer Satisfaction Rating of 87% or Better

- Continue to increase public participation in planning programs to ensure consensus and facilitate adoption of public policy

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of minor projects/programs in development (less than one year)	9	4	5	9	9
Number of major projects/programs in development (one year or more)	10	5	6	5	5
How Well We Do It (Quality)					
Percent of total hours spent on projects/ programs that contribute to the following Visioning Goals:					
- Increase housing supply, especially additions to affordable and transit oriented development housing supplies	17%	24%	17%	4%	4%
- Reduce traffic congestion	12%	10%	23%	14%	14%
- Preserve and enhance the natural environment and increase recreational opportunities	9%	3%	3%	25%	25%
- Enhance the built environment	38%	34%	28%	39%	39%
- Reduce airport noise	24%	29%	27%	18%	18%
Is Anyone Better Off? (Outcome)					
Percent of projects/programs that implement the County's Visioning Commitments and Goals	80%	100%	98%	100%	100%
Percent of customer survey respondents rating services good or better	80%	94%	0%[1]	87%	87%

[1] The division did not survey customers in FY 2003-04.

Long Range Planning Services (3830P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	4.7	4.7	5.0	0.3	5.0
Total Requirements	740,881	128,420	361,396	1,225,771	864,375	1,059,137
Total Sources	376,473	497,802	361,396	470,834	109,438	304,200
Net County Cost	364,408	(369,382)		754,937	754,937	754,937
NCC Breakdown						
Mandated Services				422,765	422,765	422,765
Non-Mandated Services				332,172	332,172	332,172

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $754,937 or 62% of total requirements, of which $332,172 or 44% is discretionary. This discretionary amount includes updates of various zoning regulations and a portion of cost applied charges for administration.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and annualization of negotiated labor increases; an increase in internal services costs; and increased reimbursement for additional staff time provided to the City/County Association of Governments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
27,042	141,736	(198,932)	0	(84,238)	0

2. **Adjust Fund Balance**

Fund Balance has been eliminated and is now displayed in the Administration and Support Program and set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(84,238)	0	0	0	84,238	0

3. **Elimination of Planning Fee Revenue**

Planning fees collected to support a portion of the operations of the Long Range Planning Program are eliminated. Non-Departmental General Fund revenue reflected by an increase in Net County Cost will be used in its place. Corresponding reductions in fee revenue collected in the Development Review Services Program and the appropriation transferring revenues to Long Range Planning have also been made.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	754,937	0	754,937	0

4. **Funding for Noise Insulation Project**

Represents reimbursement from the Federal Aviation Administration for the San Francisco Airport noise insulation program in the unincorporated Country Club Park area. This is the final phase of an ongoing program which the Planning and Building Division has administered since 1992.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
166,634	166,634	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
109,438	308,370	556,005	0	754,937	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

5. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and annualization of negotiated labor increases; a decrease in internal services costs; and elimination of one-time funding for the airport noise insulation project.

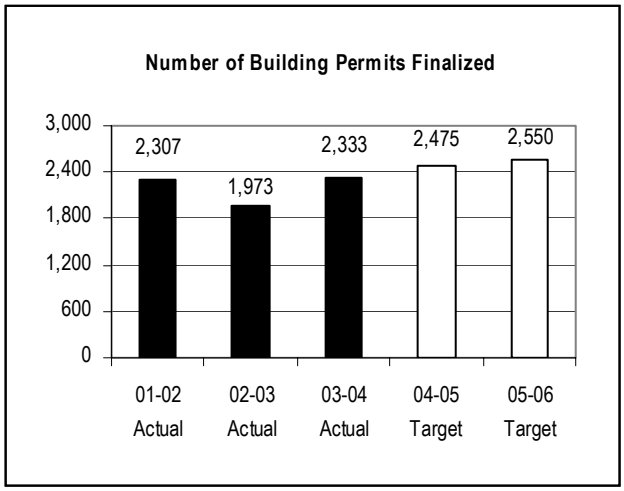
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(166,634)	(166,634)	0	0	0	0

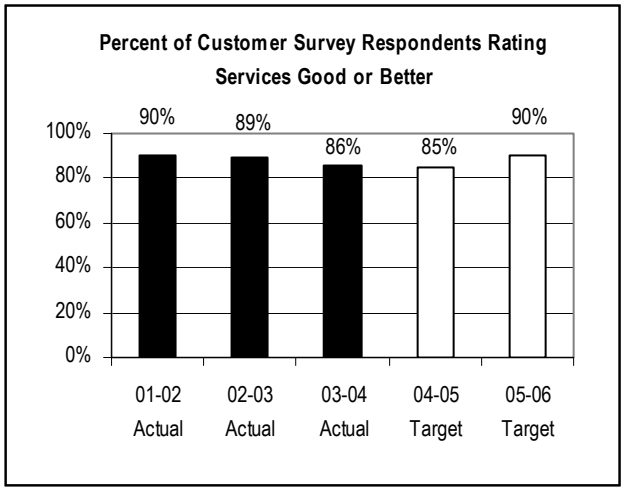
Development Review Services (3840P)

Program Locator

County
Environmental Services
Planning and Building
Administration and Support
Long Range Planning Services
▷ **Development Review Services**

Headline Measures





Program Outcome Statement

The Development Review Services promotes sustainable land use and development, ensures environmental protection, and ensures quality construction to protect public safety and welfare by educating the public and implementing and enforcing planning, environmental, and construction regulations in the unincorporated area of San Mateo County.

Services and Accomplishments

The Development Review Services (DRS) Program includes three units: Current Planning, Building Inspection, and Code Compliance. DRS provides information, guidance regarding regulation compliance, and assists customers at the Development Review Services Counter who are seeking planning and building permits.

The following were major accomplishments in the prior year:

- Greatly improved applicants' compliance with the requirements of the County's Stormwater Pollution Control Program, thus minimizing a significant source of non-point pollution to local water bodies
- Fully Utilized the County's GIS program to develop public notification lists for all discretionary planning permits
- Filled vacant planning and building inspection positions to budgeted levels
- Developed and implemented a simplified "notice of code violation" checklist form to expedite notification to non-complying property owners

Story Behind Baseline Performance

Improving customer service has been a continuing focus of the Development Review Program. Due to several changes in staffing the overall percentage of customers rating service good or better, and the percent of customers served within 20 minutes at the DRS counter declined. It is anticipated that with fully trained staff, providing additional assistance during peak operating times, and an express service line for picking up permits ready to be issued, customer service ratings will improve.

Despite DRS staffing levels being filled to budgeted levels, there remain challenges for staff affecting completion times for processing permits. These challenges include: new and older regulations and their complexity, increased public concern and involvement with projects, increasingly complex projects, continued high workloads, and planning project appeals. Staff will be developing and taking steps to address these issues and improve performance with staff training, and updating policy manuals.

Major challenges over the next two years will be:

- To complete processing of permits in a timely fashion
- To maintain staffing to current budgeted levels

- To achieve an overall customer satisfaction rating of 85% or better

Program Priorities

The Development Review Services Program will meet performance targets by doing the following:

Achieve An Overall Customer Satisfaction Rating of 85% or Better

- Develop an internal process for adjusting the Development Review Center's counter staffing levels for counter peak service times
- Implement an express service line for both simple building permit applications and picking up building permits ready for issuance
- Increase public awareness of the availability of eConnect by designing and publishing a brochure for distribution in the Development Review Center
- Notify complaining parties in writing of the final disposition of their complaints

Finalize 2,475 Building Permits and Improve Permit Processing and Enforcement Procedures

- Continue to update and improve policy manuals for the Current Planning and Building Inspection Units
- Conduct internal permit processing reviews in order to develop methods for improvement
- Continue to improve the training program for enhancing employees' understanding of current and future regulations
- Develop an expedited and improved legal notice requirement to violators utilizing a new Notice of Code Violation form letter
- Develop an administrative fine ordinance for improving enforcement procedures

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of building permits issued	2,367	2,385	2,394	2,600	2,675
Number of customers seen at the Development Review Center	15,680	15,157	14,448	14,650	15,100
How Well We Do It (Quality)					
Percent of customers served at the Development Review Center within 20 minutes	99%	74%	64%	75%	80%
Percent of planning permits requiring a public hearing processed within four months	23%	37%	26%	30%	30%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better	90%	89%	86%	85%	90%
Number of building permits finalized	2,307	1,973	2,333	2,475	2,550

Development Review Services (3840P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	27.0	26.0	26.0	26.0		26.0
Funded FTE	26.9	25.9	25.9	25.9		25.9
Total Requirements	4,119,213	4,964,589	5,203,636	5,262,837	59,201	5,058,990
Total Sources	3,519,165	4,638,605	5,093,189	5,262,837	169,648	5,058,990
Net County Cost	600,048	325,984	110,447		(110,447)	
NCC Breakdown						
Mandated Services			61,850		(61,850)	
Non-Mandated Services			48,597		(48,597)	

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenue from permit fees and charges for services associated with permit issuance and processing.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and annualization of negotiated labor increases; an increase in internal services charges and Long Range Planning Program costs; and adjustments to revenues based on the downturn in the economy and resulting drop in new construction activity.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(984,359)	644,586	0	0	1,628,945	0

2. **Adjust Fund Balance**

Fund Balance has been eliminated and is now shown in the Administration and Support Program to offset Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(504,380)	0	0	0	504,380	0

3. **Increase in Permit Fees and Addition of New Service Fees**

Permit fees increases are being proposed to offset the Division's increased operating costs. Additionally, two new fees to cover Division costs for County Counsel and Department of Public Works staff time spent on planning and building permits are being proposed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,243,772	0	0	0	(2,243,772)	0

4. **Reduction in Planning Fees**

Planning fees collected in the Development Review Services Program have been reduced to reflect anticipated revenue from the Adopted fee schedule. A corresponding reduction is made in the amount transferred to the Long Range Planning Services Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(754,937)	(754,937)	0	0	0	0

5. **Add One-Time Contract Funding**

One-time funding for the Highland Estates Project Environmental Impact Report (EIR) is added.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
169,552	169,552	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
169,648	59,201	0	0	(110,447)	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

6. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and annualization of negotiated labor increases; decreased internal services charges, a small increase in Long Range Planning Program costs; elimination of one-time contract cost; and an estimated decrease in public noticing fees due to fewer projects going to hearing.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(34,295)	(34,295)	0	0	0	0

7. **Eliminate One-Time Contract Funding**

One-time funding budgeted in FY 04-05 for the Highland Estates Project Environmental Impact Report (EIR) is eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(169,552)	(169,552)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(203,847)	(203,847)	0	0	0	0

Parks and Recreation (3900B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

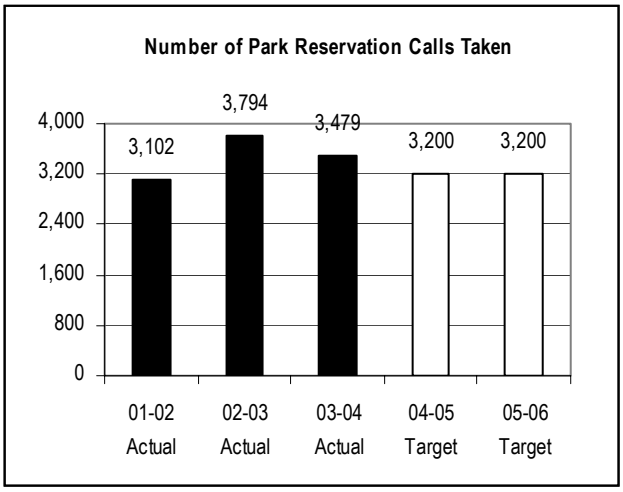
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	3,857	8,087	4,000	6,000	2,000	6,000
Use of Money and Property	127,340	106,627	112,750	81,750	(31,000)	81,750
Intergovernmental Revenues	16,453					
Charges for Services	1,079,051	1,231,158	1,311,410	1,259,410	(52,000)	1,259,410
Interfund Revenue	80,104	174,417	163,054	166,478	3,424	166,478
Miscellaneous Revenue	199,848	116,971	58,673	57,282	(1,391)	57,282
Total Revenue	1,506,652	1,637,260	1,649,887	1,570,920	(78,967)	1,570,920
Fund Balance	766,920	706,805	706,805	448,084	(258,721)	415,896
TOTAL SOURCES	2,273,572	2,344,065	2,356,692	2,019,004	(337,688)	1,986,816
REQUIREMENTS						
Salaries and Benefits	5,013,701	5,081,574	5,127,761	5,334,314	206,553	5,590,037
Services and Supplies	1,063,345	949,567	938,831	875,262	(63,569)	843,074
Other Charges	1,006,477	819,268	830,062	794,877	(35,185)	794,877
Fixed Assets	18,334	66,314	338,476	84,985	(253,491)	84,985
Net Appropriations	7,101,858	6,916,722	7,235,130	7,089,438	(145,692)	7,312,973
Contingencies/Dept Reserves	99,613	135,668	135,668	138,031	2,363	138,031
TOTAL REQUIREMENTS	7,201,471	7,052,390	7,370,798	7,227,469	(143,329)	7,451,004
NET COUNTY COST	4,927,899	4,708,325	5,014,106	5,208,465	194,359	5,464,188
AUTHORIZED POSITIONS						
Salary Resolution	58.0	55.0	55.0	55.0		55.0
Funded FTE	58.0	54.6	54.6	54.8	0.2	54.8

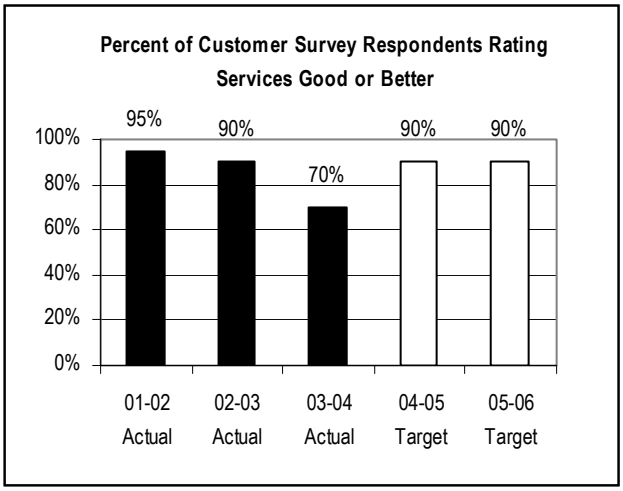
Administration and Support (3910P)

Program Locator

County
Environmental Services
Parks and Recreation
▷ **Administration and Support**
Operations and Maintenance
Fish and Game
Off-Highway Vehicle License Fees
Parks Acquisition and Development
Coyote Point Marina

Headline Measures





Program Outcome Statement

Administration and Support provides overall management, policy and priority setting, community outreach, procedural guidance, best management practices development, business systems support, informational materials, and fiscal and administrative services to Division staff to ensure environmental stewardship, effective and efficient use of resources, continuity, direction and leadership to achieve Division goals.

Services and Accomplishments

Administration and Support provides management and administrative support for the Parks and Recreation Division, and oversight of the Fish and Game Fund, Off-Highway Vehicle License Fees Fund, and the Parks, Acquisition and Development Fund. Staff develop policies and procedures, provide fiscal and administrative support including payroll, personnel, Marina berth rental billing, special event permitting, and complete over 3,000 park facility reservations annually. Administrative support for the Parks and Recreation Commission, the County Trails Advisory Committee, FishNet4C, and the San Bruno Mountain Habitat Conservation Plan is also provided.

The following were major accomplishments in the prior year:

- Successfully implemented a reorganization as a result of cutbacks where staff was organized into an “area” concept, rather than staffing based on individual units thereby reducing the level of service at facilities that had the lightest public use
- Completed a major upgrade to the Division’s website which now includes access to customer service surveys, information on all facilities and trails, upcoming events, and Parks Commission agendas and supporting documents
- Entered into a new agreement with the San Mateo County Parks Foundation to have the Foundation assist with grant writing and some grants management functions formerly performed by staff, thus allowing staff to focus on developing the mechanisms needed to properly manage and implement a greatly expanded funding stream for major projects
- Obtained approval from the Parks and Recreation Commission for funding of the Memorial Park Water Supply Study
- Obtained approval from the Parks and Recreation Commission for funding of the Sediment Assessment for Memorial/Pescadero complex
- Completed the San Bruno Mountain Controlled Burn Plan as a first step toward protecting the area

Story Behind Baseline Performance

Park reservations are essential as they provide a service to the public as well as a source of revenue for the department. Staff process a minimum of approximately 3,000 calls per year. To increase the number of reservation calls processed, staff have been crossed-trained on the reservations system to ensure adequate

staffing, and increased efforts are being made to make the public aware of this service.

Customer satisfaction within the Division remains high with an estimated 90% of survey respondents rating services as good or better in the current year. To increase customer knowledge about Park services, information has been placed online and printed materials are to be enhanced. Staff continue to seek public input regarding Division priorities, particularly in light of budget reductions, and as regarding a variety of planning projects.

Major challenges over the next two years will be:

- To plan for future park needs and ensure environmental stewardship by increasing the number of planning workshops held and the number of planning projects completed
- To seek ways to increase revenues, particularly long-term funding mechanisms, such as the formation of a special parks district
- To continue improvements to the website

Program Priorities

The Parks and Recreation Administration and Support Program will meet performance targets by doing the following:

Ensure That at Least 3,200 Park Reservation Calls Are Taken
- Provide adequate staffing to the reservations desk
- Promote reservations in printed materials and on-line
- Encourage the public to use the reservations system through contacts with field staff

Achieve an Overall Customer Satisfaction Rating of 90% or Better
- Enhance existing printed materials, including continuation of revising brochures
- Distribute environmental education materials to elementary school teachers to enable self-guided programs in parks
- Continue to expand public involvement in planning and project development efforts for park issues
- Place additional materials on the Parks and Recreation website including additional planning documents, applications for parks passes, information regarding Coyote Point Marina, and links to e-mail Parks Commissioners

Improve Planning and Environmental Stewardship Through Completing a Minimum of Seven Planning Projects
- Implement standards, policies and plans to enhance resources management of park lands through master planning
- Continue to seek public input on master planning projects
- Initiate or continue 15 activities identified on the master planning project list

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of park reservation calls taken	3,102	3,794	3,479	3,200	3,200
Number of special events processed	95	64	106	100	100
How Well We Do It (Quality)					
Number of planning workshops held	14	9	19	15	15
Percent of grants applications that result in funding	43%	80%	100%	90%	90%
Is Anyone Better Off? (Outcome)					
Planning projects completed	3	6	9	7	7
Percent of customer survey respondents rating services good or better	95%	90%	83%	90%	90%

Administration and Support (3910P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	4.9	4.9	5.0	0.1	5.0
Total Requirements	1,123,181	982,013	858,253	868,481	10,228	894,271
Total Sources	213,304	617,449	610,044	299,909	(310,135)	299,909
Net County Cost	909,877	364,564	248,209	568,572	320,363	594,362
NCC Breakdown						
Non-Mandated Services			248,209	568,572	320,363	594,362

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $568,572 or 65%, of which $568,572 or 100% is discretionary. This discretionary amount includes the following Non-Mandated Services: management of the Parks Operations and Maintenance Program; oversight of grants management; general administrative support for the Parks Division; oversight of park reservations; and performance of fiscal services for the Parks Division.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; minor adjustments to revenues based on prior year actuals such as increases to court fines and annual pass sales; reduction of Fund Balance based on elimination of a one-time MOU Credit, and a reduction in expenditure savings compared to the prior year due to reductions; and an increase in Reserves to comply with the County Reserves requirement. The increase in Net County Cost in this program is offset by reductions in the Operations and Maintenance Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(310,135)	7,865	0	2,363	320,363	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases.

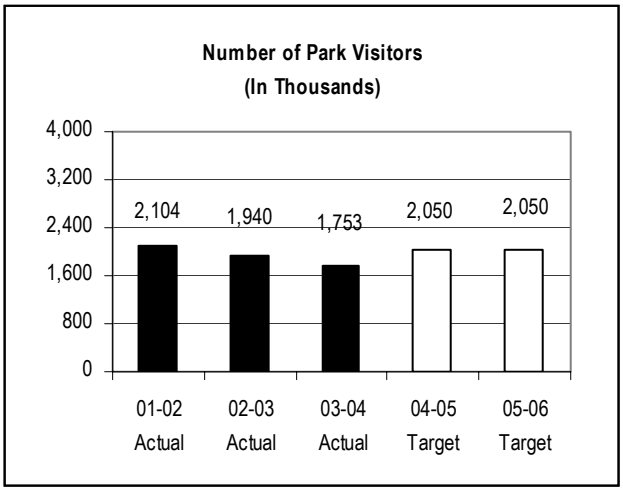
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	25,790	0	0	25,790	0

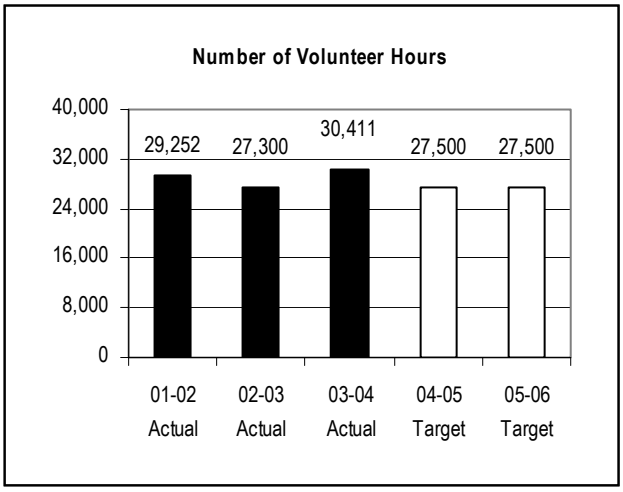
Operations and Maintenance (3930P)

Program Locator

County
Environmental Services
Parks and Recreation
Administration and Support
▷ **Operations and Maintenance**
Fish and Game
Off-Highway Vehicle License Fees
Parks Acquisition and Development
Coyote Point Marina

Headline Measures





Program Outcome Statement

Through the Operations and Maintenance Program, current and future generations of people with diverse interests and abilities are provided with the opportunity to access open and green spaces in which natural resources are managed and preserved and to use safe, well maintained park facilities that support their recreational, educational and quality of life needs.

Services and Accomplishments

The Operations and Maintenance Program provides recreational opportunities while protecting, preserving and enhancing the varied resources of the parks system. This includes interpretation, facility maintenance, habitat management and restoration, trail maintenance and construction, landscaping, vegetation management, and medical, fire and law enforcement responses.

The following were major accomplishments in the prior year:

- Successfully completed a reorganization of staff resources concentrating on the most heavily visited areas, and shifted staff resources to complete infrastructure projects and focus on project management
- Redirected parks volunteers in order to most efficiently use this cost effective resource
- Implemented a new radio system
- Completed Sanchez Adobe roof and seismic up-grades
- Extended Crystal Springs Trail 2.4 miles north (Hillcrest to San Bruno Avenue)
- Completed ADA improvements in partnership with the Commission on Disabilities at Flood Park
- Constructed wash down racks at Memorial Park and at the Coyote Park maintenance yard
- Completed drainage improvements at Memorial Park to Old Haul Road
- Completed the Edgewood restoration project
- Completed ADA restroom improvements at Fitzgerald Marine Reserve

Story Behind Baseline Performance

Operations and Maintenance staff have developed a strategy of implementing budget reductions by focusing on the essential functions necessary to keep parks running (primarily health and safety), and focusing on the facilities with the highest number of users. Several field positions have been eliminated, extra-help funding has been reduced, and the budget for everyday supplies has been reduced. In order to maintain a high level of customer service given current funding, everyday operating procedures have been reprioritized. Some gate houses have been staffed less often, restrooms cleaned less frequently, and certain areas or facilities may close for given periods of time. The reprioritization of resources will assure that resources are concentrated in areas that park visitors use most. The reductions will result in decreased available ranger

time to be spent on facility maintenance. The number of visitors is expected to decline due to reduced services.

Over the past several years, the Parks Division has greatly increased the level of volunteer participation welcomed in the parks. A volunteer coordinator works with individuals and groups on projects throughout the park system. The volunteer work has been a great supplement to Ranger hours in light of budget reductions. The major limitation in increasing volunteer hours further is the availability of field staff to guide volunteers and manage these projects. Because of this, staff will attempt to maintain and not increase the number of volunteer hours over the next two years.

Major challenges over the next two years will be:

- To allocate reduced resources in the most cost effective way possible
- To maintain the number of park visitors despite reduced staff capacity to provide visibility in the parks and maintain facilities
- To maintain volunteer hours at current level despite availability of staff to manage volunteer projects

Program Priorities

The Parks and Recreation Operations and Maintenance Program will meet performance targets by doing the following:

Maintain Park Attendance at 2,050,000 Annually

- Continue to maintain parks in a safe, sanitary and attractive manner
- Continue marketing and distribution of brochures
- Provides staff training when possible given staffing levels

Maintain Volunteer Hours at Current Level of 27,500 Hours Annually

- Continue partnership with and promotion of “Friends" groups and other support group organizations
- Continue involvement with volunteers from educational institutions and their service learning programs
- Promote volunteer opportunities and programs through media resources and cost free advertising

Achieve an Overall Customer Satisfaction Rating of 90% or Better

- Maintain basic levels of service such as restroom cleaning, despite service level reductions in an order prioritized by those parks and facilities with higher usage
- Complete implementation of ADA improvements on various pathways, restroom facilities, and playgrounds at Flood Park

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of visitors	2,103,629	1,939,762	1,753,184	2,050,000	2,050,000
Percent of ranger staff time spent on facility maintenance	80%	77%	66%	65%	65%
Number of volunteer hours	29,252	27,300	30,411	27,500	27,500
How Well We Do It (Quality)					
Number of sensitive habitat acres restored	56	295	126	150	150
Number of sensitive habitat acres treated (data development)	--	--	--	--	--
Tons of materials recycled	410	575	1,007	750	750
Is Anyone Better Off? (Outcome)					
Number of collaborative projects completed (data development)	--	--	--	9	20
Number of ADA improvements	--	25	27	25	25
Percent of customer survey respondents rating service and facilities good or better	96%	88%	83%	90%	90%

Operations and Maintenance (3930P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	53.0	50.0	50.0	50.0		50.0
Funded FTE	53.0	49.7	49.7	49.8	0.1	49.8
Total Requirements	6,078,290	6,070,378	6,512,545	6,358,988	(153,557)	6,556,733
Total Sources	2,060,268	1,726,616	1,746,648	1,719,095	(27,553)	1,686,907
Net County Cost	4,018,022	4,343,761	4,765,897	4,639,893	(126,004)	4,869,826
NCC Breakdown						
Non-Mandated Services			4,765,897	4,639,893	(126,004)	4,869,826

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $4,639,893 or 73%, of which $4,639,893 or 100% is discretionary. This discretionary amount includes the following Non-Mandated Services: facility maintenance, visitor services, interpretation, habitat management and restoration, trail maintenance and construction, landscaping, vegetation management, and medical, fire and law enforcement response for all County Parks.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; decreases to several revenue sources such as reservation fees and camping permits based on prior year actuals; elimination of one-time fixed assets such as the De Anza Play structure and other projects such as the Crystal Springs Trail extension; and a reduction in Fund Balance based on the elimination of one-time projects and funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(27,553)	74,966	0	0	102,519	0

2. **Reductions to Meet Budget Target**

In order to meet budget reduction targets, the division eliminated four vacant Park Ranger positions, made reductions to maintenance accounts, motor vehicle mileage charges, reduced contracts for service, and eliminated several phone lines. During the Adopted Budget Hearings, the positions and a portion of the maintenance costs were restored and are outlined in funding adjustment 3.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(422,882)	0	0	(422,882)	0

3. **Adjustments to Park Staffing Appropriation**

In order to meet budget reduction targets, four vacant Park Ranger positions were eliminated in the Recommended Budget. These positions were restored during the Adopted Budget Hearings. Between July through September park closures were in place at San Pedro Valley, San Bruno Mountain, Junipero Serra, and Edgewood parks on Tuesdays, Wednesdays and Thursdays. The parks were re-opened seven days per week in October. The restoration of these positions and associated maintenance costs are covered by Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	187,489	0	0	187,489	0

4. **Ongoing Retiree Health Benefit Costs**

Three employees retired after July 1, 2003. The ongoing costs for their retiree health benefits are reflected as a Net County Cost increase.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	6,870	0	0	6,870	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(27,553)	(153,557)	0	0	(126,004)	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

5. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	229,933	0	0	229,933	0

6. **Elimination of One-time Project Costs**

One-time projects covered by fund balance in the previous year are eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(32,188)	(32,188)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(32,188)	197,745	0	0	229,933	0

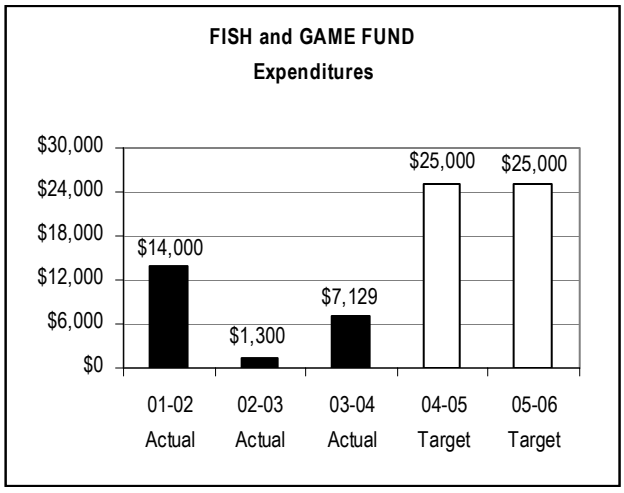
Fish and Game (3950B)

Program Locator

County
Environmental Services
Parks and Recreation
Administration and Support
Operations and Maintenance
▷ **Fish and Game**
Off-Highway Vehicle License Fees
Parks Acquisition and Development
Coyote Point Marina

Budget Unit Description

The Fish and Game Propagation Fund is used for the propagation and conservation of fish and wildlife, and related environmental education programs within and/or outside the County.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from fines collected for violations of the California Fish and Game Code in San Mateo County.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: an increase in Fish and Game fines based on previous year actuals; an increase in Fund Balance based on prior year increases to Fish and Game fine revenue and savings from projects which were not completed, a corresponding adjustment to Reserves; and a slight decrease in Services and Supplies based on prior year actuals.

Revenue/Sources	4,984
Appropriations	(578)
Intrafund Transfers	0
Reserves	5,562
Net County Cost	0
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

No change.

Fish and Game (3980B)
Fish and Game Propagation Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	10,506	10,895	4,000	5,000	1,000	5,000
Use of Money and Property	2,261	2,187	2,500	1,500	(1,000)	1,500
Miscellaneous Revenue	1,254	(1,254)				
Total Revenue	14,022	11,828	6,500	6,500		6,500
Fund Balance	60,158	72,879	72,879	77,863	4,984	77,863
TOTAL SOURCES	74,180	84,707	79,379	84,363	4,984	84,363
REQUIREMENTS						
Services and Supplies	1,300	7,129	25,578	25,000	(578)	25,000
Net Appropriations	1,300	7,129	25,578	25,000	(578)	25,000
Non-General Fund Reserves	72,879	77,578	53,801	59,363	5,562	59,363
TOTAL REQUIREMENTS	74,179	84,707	79,379	84,363	4,984	84,363

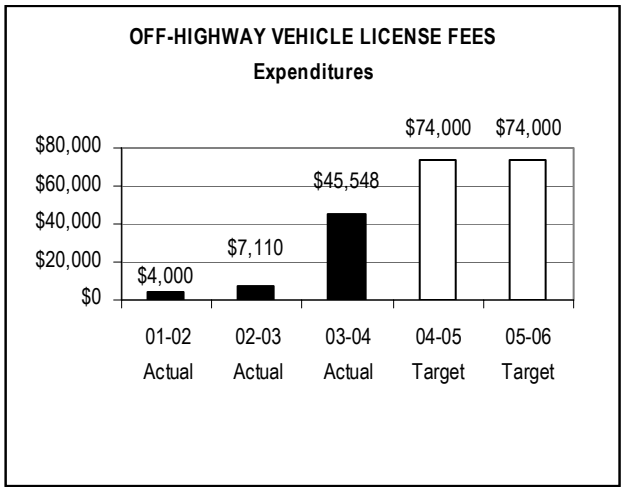
Off-Highway Vehicle License Fees (3960B)

Program Locator

County
- Environmental Services
  - Parks and Recreation
    - Administration and Support
    - Operations and Maintenance
    - Fish and Game
    - ▷ **Off-Highway Vehicle License Fees**
    - Parks Acquisition and Development
    - Coyote Point Marina

Budget Unit Description

The Off-Highway Vehicle Fund is used for the development of off-highway vehicle trails and facilities, restoration of areas damaged by illegal off-highway vehicle use and for the control of activities related to the use of off-highway vehicles. The revenue for this fund comes from off-highway vehicle license fees and interest on the balance in the fund.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from Off-Highway Vehicle License fees.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: an adjustment to off-highway vehicle license fee revenue based on prior year actuals; a decrease in Fund Balance based on increased project expenditures in the previous year; and a decrease in Reserves to fund Parks and Recreation staff time spent on off-highway vehicle projects.

Revenue/Sources	(16,760)
Appropriations	0
Intrafund Transfers	0
Reserves	(16,760)
Net County Cost	0
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

No change.

Off-Highway Vehicle License Fees (3980B)
Off-Highway Vehicle License Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	10,951	9,479	10,500	7,500	(3,000)	7,500
Intergovernmental Revenues	15,710	17,309	15,000	20,000	5,000	20,000
Total Revenue	26,660	26,788	25,500	27,500	2,000	27,500
Fund Balance	296,897	316,447	316,447	297,687	(18,760)	297,687
TOTAL SOURCES	323,557	343,235	341,947	325,187	(16,760)	325,187
REQUIREMENTS						
Services and Supplies	7,110	45,548	74,000	74,000		74,000
Net Appropriations	7,110	45,548	74,000	74,000		74,000
Non-General Fund Reserves	316,447	297,687	267,947	251,187	(16,760)	251,187
TOTAL REQUIREMENTS	323,557	343,235	341,947	325,187	(16,760)	325,187

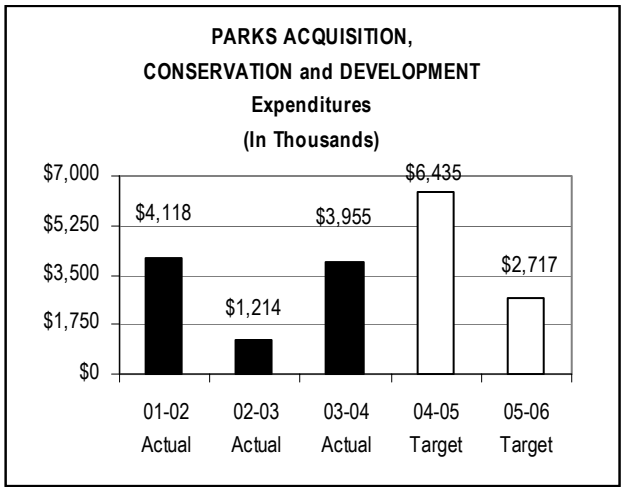
Parks Acquisition and Development (3970B)

Program Locator

County
Environmental Services
Parks and Recreation
Administration and Support
Operations and Maintenance
Fish and Game
Off-Highway Vehicle License Fees
▷ **Parks Acquisition and Development**
Coyote Point Marina

Budget Unit Description

The Acquisition, Conservation and Development Fund is the source of funding for the acquisition of land for the County Parks system and the restoration and development of County Park facilities. Revenue is received from State Park Bonds, the Parks Foundation, grants, Interfund Transfers, and interest on the Reserves in the fund.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from State and Federal grants and gifts and donations.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: Revenue has increased to reflect an increased appropriation for anticipated state grant funding; Fund Balance has increased as a result of projects being carried over from the previous fiscal year; and one-time funding and expenditures for several projects including the Fitzgerald Marine Reserve retrofit and ADA upgrade, Junipero Serra Park DeAnza play structure and ADA improvements, and Sanchez Adobe roof repair and seismic retrofit have been eliminated.

Revenue/Sources	2,325,782
Appropriations	2,325,782
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: Revenue has decreased to reflect a decreased appropriation for anticipated state grant funding; one-time funding and expenditures for several projects including the Crystal Springs Trail extension, equipment wash down facilities, and Knoll Playground safety improvements have been eliminated.

Revenue/Sources	(3,718,300)
Appropriations	(3,718,300)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Summary of FY 2004-05 Re-appropriated Projects and New Projects

Trail Extension - South of dam to Hwy 35	$280,000
Trail Extension - Hiking and riding segment to Hwy 92	435,000
Meadow View Playground Replacements	75,000
Visitor Center Repairs - Roof, floor, walls, counters	332,680
Equipment Wash Down Facilities	100,000
Chickdadee Bridge Repair Trail Improvements	65,000
Re-roof Day Camp Restroom	150,000
Colma Creek Headwaters Habitat Restoration	42,000
Magic Mountain Playground Reconstruction	140,000
Knoll Playground Safety Improvements	627,000
Replacement of Beach Group Playground Equipment	150,000
Trail Extension - Hwy 92 south to Canada Road	16,300
Sequoia Flat Huckleberry Flat Bridge Replacement	55,000
Environmental Impact Report - Fitzgerald Marina Reserve	40,000
Environmental Impact Report - San Bruno Mountain	35,000
Fitzgerald Marine Reserve Resource Assessment	35,000
Environmental Impact Report - Coyote Point Recreation Area Master Plan	145,934
Sanchez Adobe Master Plan	35,000
Environmental Education Program Development	125,925
Campground Restroom Replacement Phase I	191,230
Performing Arts Center	453,000
Captain's House Internal Repairs and ADA Upgrades	246,000
Parking Lot and Pathway ADA Improvements Phase II	50,000
Total	$3,825,069

Parks Acquisition and Development (3970B)
Parks Acquisition and Development Fund

FY 2004-05 and 2005-06 Budget Unit Summary

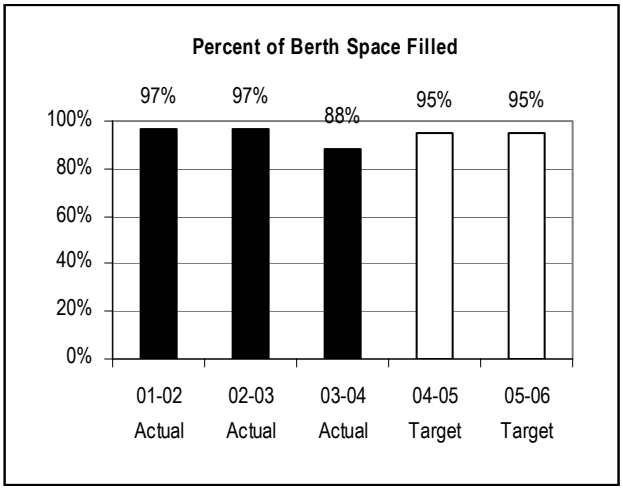
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	10,000					
Use of Money and Property	65,254	19,736	30,000	15,000	(15,000)	15,000
Intergovernmental Revenues	394,628	4,237,804	2,825,118	3,122,844	297,726	1,674,620
Miscellaneous Revenue	188,000	319,348	363,230	165,925	(197,305)	165,925
Other Financing Sources		1,228,607				
Total Revenue	657,882	5,805,496	3,218,348	3,303,769	85,421	1,855,545
Fund Balance	1,503,009	946,939	946,939	3,187,300	2,240,361	917,224
TOTAL SOURCES	2,160,891	6,752,435	4,165,287	6,491,069	2,325,782	2,772,769
REQUIREMENTS						
Services and Supplies	355,706	493,549	1,186,493	864,918	(321,575)	264,918
Other Charges	75,000					
Fixed Assets	28,493	3,067,998				
Other Financing Uses	754,753	393,734	2,922,788	5,570,145	2,647,357	2,451,845
Net Appropriations	1,213,952	3,955,280	4,109,281	6,435,063	2,325,782	2,716,763
Non-General Fund Reserves	946,939	2,797,155	56,006	56,006		56,006
TOTAL REQUIREMENTS	2,160,891	6,752,435	4,165,287	6,491,069	2,325,782	2,772,769

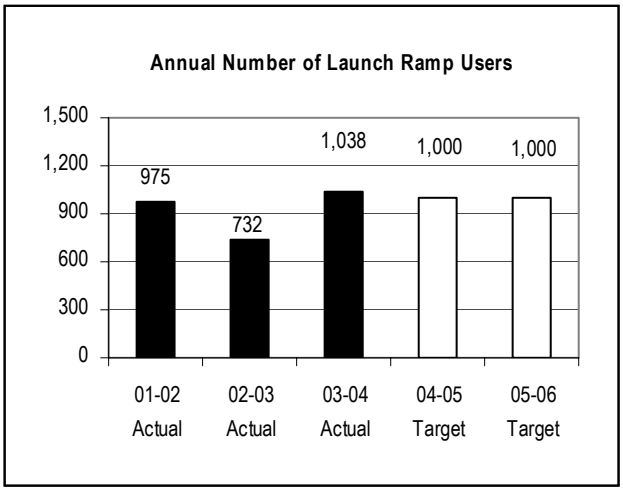
Coyote Point Marina (3980B)

Program Locator

County
- Environmental Services
  - Parks and Recreation
    - Administration and Support
    - Operations and Maintenance
    - Fish and Game
    - Off-Highway Vehicle License Fees
    - Parks Acquisition and Development
    - ▷ **Coyote Point Marina**

Headline Measures





Program Outcome Statement

The Coyote Point Marina Program provides and maintains safe public access to the San Francisco Bay through the highest quality berthing, launching facilities and support services in order to provide emergency response, environmental protection, security and assistance for the Marina users, outside agencies, visitors, special interest groups, employees and the community.

Services and Accomplishments

The Coyote Point Marina is a public facility which provides and maintains a safe, appealing and fully utilized recreational facility for the boating public and has been operating continuously for over 50 years. The Marina contains 565 berths for vessels ranging from less than 22' to over 50'. The Marina provides electrical and water service for all berths, restrooms with showers, 24-hour security, a three lane launch ramp with boat wash down area, waste-oil disposal areas, used battery collection, and no-charge emergency patrol boat response service. Staff maintain the berths and surrounding area, provide customer service to berth renters and the public, and perform administrative functions such as maintaining the berth waiting list.

The following were major accomplishments in the prior year:

- Competed Phase I of the dredging project
- Secured a 10-year permit from the Army Corps of Engineers necessary to proceed on dredging episodes in the future
- Began work on a 10-year capital projects plan designed to keep the Marina facilities such as docks, waterways, roads, parking lots and structures in a safe, sanitary and serviceable condition
- Revised the waiting list policy and created a database to better track the 580 Marina tenants and issues related to harbor management
- Secured a fuel containment grant in the amount of $41,000 to build a structure to contain oil waste

Story Behind Baseline Performance

The main focus of Marina staff is to ensure that 95% of berth space is filled. This past year staff time was focused on the dredging project. Maintaining the Marina through dredging is vital in maximizing berth space and making the Marina attractive to potential renters. In FY 2003-04, the first dredging episode was completed in the form of a $1.2 million contract. The process involved planning and moving over 200 boats to accommodate the area to be dredged. Additionally, a 10-year permit was secured in order to complete future dredging episodes that will ensure sufficient depth in the Marina. The second episode of dredging is tentatively scheduled to begin in Fall 2004. In order to measure the success of the dredging efforts, staff will begin tracking the percent of plan-identified dredging completed on time.

Over the past year, staff have revised the waiting list policy and created a database to better track the 580 Marina tenants and

issues related to harbor management. A nominal fee is now required in order to keep a name on the waiting list, which greatly reduced the number of names on the list. This new policy has resulted in a more focused waiting list which will assist staff in filling vacant berths at a faster rate.

Staff have continued marketing efforts to attract both renters and launch ramp users. Staff would like to increase launch ramp use, and will do so primarily by maintaining the ramp and ensuring a safe environment. The launch ramp brings in revenue to the Marina, is a service to the public, and brings potential berth renters into the Marina.

Major challenges over the next two years will be:

- To implement Phase II of the Marina dredging project
- To complete the 10-year Capital Improvement Plan
- To increase customer satisfaction

Program Priorities

The Coyote Point Marina Program will meet performance targets by doing the following:

Maintain Berther Occupancy at 95% or Better

- Manage the on-going dredging project and proceed with projects as defined by the Capital Improvement Plan in order to maintain the Marina and make it attractive to potential renters
- Continue an aggressive marketing campaign
- Set fees which are competitive with other local Marinas
- Develop opportunities to promote the Marina, e.g. partnerships with the Yacht Club

Increase Number of Launch Ramp Users to 1,000

- Advertise the launch ramp in trade magazines and other printed materials
- Ensure the ramp is safe, well-maintained and attractive to users

Complete Development of the Marina's Ten Year Capital Projects Plan

- Continue to meet with stakeholders to develop the capital projects plan and discuss financial planning including possible fee increases
- Continue staff development of planning and fiscal issues surrounding the plan including the exploration of loan programs and grant opportunities
- Bring the capital projects plan to the Parks and Recreation Commission for review and approval
- Provide periodic updates to the plan once it is completed

Achieve an Overall Customer Satisfaction Rating of 92% or Better

- Monitor the process for completing repairs and improvements with a completion date and sign off section in order to increase the percentage of reported discrepancies repaired in five days
- Implement average depth standards in response to a marina berth renter request
- Restructure operations and maintenance to improve efficiencies

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Total number of berths filled with permanent contracts	485	461	422	470	470
Annual number of launch ramp users	975	732	1,038	1,000	1,000
Number of emergency boat rescues	43	24	30	40	40
How Well We Do It (Quality)					
Percent of berth space filled	97%	97%	88%	95%	95%
Percent of plan-identified dredging completed on time	--	0%	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better	92%	92%	0%(1)	92%	92%
Percent of reported discrepancies repaired within five days	-	98%	89%	95%	95%

(1) Customer satisfaction was not reported in FY 2003-04 due to the low number of surveys collected.

Coyote Point Marina (3980B) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0
Total Requirements	3,120,160	3,225,752	3,110,200	2,266,676	(843,524)	1,854,924
Total Sources	3,120,159	3,225,753	3,110,200	2,266,676	(843,524)	1,854,924

Program Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by user fees such as Marina berth rentals and other income such as interest on Reserves.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; elimination of one-time contracts for the dredging project, an increase in sewage treatment and disposal costs, a decrease in landscaping expenses; reductions to property insurance and security services; and elimination of one-time fixed asset funding for the Marina dredging project; a decrease in Fund Balance reflects the use of dredging project funding; and adjustments to Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(843,524)	(810,416)	3,242	(36,350)	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; an increase in berth rental revenue based on the Marina's Capital Plan; a decrease in Fund Balance based on prior year estimates; other minor adjustments based on the cost of providing service and projected project needs; a decrease in Fixed Assets due to the elimination of completed projects; and a decrease in Reserves to meet program costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(411,752)	(362,728)	3,338	(52,362)	0	0

Coyote Point Marina (3980B)
Coyote Point Marina Operating Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	100,122	76,870	46,500	46,500		48,046
Intergovernmental Revenues		10,009				
Charges for Services	1,088,115	1,014,842	940,900	1,117,350	176,450	1,181,904
Miscellaneous Revenue	8,509	4,760	3,529	1,700	(1,829)	1,700
Total Revenue	1,196,747	1,106,482	990,929	1,165,550	174,621	1,231,650
Fund Balance	1,923,412	2,119,271	2,119,271	1,101,126 *	(1,018,145)	623,274
TOTAL SOURCES	3,120,159	3,225,753	3,110,200	2,266,676	(843,524)	1,854,924
REQUIREMENTS						
Salaries and Benefits	396,808	464,296	446,426	509,291	62,865	530,994
Services and Supplies	341,055	273,327	252,591	207,651	(44,940)	215,198
Other Charges	253,380	380,021	261,482	263,141	1,659	234,163
Fixed Assets	9,646	17,116	30,000		(30,000)	
Other Financing Uses		1,102,381	1,300,000	500,000	(800,000)	137,000
Gross Appropriations	1,000,889	2,237,140	2,290,499	1,480,083	(810,416)	1,117,355
Intrafund Transfers		105,900	108,054	111,296	3,242	114,634
Net Appropriations	1,000,889	2,343,040	2,398,553	1,591,379	(807,174)	1,231,989
Contingencies/Dept Reserves	300,000	300,000	300,000		(300,000)	
Non-General Fund Reserves	1,819,271	582,712	411,647	675,297	263,650	622,935
TOTAL REQUIREMENTS	3,120,160	3,225,752	3,110,200	2,266,676	(843,524)	1,854,924
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

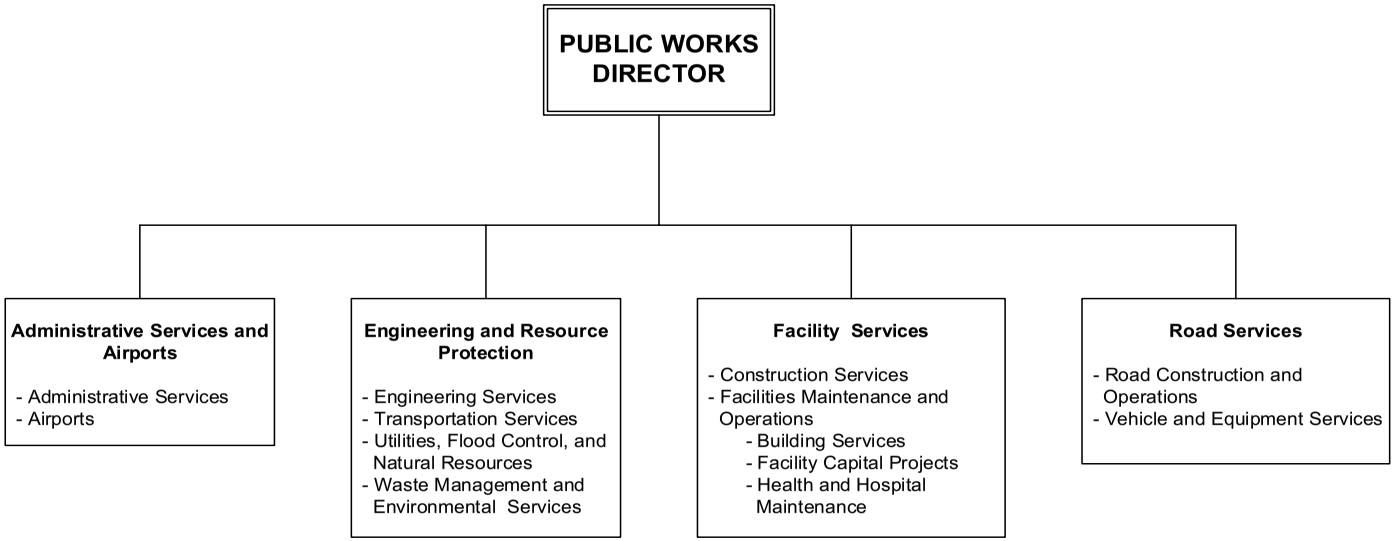
* The reason for the difference between the Marina's budgeted Fund Balance for FY 2004-05 ($1,101,126) and Controller's Schedules 1 and 2 ($0) is due to outstanding loans of $1.5 million owed the Department of Boating and Waterways. Funds have been appropriated in the Marina's FY 2004-05 operating budget for the annual principal plus interest payments.

Public Works Agency

Adopted Budget
FY 2004-2005
FY 2005-2006

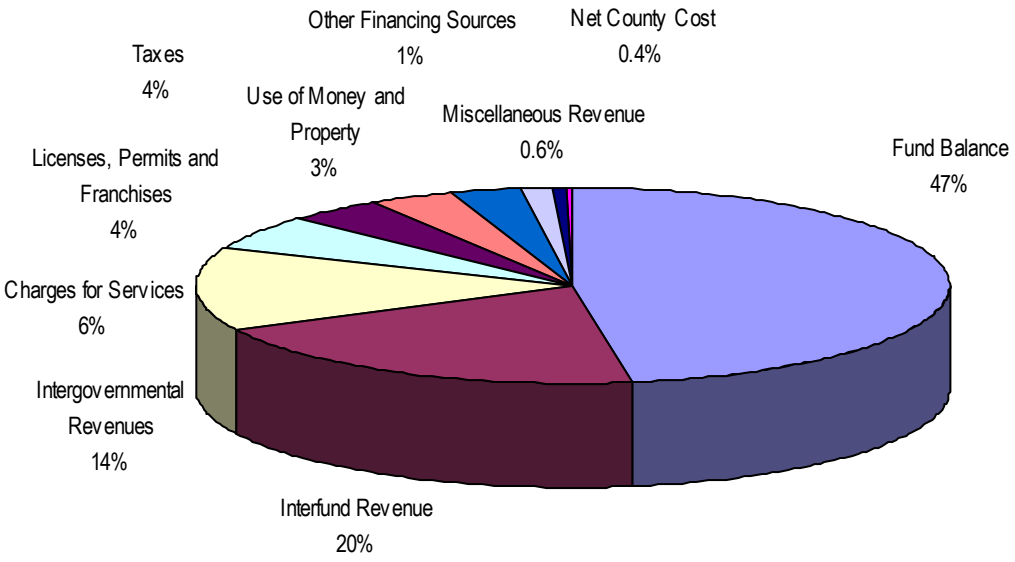
People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

PUBLIC WORKS AGENCY

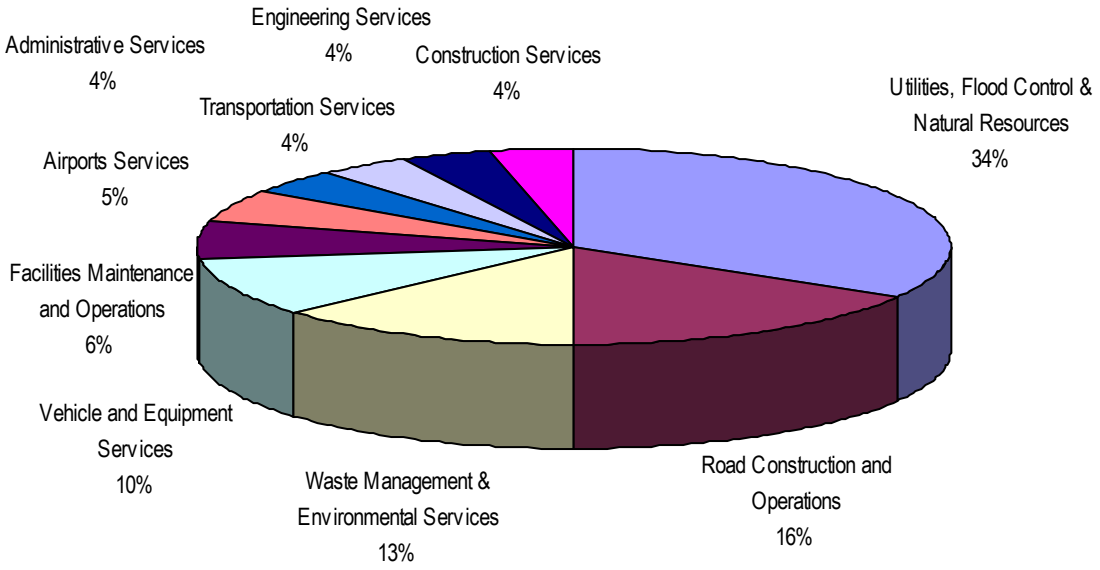


Public Works Agency

FY 2004-05 Adopted Sources



FY 2004-05 Adopted Requirements



Public Works Agency
FY 2004-05 and 2005-06 All Funds Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
General Fund Budgets						
Administrative Services	4,265,678	4,141,582	5,102,283	5,087,597	(14,686)	5,052,678
Engineering Services	4,352,703	4,250,277	4,874,674	4,827,954	(46,720)	5,011,812
Facilities Maintenance and Operations	5,888,411	7,038,650	5,370,868	7,433,662	2,062,794	5,359,265
Vehicle and Equipment Services	324,074	352,078	391,925	391,925		391,925
Utilities	980,821	804,596	907,613	967,748	60,135	1,006,454
Total General Fund	15,811,686	16,587,184	16,647,363	18,708,886	2,061,523	16,822,134
Non-General Fund Budgets						
Road Construction and Operations	34,816,260	28,527,674	20,762,546	19,676,161	(1,086,385)	18,768,777
Construction Services	3,475,354	3,980,615	3,781,933	4,318,001	536,068	4,124,300
Vehicle and Equipment Services	11,656,507	12,992,224	10,771,021	11,528,966	757,945	11,388,966
Waste Management	18,222,004	17,553,204	18,495,873	16,433,097	(2,062,776)	16,856,640
Transportation Services	5,813,310	5,445,035	5,236,069	4,893,920	(342,149)	3,799,090
Utilities	54,484,413	43,703,037	43,743,292	40,166,462	(3,576,830)	39,323,958
Airports	3,217,484	3,598,210	4,433,954	6,167,838	1,733,884	3,442,491
Total Non-General Fund	131,685,332	115,800,001	107,224,688	103,184,445	(4,040,243)	97,704,222
Total Requirements	147,497,018	132,387,185	123,872,051	121,893,331	(1,978,720)	114,526,356
Total Sources	147,049,156	134,116,970	123,427,155	121,448,435	(1,978,720)	114,081,460
Net County Cost	447,862	(1,729,784)	444,896	444,896		444,896
AUTHORIZED POSITIONS						
Salary Resolution	333.0	325.0	325.0	315.0	(10.0)	312.0
Funded FTE	330.3	322.8	332.8	312.5	(20.3)	314.4

Fund Summary by Function

Fund/Budget Unit	Actual 2002-03	Actual 2003-04	Adopted 2004-05	Adopted 2005-06
General Fund:				
Administrative Services				
Cable TV Franchise	231,094	45,158	190,294	190,294
Fair Oaks Community Center	326,901	299,782	341,091	270,843
Administrative Services	4,932,422	4,953,317	5,915,885	5,989,890
Graffiti Abatement - General Fund	80,155	0	0	0
TOTAL Administrative Services	**5,570,572**	**5,298,257**	**6,447,270**	**6,451,057**
Engineering Services				
Engineering Services	3,957,187	4,144,579	4,722,256	4,906,114
County Engineer	113,373	105,698	105,698	105,698
Special Jobs	282,143	0	0	0
TOTAL Engineering Services	**4,352,703**	**4,250,277**	**4,827,954**	**5,011,812**
Facilities Maintenance & Operations				
Plant & Craft Maintenance	8,289,926	8,177,852	8,487,968	8,018,964
Facilities Administration	0	112,096	204,256	220,972
Building Services (Custodial)	2,648,872	2,772,755	2,939,655	3,016,166
Utilities	6,141,102	6,873,212	7,162,367	6,442,367
Insurance	1,335,289	1,329,052	1,362,142	1,362,142
Capital Projects/Major Maintenance	1,389,989	1,684,654	1,721,754	1,721,754
Facilities Projects	0	328,441	381,590	398,815
Facilities Rebate	768,179	0	0	0
Debt Service	1,124,006	1,755,236	1,721,290	1,721,290
Contingencies	0	1,591	961,904	0
Intra Fund Transfers	(15,808,952)	(15,996,239)	(17,509,264)	(17,543,205)
TOTAL FM & O	**5,888,411**	**7,038,650**	**7,433,662**	**5,359,265**
TOTAL General Fund	**15,811,686**	**16,587,184**	**18,708,886**	**16,822,134**
Program Unit: Airports				
Airport Enterprise Fund:				
Operation and Maintenance	1,769,385	1,699,529	1,789,009	1,836,912
Capital Projects	21,292	126,113	2,899,396	0

Fund Summary by Function

Fund/Budget Unit	Actual 2002-03	Actual 2003-04	Adopted 2004-05	Adopted 2005-06
Non-General Fund Reserves/Adjustments	1,426,807	1,772,568	1,479,433	1,605,579
TOTAL Airport	**3,217,484**	**3,598,210**	**6,167,838**	**3,442,491**
Program Unit: Motor Pool ISF				
Maintenance and Repair	2,068,661	1,794,382	2,366,193	2,149,701
Replacement	1,115,088	1,612,585	1,799,426	1,816,218
Insurance	315,369	315,694	297,737	297,737
Fuel	489,499	621,024	660,488	660,488
Contingencies	6,248,026	6,919,670	6,405,122	6,464,822
TOTAL Motor Pool ISF	**10,236,643**	**11,263,655**	**11,528,966**	**11,388,966**
Landscape Maintenance Fund:				
Landscape Maintenance	615	600	4,700	4,700
Non-General Fund Reserves	0	13,389	13,598	13,598
TOTAL Landscape Maintenance Fund	**615**	**13,989**	**18,298**	**18,298**
Program Unit: Construction & Plant Improvements				
Road Fund:				
GIS/Base Map Project	173,080	106,352	75,000	75,000
Engineering, Admin, General Operations	3,129,564	4,643,479	2,670,000	2,470,000
Plant and Heavy Equipment	518,249	580,399	320,500	194,500
Road/Bridge Maintenance	9,188,806	8,136,979	8,520,546	8,824,714
Construction	8,462,709	7,075,068	2,281,468	2,448,761
Contributions	206,398	1,075,710	254,000	254,000
Judgements	6,000	0	200,000	200,000
Contingencies	0	0	400,000	400,000
Services to Other Agencies	660,254	646,179	454,035	476,934
Non-General Fund Reserves/Adjustments	1,629,381	1,386,538	0	0
Reserves for Encumbrance	7,238,504	2,056,296	0	0
TOTAL Road Fund	**31,212,945**	**25,707,000**	**15,175,549**	**15,343,909**
Roadway Improvement Fund:				
Travel Lane Reconstruction	1,099,312	599,632	1,670,000	1,170,000
Non-General Fund Reserves	3,923,868	3,949,612	2,830,612	2,254,868

Fund Summary by Function

Fund/Budget Unit	Actual 2002-03	Actual 2003-04	Adopted 2004-05	Adopted 2005-06
TOTAL Roadway Mitigation Fund	**5,023,180**	**4,549,243**	**4,500,612**	**3,424,868**
Special District Funds:				
County Service Areas	1,563,648	1,162,938	1,619,593	1,615,593
Sewer Maintenance/Sanitation	6,502,899	5,151,816	11,138,056	5,741,673
Drainage Maintenance	15,812	56,717	152,193	152,193
Flood Control	12,240,390	9,261,587	13,953,886	3,263,031
Street Lighting	472,785	395,718	454,372	454,372
San Mateo NPDES	0	0	17,078	17,078
Non-General Fund Reserves	33,688,263	27,660,272	12,812,986	28,061,720
TOTAL Special Districts	**54,483,797**	**43,689,048**	**40,148,164**	**39,305,660**
Tower Road Construction ISF:				
Crafts-Funded Jobs	3,216,699	3,640,934	4,318,001	4,124,300
Non-General Fund Reserves	258,655	339,681	0	0
TOTAL Tower Road Construction	**3,475,354**	**3,980,615**	**4,318,001**	**4,124,300**
Half Cent Transportation Fund:				
Various Road Projects	268,214	96,692	788,570	881,855
Mirada Road Pedestrian Bridge	17,152	5,403	100,000	0
Transportation Lobbyist	20,000	20,000	20,000	20,000
TSM Program	234,747	231,153	265,202	272,188
Disabled Patient Transport	322,780	322,780	322,780	322,780
Vanpooling: Vehicle Acquisition	59,325	0	0	0
School Crossing Guards	282,327	195,283	195,000	195,000
Congestion Management Staff	262,773	360,307	232,890	232,868
Transportation Planning	188,989	366,244	0	0
East Bay Shuttle for Employees	18,905	0	0	0
Transit Subsidy	470,392	585,023	670,710	610,000
Colma BART Bike/Pedestrian Path	104,266	0	0	0
C/CAG Payments	141,223	141,223	141,223	141,223
HSA/Probation Client Transportation	230,000	230,000	230,000	230,000
Non-General Fund Reserves	3,131,507	2,657,638	1,692,808	697,744

Fund Summary by Function

Fund/Budget Unit	Actual 2002-03	Actual 2003-04	Adopted 2004-05	Adopted 2005-06
Administration and Accounting Services	60,710	158,289	107,737	95,432
Peninsula Policy Partnership Payments	0	75,000	75,000	75,000
Website Improvement	0	0	52,000	25,000
TOTAL Half Cent Transportation Fund	**5,813,310**	**5,445,035**	**4,893,920**	**3,799,090**
Solid Waste Fund:				
SW Planning, Reporting & Monitoring	70,851	82,662	173,421	177,243
County Areas Recycling Program	490,033	513,602	852,309	866,464
Composting Program	208,218	259,987	240,224	246,018
Co-C/CAG Public Education, Hotline, Website Services	542,437	392,218	535,650	546,419
Green Building Program	77,940	130,183	179,050	185,841
County Facilities Recycling Program	109,810	99,661	142,269	145,284
Pescadero Transfer Station	305,150	269,026	495,302	495,733
Fixed Assets	0	0	350,000	0
Pescadero Landfill Closure	(4,815)	220	540,000	540,000
Pescadero Landfill Maint. & Remediation	3,375	13,208	748,625	748,625
HMB Landfill Maintenance, Monitor & Remediation	22,547	16,636	1,472,500	1,472,500
Environmental Health LEA	463,139	370,511	370,511	381,626
Household Hazardous Waste	1,189,513	1,051,610	951,610	980,158
Public Health Function	571,121	456,896	456,896	470,603
Regulatory Compliance Program	3,861	11,109	15,000	15,000
OES - HazMat Response	110,000	76,795	110,000	110,000
County Garbage and Disposal Charges	570,506	643,710	670,000	676,700
UST Removals and Remediations	19,219	0	5,000	5,000
Staff Services to SBWMA	223,258	179,160	184,604	192,842
Recycling Program - EPS	35,470	39,109	41,716	42,966
Other/Contingency	0	0	390,000	390,000
Administration and Countywide Services	565,102	1,982,125	2,700,000	2,781,000
Non-General Fund Reserves	12,645,269	10,964,776	4,808,410	5,386,618
TOTAL Solid Waste Fund	**18,222,004**	**17,553,204**	**16,433,097**	**16,856,640**

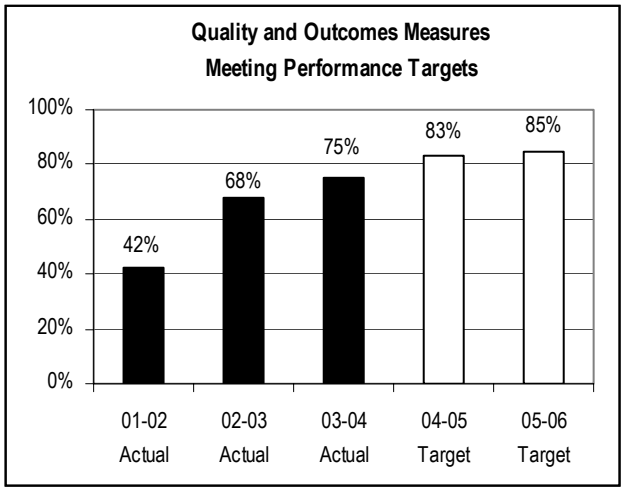
Fund Summary by Function

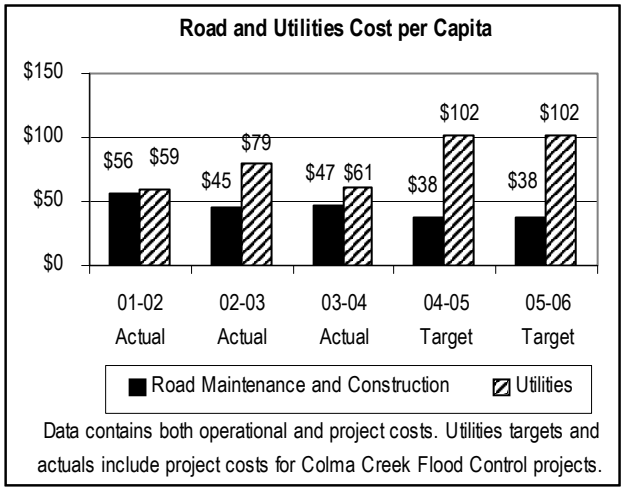
Fund/Budget Unit	Actual 2002-03	Actual 2003-04	Adopted 2004-05	Adopted 2005-06
TOTAL REQUIREMENTS	147,497,018	132,387,185	121,893,331	114,526,356

Agency Locator

County
- Administration and Fiscal
- Criminal Justice
- Environmental Services
- ▷**Public Works**
- Health
- Human Services
- Non-Departmental Services

Agency Measures





Data contains both operational and project costs. Utilities targets and actuals include project costs for Colma Creek Flood Control projects.

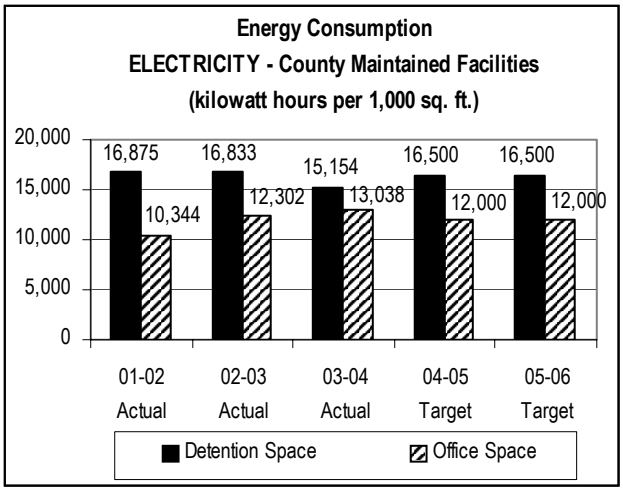
Agency Mission Statement

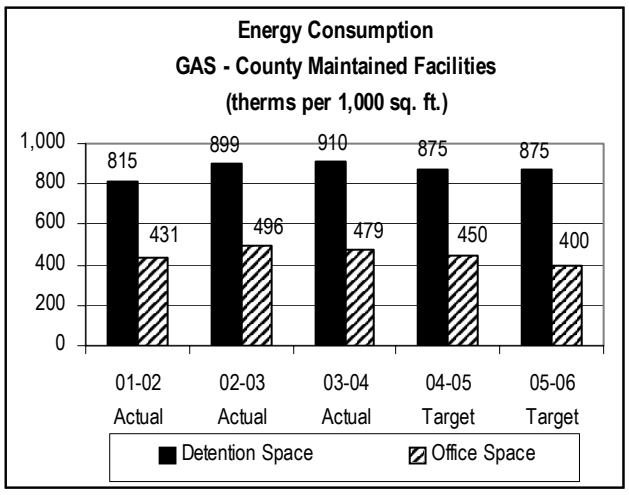
The Public Works Agency provides efficient, economical and responsive infrastructure systems and maintenance; facility engineering, design, development and maintenance; and utilities services to San Mateo County. Services ensure safe, cost effective, accessible and attractive facilities.

Contributions to Shared Vision 2010 Goals

The Public Works Agency contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 10:** The Commute Alternatives Program within Transportation Services has worked diligently to increase the number of participants and transportation alternatives available to County employees.
- **Goal 14:** The Public Works Agency has been awarded grants to analyze sensitive habitats and construct improvements to protect endangered species.
- **Goal 20**: The Facilities Maintenance and Operations Program has participated in three separate facility assessments since 1995, resulting in extensive lighting retrofits and installation of energy conservation equipment to reduce consumption in County facilities.
- **Goal 21**: Public Works Agency employees attend annual work sessions to review the County's Shared Vision 2010 goals, evaluate performance data and update and align Agency priorities with County goals.
- **Goal 22**: Road Construction and Operations staff are working with the City/County Association of Governments (C/CAG) to ensure that the general program of the National Pollution Discharges Elimination System (NPDES) is financed over the next five years.





Story Behind Baseline Performance

The Public Works Agency includes the following programs:

- Administrative Services
- Engineering Services
- Facilities Maintenance and Operations
- Road Construction and Operations
- Construction Services
- Vehicle and Equipment Services
- Waste Management and Environmental Services
- Transportation Services
- Utilities, Flood Control and Natural Resources
- Airports

Accomplishments that have contributed to improved performance and progress this past year include:

Expanded Outreach Activities

- Continued to raise public awareness about waste management and recycling issues through public education campaigns
- Developed and distributed Service Level Agreements to inform customers of services provided by Vehicle and Equipment Services and Facilities Maintenance and Operations
- Developed customer survey processes for several units and programs, including Health and Hospital Maintenance, Transportation Services, and Waste Management's construction and demolition recycling program
- Developed a guide for the recycling of construction and demolition materials
- Expanded recycling opportunities at County facilities by having RecycleWorks assume responsibility for waste diversion
- Solicited input from residents, homeowners associations and community councils on types and locations of new traffic calming measures

Increased Focus on Energy Efficiency, Green Buildings and Recycling of Waste from Construction

- Facilitated the development of the "Countywide Sustainable Buildings Guide and Checklist" to encourage the construction of buildings that more efficiently use energy, water and resources
- Coordinated the salvage effort at Crystal Springs which resulted in 27 tons of materials being recycled or reused
- Avoided 64 tons of waste disposal by arranging for the reuse of tile roof from the old Crime Lab
- Began construction of a household hazardous waste drop-off facility on Tower Road in San Mateo
- Published temperature control standards for County buildings
- Completed a Building Standards document to provide specific standards for construction in County facilities

Addressed the Regulatory Requirements Impacting Work in Both Road Construction and Operations and Special Districts

- Completed Phase I of the Watershed Protection Program Maintenance Standards
- Submitted the Five-Year Review Report for the Countywide Integrated Waste Management Plan to the California Integrated Waste Management Board
- Applied for and was awarded approximately $600,000 in fisheries restoration grants for joint projects with Parks and Recreation
- Dedicated funding for one gradall from the Road Services inventory for conversion to vegetable oil to dredge and clean ditches in aquatic areas

Improved Cost Effectiveness

- Partnered with manufacturers and other public agencies to provide seven training classes at vehicle repair facilities, resulting in fees for classes being waived or reduced
- Transitioned most services provided by the maps and surveys counter to self-service
- Decreased garbage service by $40,000 as a result of recycling and monitoring efforts
- Improved road improvement bid prices and reduced administrative time by bundling similar treatment-type projects
- Completed the County Geographical Information System (GIS) map conversion project and integrated GIS with the Pavement Management System (PMS)
- Researched and purchased a piece of equipment (the Zipper) that stabilizes failed pavement areas without the costly and labor intensive process of digouts and patching
- Evaluated the application of an asphaltic emulsion to rejuvenate and extend the life of oxidized pavement
- Continued to replace older fleet and pool units with alternative fuel vehicles and equipment
- Negotiated a new contract for maintenance of County operated traffic signals to reduce cost and improve efficiency

Major challenges over the next two years will be:

- To maintain the Pavement Condition Index (PCI) of the road system with a continued decline in funding
- To maintain high customer satisfaction while reducing costs
- To continue reacting with limited resources to the volatility of the energy market and high gasoline prices
- To address increased regulatory requirements such as protection of water quality and endangered species that impact project scope, timing and service delivery
- To maintain and upgrade aging utility and facility infrastructure with limited funding

Agency Priorities

The Public Works Agency will meet performance targets by doing the following:

Maintain Customer Satisfaction and Overall Performance in All Programs

- Implement new noise complaint recording and tracking systems at the Airport
- Upgrade the cost accounting management system (WinCAMS)
- Improve document management and streamline administrative processes
- Create electronic templates for standard engineering calculations
- Continue to explore new methods and materials to extend pavement life
- Expand the customer base for the Construction Services Program
- Stabilize participation and expand program offerings in the Commute Alternatives Program
- Implement a bar coding system for vehicle and equipment repair orders

Continue to Conserve Natural Resources and Maintain and Improve the County's Infrastructure

- Complete the development and implementation of watershed protection standards
- Continue ditch paving efforts to reduce erosion, sedimentation and the need for weed abatement measures
- Develop, implement and maintain waste reduction and recycling programs at County facilities
- Achieve formal acknowledgment from the State of California that the County has complied with the terms of the time extension granted by the California Integrated Waste Management Board, and is in compliance with the waste diversion mandates of state law (AB 939)
- Identify operational and low to no cost energy savings measures for several County buildings and undergo a cooperative effort with Pacific Gas and Electric (PG&E) to identify other ways to save energy
- Utilize the Pavement Management System (PMS) to assist in identifying surface preparation projects
- Complete construction of channel and bridge improvements in the Colma Creek Flood Control Zone
- Implement the Sewer Construction Improvement Plan
- Complete the implementation of the Computerized Maintenance Management System (CMMS)
- Develop a capital improvement plan for airport funded projects and infrastructure improvements
- Improve planning and implementation of Congestion Management Programs
- Explore options for providing alternative fuel vehicles
- Upgrade assigned compact vehicle class to hybrids

Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

- Deleted one vacant Fiscal Office Assistant II position in Administrative Services and one vacant Custodian position in Facilities Maintenance and Operations
- Added revenue from cell site rentals
- Added revenue for facility services outside of the maintenance agreement to other departments
- Reduced energy costs as a result of installing cogeneration at the Maguire Correctional Facility
- Reduced landscaping services at County facilities

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	4,884,281	5,350,033	4,629,070	4,456,711	(172,359)	4,456,711
Licenses, Permits and Franchises	4,716,338	4,275,587	5,430,000	5,173,904	(256,096)	5,197,904
Use of Money and Property	4,594,948	3,973,919	4,372,132	3,615,317	(756,815)	3,644,962
Intergovernmental Revenues	19,962,638	15,060,674	14,739,817	16,682,264	1,942,447	12,923,200
Charges for Services	6,065,571	6,915,911	6,324,807	6,776,473	451,666	7,103,424
Interfund Revenue	22,547,669	23,973,803	24,108,474	24,562,581	454,107	24,909,546
Miscellaneous Revenue	6,821,368	4,614,527	573,280	618,897	45,617	653,897
Other Financing Sources	1,446,878	1,506,311	205,000	1,714,801	1,509,801	1,527,178
Total Revenue	71,039,690	65,670,767	60,382,580	63,600,948	3,218,368	60,416,822
Fund Balance	76,009,466	68,446,203	63,044,575	57,847,487	(5,197,088)	53,664,638
TOTAL SOURCES	147,049,156	134,116,970	123,427,155	121,448,435	(1,978,720)	114,081,460
REQUIREMENTS						
Salaries and Benefits	25,096,529	26,955,722	29,281,967	30,187,146	905,179	31,572,473
Services and Supplies	43,608,949	36,515,741	41,892,999	42,885,227	992,228	40,681,957
Other Charges	8,671,578	9,197,022	8,346,543	9,637,391	1,290,848	8,192,011
Fixed Assets	11,453,271	12,054,057	27,212,969	21,340,143	(5,872,826)	3,346,420
Other Financing Uses	6,214,072	8,306,749	9,607,560	7,216,554	(2,391,006)	6,608,572
Gross Appropriations	95,044,401	93,029,292	116,342,038	111,266,461	(5,075,577)	90,401,433
Intrafund Transfers	(17,737,663)	(18,364,437)	(22,461,690)	(21,168,003)	1,293,687	(21,150,026)
Net Appropriations	77,306,738	74,664,854	93,880,348	90,098,458	(3,781,890)	69,251,407
Contingencies/Dept Reserves	34,526,716	28,511,863	12,193,339	14,564,890	2,371,551	28,851,720
Non-General Fund Reserves	35,663,564	29,210,468	17,798,364	17,229,983	(568,381)	16,423,229
TOTAL REQUIREMENTS	147,497,018	132,387,185	123,872,051	121,893,331	(1,978,720)	114,526,356
NET COUNTY COST	447,862	(1,729,784)	444,896	444,896		444,896
AUTHORIZED POSITIONS						
Salary Resolution	333.0	325.0	325.0	315.0	(10.0)	312.0
Funded FTE	330.3	322.8	332.8	312.5	(20.3)	314.4

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources decreased by $1,978,720 or 1.6% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Taxes

There is a decrease of $172,359 in this funding source due to property tax revenue in the Special Districts funds.

Licenses, Permits and Franchises

There is a net decrease of $256,096 in this funding source due to a $19,000 decrease in the Cable T.V. Franchise Fee and a $237,096 decrease in the County/Browning Ferris Industries (BFI) agreement due to the loss of San Bruno's waste and an overall declining waste stream at Ox Mountain.

Use of Money and Property

There is a net decrease of $756,815 in this funding source due to decreased interest earned in the following Fund Balances: Road Fund 381,906; Road Impact Mitigation Fees $10,000; and Utilities $459,221. There is a net decrease in the Airport Fund due to an increase of $4,950 in interest earned and a decrease of $7,174 in Airport Tiedown Rentals. There are decreases in property rentals in Facilities Maintenance and Operations in the amount of $50,039 and $2,972 in Road Services. Decreases are partially offset with an increase of $580 in Utilities; $7,300 in Facilities Services for service machine concessions; and $141,667 in other rents and concessions.

Intergovernmental Revenues

There is a net increase of $1,942,447 in this funding source primarily due to increases in state and federal funding for road construction projects in the amount of $411,000 and Airport projects in the amount of $3,625,347. There is an increase in other taxes as cost reimbursement from San Francisco International Airport for the San Bruno Creek Flood Control project in the amount of $200,000. Increases more than offset decreases in: Road Fund Gas Tax revenue in the amount of $855,982; Airport projects in the amount of $1,335,000; the agreement with South Bay Waste Management Association in the amount of $97,283; and miscellaneous decreases in the amount of $5,635.

Charges for Services

There is a net increase of $451,666 in this funding source due to increases in road construction mitigation fees in the amount of $20,000; refuse disposal and sewer service charges based on increased rates in the amount of $668,000; sewer reimbursement costs from the Town of Woodside in the amount of $15,000; and miscellaneous increases of $40,000. These increases more than offset decreases in reimbursements for Public Works services performed in the current year in the amount of $123,514; decreases in bond special charges as a result of bond payoffs in the amount of $120,820; and miscellaneous decreases of $47,000.

Interfund Revenue

There is a net increase of $454,107 in this funding source primarily due to an increase of $632,042 in projected work for other County departments by the Construction Services Program and miscellaneous increases in the amount of 131,833. Increases have more than offset the following decreases: Administrative Services in the amount of $99,468; Road Construction and Operations in the amount of $64,948; Engineering Services in the amount of $62,500; Transportation Services in the amount of $50,000; and Facilities Maintenance and Operations in the amount of $32,852.

Miscellaneous Revenue

There is a net increase of $45,617 in this funding source due to projected increases in compensation insurance refunds of $48,800; project cost reimbursement for Road Construction and Operations services in the amount of $30,000; and miscellaneous increases of $2,500. These increases are offset by decreases in insurance recoveries and refunds in the amount of $20,683 and a decrease of $15,000 for a one-time Pacific Gas and Electric (PG&E) rebate.

Other Financing Sources

There is a net increase of $1,509,801 in this funding source due to an increase in the transfer of funds from the Colma Creek Flood Control Zones 1, 2 and 3 to the main Colma Creek Flood Control Zone in the amount of $1,502,719 in addition to miscellaneous increases of $7,082.

Fund Balance

There is a net decrease of $5,197,088 primarily due to the completion of projects and purchases made in the prior year. Fund Balances have decreased in the following programs: Administrative Services in the amount of $7,459; Road Construction and Operations in the amount of $217,099; Waste Management in the amount of $1,680,493; Transportation Services in the amount of $473,869; and Flood Control and Utilities in the amount of $6,014,602. Decreases have been partially offset by increases in the following programs: Engineering Services in the amount of $15,224; Construction Services in the amount of $81,026; Airports in the amount of $345,761; Vehicle and Equipment Services in the amount of $671,945 and Facilities in the amount of $2,082,478.

TOTAL REQUIREMENTS

Total Requirements decreased by $1,978,720 or 1.6% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of $905,179 in this expenditure category due to negotiated labor increases and merit increases in the amount of $1,674,929 and miscellaneous increases of $5,984. Increases are offset by a decrease in work out of class pay for Road Construction and Operations in the amount of $118,892; the deletion of one vacant Fiscal Office Assistant II position in Administrative Services for $54,656; and the deletion of one vacant Custodian position in Facilities Maintenance and Operations for $59,236. Increases are further offset by a reduction of five vacant positions or one full crew in Road Construction and Operations in the amount of $267,351 and a reduction of four vacant positions in Engineering Services in the amount of $384,140. One full time Plumber position in the amount of $88,541 has been added to Construction Services and $20,000 has been added to Transportation Services for miscellaneous costs.

Services and Supplies

There is a net increase of $992,228 in this expenditure category primarily due to the following increases: Facilities Maintenance and Operations in the amount of $358,373; Construction Services in the amount of $209,390; Flood Control and Utilities in the amount of $161,070; Vehicle and Equipment Services in the amount of $128,010; and Engineering Services in the amount of $73,024. Operating cost appropriation in Waste Management has increased by $2,911,550 primarily due to the reclassification of appropriation from the Other Financing Uses expenditure category. Increases have been partially offset with decreases in: Road Construction and Operations in the amount of $1,596,252; Transportation Services in the amount of $999,113; Airports in the amount of $206,986; and Administrative Services in the amount of $46,838.

Other Charges

There is a net increase of $1,290,848 in this expenditure category due to the Project Contribution for the San Francisquito Creek Flood Control Project in the amount of $1,500,000 and miscellaneous increases in the amount of $298,721. These increases are partially offset with reductions in service charges in the amount of $507,873.

Fixed Assets

There is a net decrease of $5,872,826 in this expenditure category primarily due to the elimination of prior year one-time appropriation in the amount of $27,212,969. This decrease more than offsets one time appropriation increases in the amount of $21,340,143. Requested equipment and capital project appropriations include the following: $88,000 for servers; a network switch; a Global Positioning System (GPS) device; and other computer equipment; a floor scrubber for Building Maintenance for $10,000; various road reconstruction projects in the amount of $1,220,000; and a forklift for Construction Services for $8,000. Vehicle and Equipment Services purchases include the following: a car wash for the Belmont motor pool for $113,000; motor pool facilities upgrades for $23,200; and annual fleet replacements in the amount of $1,410,500. Road Construction and Operations equipment replacements include: a hybrid sedan for $22,000; a sweeper for $186,000; a backhoe for $90,000; a half-ton pickup in the amount of $22,500; and solid waste compactors and containers for $350,000. Sewer projects include: the Burlingame Hills Sewer District Project in the amount of $228,133; the Fair Oaks Sewer Project #2 for $2,326,129; the Fair Oaks Sewer Project #3 for $1,900,000; the Fair Oaks Sewer Project #4 for $900,000; and the Colma Creek Flood Control Project ongoing construction in the amount of $8,565,517 and the purchase of land from BART in the amount of $701,972. Airport capital projects include: upgrades at the San Carlos Airport for $1,063,233 and improvements at the Half Moon Bay airport for $1,836,163. Miscellaneous increases have been made in the amount of $275,796.

Other Financing Uses

There is a net decrease of $2,391,006 in this expenditure category due to a decrease in the contribution to the Office of Emergency Services Hazardous Materials Response Program (OES/HazMat) and other programs in the amount of $300,000. Appropriation in the amount of $2,700,000 from the Solid Waste Fund has been reclassified from operating costs to Other Financing Uses. This decrease partially offsets an increase in Flood Control and Utilities in the amount of $105,266 and Facilities Maintenance and Operations in the amount of $503,728.

Intrafund Transfers

There is a net increase of $1,293,687 in this expenditure category due to transfers of funds from Colma Creek Flood Control Zones 1-3 to the main Colma Creek Flood Control Zone for $1,572,831. This increase more than offsets miscellaneous decreases in the amount of $279,144.

Contingencies/Departmental Reserves

There is a net increase of $1,803,170 in Reserves due to increases in the following programs: $1,413,554 in Flood Control and Utilities; $961,301 in Transportation Services; $960,311 in Facilities Maintenance and Operations; $615,499 in Vehicle and Equipment Services; and $361,679 in Airports. Increases more than offset the following decreases in Waste Management in the amount of $2,044,918 and Road Construction and Operations in the amount of $464,256. The balance in Reserves represents 35% of Net Appropriations, which exceeds the two percent County Reserves Policy requirements by $29,993,904.

NET COUNTY COST

No change.

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources decreased by $7,366,975 or 6.1% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Taxes
No change.

Licenses, Permits and Franchises
There is an increase of $24,000 in this funding source as a result of a 0.5% increase in Franchise Fees in the agreement between San Mateo County and Browning Ferris Industries (BFI) for the Ox Mountain Landfill.

Use of Money and Property
There is a net increase of $29,645 in this funding source due to an increase of $20,525 in projected interest earned on Fund Balances and an increase of $9,120 in cell site revenue in Facilities Maintenance and Operations.

Intergovernmental Revenues
There is a net decrease of $3,759,064 in this funding source due to the removal of one-time funding of $150,000 for the Mirada Road Bridge Project; $900,000 for the Colma Creek Flood Control Project; and removal of one-time grants for Airport improvement projects in the amount of $2,725,347. Decreases are partially offset with miscellaneous increases of $16,283.

Charges for Services
There is a net increase of $326,951 in this funding source due to increases in sewer service charges of $325,740 and miscellaneous increases of $1,211.

Interfund Revenue
There is a net increase of $346,965 in this funding source due to increases in reimbursement rate services in various programs in the amount of $466,965. This increase more than offsets a decrease of $120,000 in the Vehicle and Equipment Services Program due to a reduction in the level of services provided.

Miscellaneous Revenue
There is an increase of $35,000 in this funding source due to the addition of reimbursements from CSA 8 to Waste Management and Environmental Services previously not budgeted in this account.

Other Financing Sources
There is a decrease of $187,623 in this funding source due to a projected reduction in taxes collected and transferred from Flood Control Zones 1, 2 and 3 to the Main Flood Control Zone.

Fund Balance
There is a net decrease of $4,182,849 due to the completion of projects and elimination of one-time purchases in: Administrative Services in the amount of $85,338; Road Construction and Operations in the amount of $930,283; Engineering Services in the amount of $15,224; Facilities Maintenance and Operations in the amount of $2,082,478; Construction Services in the amount of $315,181; and Transportation Services in the amount of $944,830. Decreases are partially offset with an increase in Waste Management of $190,485.

TOTAL REQUIREMENTS

Total Requirements decreased by $7,366,975 or 6.1% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits
There is a net increase of $1,385,327 in this expenditure category due to negotiated labor increases, merit increases and various benefit adjustments in the amount of $1,626,585. Increases are partially offset with a decrease of $237,193 as a result of eliminating two filled Senior Utilitiy Worker positions and one filled Stationary Engineer position in Facility Services and miscellaneous decreases in the amount of $4,065.

Services and Supplies
There is a net decrease of $2,203,270 in this expenditure category due to the elimination of one-time purchases and completed projects in: Administrative Services in the amount of $85,338; Road Construction and Operations in the amount of $504,805; Engineering Services in the amount of $65,224; Facilities Maintenance and Operations in the amount of $748,471; Construction Services in the amount of $337,812;

Vehicle and Equipment Services in the amount of $262,520; Transportation Services in the amount of $127,000; and Flood Control and Utilities in the amount of $80,500. Decreases more than offset an increase in Waste Management of $8,400.

Other Charges

There is a net decrease of $1,445,380 in this expenditure category due to the removal of $1,500,000 for one-time project cost contributions from other agencies to Flood Control. This decrease is partially offset with miscellaneous increases in Waste Management and Environmental Services for $54,620.

Fixed Assets

There is a net decrease of $17,993,723 in this expenditure category due to the elimination of one-time equipment purchases and capital projects from the prior year in the amount of $21,064,347. This decrease more than offsets increases of $194,500 for road equipment replacement; $1,487,000 for vehicle acquisition; $1,020,000 for various road reconstruction projects; $30,000 for replacement of computer servers; and $339,124 for the continuation of the Colma Creek Flood Control Project.

Other Financing Uses

There is a net decrease of $607,982 in this expenditure category due to the transfer of $188,408 from the Colma Creek Flood Control Sub-zones to the Main Zone and a decrease in Facilities Maintenance and Operations in the amount of $500,574. Decreases are partially offset with an increase in Waste Management and Environmental Services in the amount of $81,000.

Intrafund Transfers

There is a net increase of $17,977 in this expenditure category due to a decrease of $74,082 for the elimination of a one-time transfer of funds in the Flood Control Districts and a decrease of $33,941 for changes in reimbursement and overhead rates. Decreases are offset by an increase of $126,000 from Road Construction and Operations to Vehicle and Equipment Services for equipment acquisition.

Contingencies/Departmental Reserves

There is a net increase of $13,480,076 due to increases in: Vehicle and Equipment Services in the amount of $59,700; Airports in the amount of $126,146; Waste Management in the amount of $578,208; and Flood Control and Utilities in the amount of $15,248,734. Increases more than offset decreases in: Transportation Services in the amount of $995,064; Facilities Maintenance and Operations in the amount of $961,904; and Road Construction and Operations in the amount of $575,744. The balance in Reserves represents 65% of Net Appropriations, which exceeds the two percent County Reserves Policy requirements by $43,889,921.

NET COUNTY COST

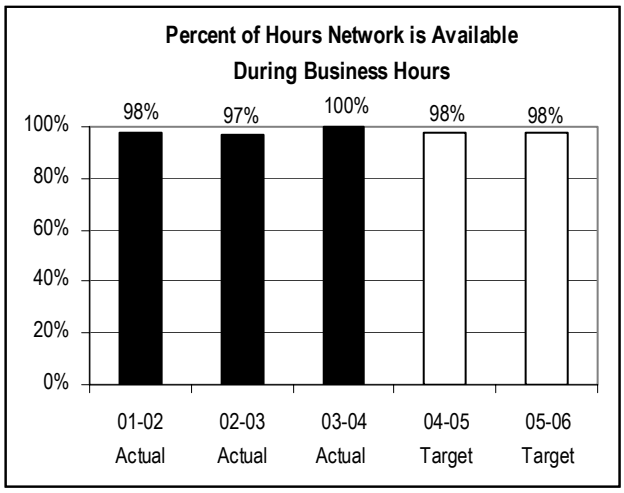
No change.

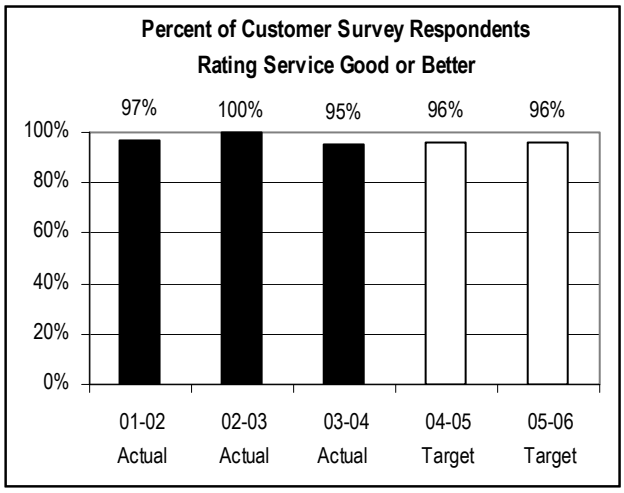
Administrative Services (4510P)

Program Locator

County
Public Works
▷ **Administrative Services**
Engineering Services
Facilities Maintenance and Operations
Road Construction and Operations
Construction Services
Vehicle and Equipment Services
Waste Management and Environmental Services
Transportation Services
Utilities, Flood Control and Natural Resources
Airports

Headline Measures





Program Outcome Statement

The Administrative Services Program guides and supports the Agency in accomplishing its mission through collaborative, innovative and responsive human resource, technology, financial and other administrative services and systems.

Services and Accomplishments

The Administrative Services Program offers a wide range of direction and support in three key areas: Business Systems; Financial Services; and Human Resources. Services include: automation and technology support; accounting and budget; contract management; safety programs and training; policy and program development and evaluation; personnel and payroll services; clerical support; and other training.

The following are major accomplishments in the current year:

- Administered the Agency restructure including recruitment and transition of key positions
- Continued focus on employee training – specifically in expanding the use of the Training Opportunities and Development (TOAD) process and the Backwise Program to prevent back injuries
- Managed and supported the implementation of the Computerized Maintenance Management System (CMMS) for Sewers, Facilities Maintenance and Operations and Road Construction Services
- Participated in various Countywide pilot programs, initiatives and committees including On-line Hiring, Fiscal Officers Training Academy (FOTA), Worker's Compensation Review, Sick Leave Usage Review, Contract Process Development and Performance Measure Data Assessment

Story Behind Baseline Performance

The Program continues to focus on establishing processes and systems and realignment of services in the areas of finance and accounting, information technology, organizational development and grant and contract support to address the changing needs of the Agency.

Each year the Program surveys Agency managers and supervisors to assess current services and determine future Program priorities and support needs. In FY 2003-04 there was a 95% customer satisfaction rate with: current service; new and/or additional support requirements in the areas of Business System's applications and response; support for the Computerized Maintenance Management System (CMMS); electronic timekeeping; and improving overall document management.

The Windows Cost Accounting Management System (WinCAMS) has become increasingly unstable due to incompatibility between the application and operating systems. A temporary solution required the purchase of more memory which was needed to maintain older

software supporting the WinCAMS application. As a result, network availability was slightly impacted in FY 2003-04. Upgrading WinCAMS to a version consistent with the current computing environment is planned for FY 2004-05 and the percent of network availability hours is expected to return to 98% in the next two years.

An Information Technology Analyst position, providing technical support for the Geographic Information System (GIS), has been transferred from the Engineering Services Program to the Business Systems Support Unit in this Program. This transfer supports the goal of providing enhanced database and GIS application development and support through centralized services.

Program staff organize and plan a wide range of Agency trainings. Succession planning and employee retention is addressed by the Training Opportunities and Development (TOAD) plan, which identifies training requirements and career development courses for each classification. During FY 2003-04 more than 75 courses were attended and 2,990 training hours were completed in the following areas: Technical – 19%; Safety – 42%; and Career Development – 39%.

In the Fall of each year Agency employees participate in Outcome Based Management (OBM) program review work sessions which are organized and led by Administrative Services staff. Program Plans are reviewed and significant issues impacting performance are addressed. Customer feedback and staff input along with performance measure data are used as a guide in setting priorities and establishing performance targets for the next two years.

Major challenges over the next two years will be:

- To increase the level of services in the areas of: Business System's applications and response; Computerized Maintenance Management System (CMMS) support; electronic timekeeping; and improving overall document management
- To upgrade WinCAMS to version 4.5
- To expand the GIS enterprise in the form of technical education for staff and data development

Program Priorities

The Administrative Services Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of 96% or Better (Funding Adjustment 5)

- Improve document management and streamline administrative processes
- Complete the implementation of the Computerized Maintenance Management System
- Continue building out the interface between CMMS, GIS and WinCAMS
- Explore the expansion of CMMS to other program areas

Maintain a Network Availability Rate of 98% or Better (Funding Adjustments 4 and 6)

- Upgrade WinCAMS Cost Accounting System

Achieve a 96% Response Rate to Information Technology Service Requests Resolved Within 24 Hours (Funding Adjustment 3)

- Develop and implement a plan to service remote sites and monitor effectiveness
- Implement work flow software for Business Systems Support Unit service requests and provide intranet access to Agency computer and technology users
- Implement technology to deliver applications to outlying offices

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of hours network is available during business hours [1]	1,964	1,915	2,169	2,190	2,190
Number of work authorizations processed [2]	3,666	3,471	3,519	2,100	2,100
How Well We Do It (Quality)					
Percent of hours network is available during business hours	98%	97%	100%	98%	98%
Percent of work authorizations processed within five days	96%	96%	98%	98%	98%
Is Anyone Better Off? (Outcome)					
Number and percent of information technology service requests resolved within 24 hours	348 / 90%	359 / 94%	290 / 100%	270 / 96%	280 / 95%
Number and percent of reimbursable work authorization expenditures fully reimbursed	2,739 / 96%	1,168 / 97%	1,190 / 100%	1,200 / 98%	1,200 / 98%
Number and percent of customer survey respondents rating services good or better [3]	22 / 97%	24 / 100%	48 / 95%	40 / 96%	40 / 96%

[1] The definition of "business hours" has been redefined to reflect anticipated additional hours each week for complete network service availability (2,244 hours per year, which exceeds the accepted standard of 1,984 hours per year).

[2] Effective in FY 2004-05 changes to existing work authorizations, which include supplements to budget amounts will not be counted.

[3] The Customer survey form and the collection and review process changed in FY 2003-04. The recipient group is larger, questions are more specific and results are confidential.

Administrative Services (4510P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	31.0	29.0	29.0	28.0	(1.0)	28.0
Funded FTE	31.0	29.0	29.0	27.9	(1.1)	27.9
Total Requirements	4,265,678	4,141,582	5,102,283	5,087,597	(14,686)	5,052,678
Total Sources	4,093,825	3,969,597	4,959,207	4,851,724	(107,483)	4,816,805
Net County Cost	171,853	171,985	143,076	235,873	92,797	235,873
NCC Breakdown						
Non-Mandated Services			143,076	235,873	92,797	235,873

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $235,873 or 4.7%. Of this amount, 100% is discretionary. The Net County Cost in this Program represents the County's contractual agreement with the Fair Oaks Community Center and the City of Redwood City.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; deletion of prior year Fund Balance; reductions in contract expenses; deletion of one-time equipment purchases; reallocation of County facility charges; and adjustments to revenue based on cost recovery.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
237,773	330,570	0	0	92,797	0

2. **Transfer Support Unit**

An improved organizational structure was developed and implemented in July 2003. One of the goals of the restructure was to more closely match activities with programs. As a final step in the Agency reorganization the Deputy Director position and various support costs will be transferred from Administrative Services to Engineering Services. This more closely aligns costs with and program function.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(703,522)	(703,522)	0	0	0	(1)

3. **Delete Fiscal Office Assistant II Position**

One vacant Fiscal Office Assistant II position from the Financial Services Unit will be eliminated. This position has been vacant for most of the prior fiscal year and Financial Services support staff have absorbed the workload.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(54,656)	(54,656)	0	0	0	(1)

4. **Windows Cost Accounting Management System (WinCAMS) Upgrade**

The cost accounting system has become unstable due to incompatibility between the application and the operating systems. An upgrade of WinCAMS to a version consistent with the current computing environment is planned for FY 2004-05. Appropriation has been added for conversion software and technical support. Costs will be recovered through reimbursements from other Programs within the Agency.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
124,500	124,500	0	0	0	0

5. **Transfer Information Technology Analyst Position**

An Information Technology Analyst position will be transferred from the Engineering Services Program to the Business Systems Support Unit in Administrative Services to provide enhanced database and Geographic Information Systems (GIS) development and support.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
115,084	115,084	0	0	0	1

6. **Equipment Purchases**

Planned purchases include: three computer servers; one Global Positioning System (GPS) device for remote data collection; a network switch for 555 County Center; and miscellaneous computer related items. Purchases are made based on recommendations in the automation equipment replacement plan. Costs will be fully recovered through reimbursements from other Programs within the Agency.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
88,000	88,000	0	0	0	0

7. **Final Fund Balance Adjustment**

Fund Balance is mostly due to 4th quarter costs for the Fair Oaks Community Center maintenance agreement not billed by year end and re-appropriated. The remaining portion of Fund Balance will be used to augment the Computerized Maintenance Management System implementation for additional data collection requirements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
85,338	85,338	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(107,483)	(14,686)	0	0	92,797	(1)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

8. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; increase in cost recovery revenue from other budget units; and removal of one-time equipment purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
50,419	20,419	0	0	(30,000)	0

9. **Equipment Purchases**

One web server and one mail server will be purchased as part of the multi-year automation equipment replacement plan.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	30,000	0	0	30,000	0

10. **Final Fund Balance Adjustment**

Prior year Fund Balance for Fair Oaks Community Center maintenance agreement costs and Computerized Maintenance Management System implementation has been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(85,338)	(85,338)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

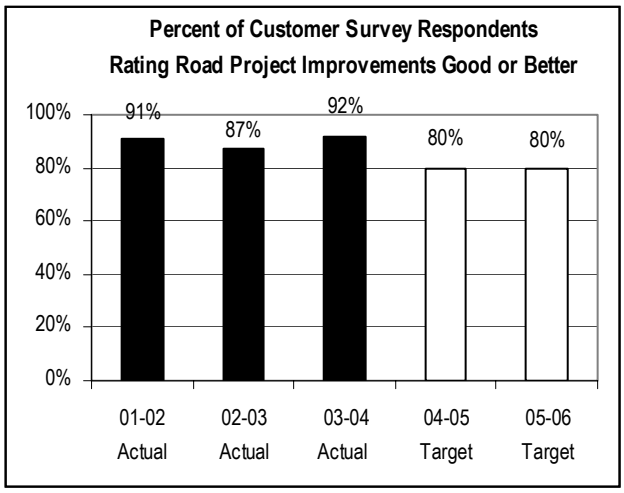
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(34,919)	(34,919)	0	0	0	0

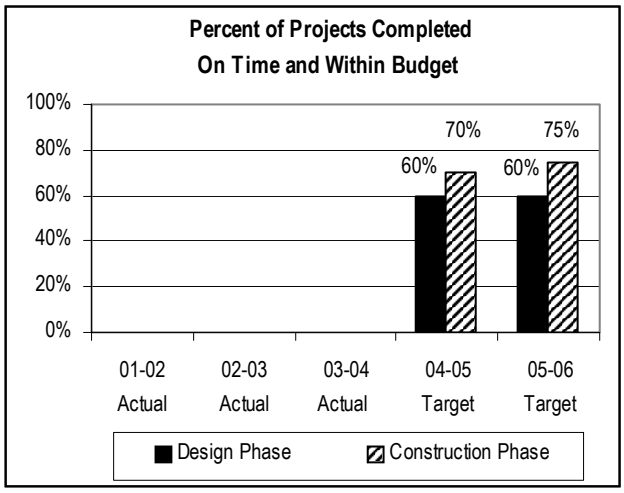
Engineering Services (4600P)

Program Locator

County
- Public Works
  - Administrative Services
  - ▷ **Engineering Services**
  - Facilities Maintenance and Operations
  - Road Construction and Operations
  - Construction Services
  - Vehicle and Equipment Services
  - Waste Management and Environmental Services
  - Transportation Services
  - Utilities, Flood Control and Natural Resources
  - Airports

Headline Measures





Data Development

Records from prior projects will be reviewed to establish a baseline for estimating time and costs. Data collection will involve tracking two primary job types for both the design and construction phase; surface treatment jobs, which are usually straightforward, and reconstruction jobs, which can be complex. Methodologies will be developed establishing time frames and measuring the cost of staff time. One of the factors influencing data could be the cost of construction, which is subject to market conditions. Other unforeseen conditions, such as problems with soil that testing might not reveal, could result in costly change orders. Monitoring this performance measure will provide opportunities to improve internal processes, identify training needs, and improve overall effectiveness.

Program Outcome Statement

The Engineering Services Program provides professional engineering and construction management services in constructing and maintaining County infrastructure for residents and other users to ensure safety and quality of life.

Services and Accomplishments

The Engineering Services Program provides project development and design, drafting, surveying and construction management services for roads, utilities and other County departments. Engineering Services will continue with design and inspection activities for various road surfacing and reconstruction projects in the North Fair Oaks, West Menlo Park and Mid-Coast areas. In addition to road projects, the Program will continue to provide engineering services for various sanitary sewer and storm water projects.

The following are major accomplishments in the current year:

- Designed and inspected road reconstruction projects in the West Menlo Park and South San Francisco/County Club areas
- Designed and inspected a streetscape project through the West Menlo Park business district
- Designed and inspected drainage improvement projects in the North Fair Oaks and Sequoia Tract areas
- Constructed a pedestrian bridge to replace the existing deteriorated bridge on Mirada Road In the Mid-Coast area
- Improved the overall Pavement Condition Index (PCI) of the County maintained road system by completing several road-resurfacing projects
- Improved bid prices and reduced administrative time by bundling similar treatment-type projects
- Managed and completed the County Geographical Information System (GIS) map (geographic layers) conversion project with the initial applications implemented on the County intranet
- Integrated the Pavement Management System (PMS) and GIS and continued to transition from a paper mapping system to a digitized mapping system through GIS

Story Behind Baseline Performance

Project success is contingent upon participation from the public and a variety of internal stakeholders such as maintenance staff and other County departments. Public input comes through environmental documentation, public meetings, priority setting and political concurrence through the budget process. Engineering Services continues efforts to achieve success in all phases of each road and capital project by measuring how well the projects meet the needs and expectations of customers. Road project customers are surveyed and property owner feedback is evaluated to enhance design criteria. While overall customer satisfaction was rated higher in the two prior fiscal years, the Program is planning to reach 80% over the next two years.

The Program also provides service to customers at the counter seeking information related to maps and survey records. Portions of this service have been automated resulting in a 20% cost reduction. Further savings may be realized through the development of additional processes and systems to support the self-service model. Surveys are provided for counter service customers and the Program anticipates a small drop in satisfaction ratings as a result of the transition to the self-service model. Efforts will be made in the next two years to bring ratings back to previous levels.

Performance measure targets for the percent of road and facility projects advertised, awarded and completed were initially developed based on budgeted projects. Both funded and budgeted projects are now being used which has improved tracking capabilities. The Program continues to explore administrative cost reduction alternatives, including an analysis of inspector schedules that would more closely reflect contractor schedules. Aligning inspector schedules more closely with hours worked by contractors could resolve some coverage issues and also may result in Overtime savings. Additionally, the Program continues to bundle similar treatment-type projects to improve bid prices and to further reduce administrative time. Other surface treatments, including strengthening of the roadway base material on rural roads by the County's Road Services and Operations Program, are being investigated and evaluated as a cost effective means of reducing overall reconstruction costs.

The continued transition from a paper system to GIS requires changing skill sets from the current Drafting staff. It is anticipated that GIS mapping coupled with the database of maps on file will reduce staff time associated with helping the public find requested maps. The number of County staff trained in Geomedia will be increased to ensure staff remains apprised of technological advancements. Technical support functions for GIS have been transferred to the Business Systems Support Unit in Administrative Services. The Engineering Services Program will continue to provide input for the planning and expansion of GIS.

Major challenges over the next two years will be:

- To obtain input from Mid-Coast property owners and the Mid-Coast Council prior to commencing detailed design on specific projects
- To realize further savings through the refinement of the self-service model for maps and survey records
- To explore new administrative cost reductions including an analysis of Inspector schedules that would more closely reflect contractor schedules
- To investigate and evaluate other surface treatments, including strengthening of the roadway base material on rural roads by the County's Road Services and Operations Program as a cost effective means of reducing overall reconstruction costs
- To assume responsibility for additional project management needs in sewers for projects mandated by the Clean Water Act which are financed by user charges; and in parks where State Bond money is available for capital improvements

Program Priorities

The Engineering Services Program will meet performance targets by doing the following:

Maintain an Overall Customer Satisfaction Rating for Road Improvement Projects of 80% or Better

- Improve the public input process
- Utilize the Pavement Management System (PMS) to assist in identifying surface preparation projects
- Explore, evaluate and implement improved methods for improving the Pavement Condition Index and reducing cost per mile

Maintain a Project Completion Rate of 50% or Better (Funding Adjustment 2)

- Explore and implement processes and systems to improve productivity and accuracy
- Explore the creation of a computerized benchmark database
- Create electronic templates for standard engineering calculations
- Scan all existing recorded maps
- Explore ways to use GIS to improve business processes including identification of existing drafting functions that can be streamlined or automated with use of GIS web or desktop tools

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of roads, sewer, watershed, and parks projects funded	58	62	56	30	50
Number of counter service requests for maps and survey records [1]	1,290	1,489	771	700	700
How Well We Do It (Quality)					
Percent of funded roads, sewer, watershed, and parks projects:					
- Advertised	47%	29%	25%	50%	50%
- Awarded	39%	35%	25%	50%	50%
- Completed	35%	45%	32%	50%	50%
Percent of customers rating maps/survey records counter services good or better [2]	95%	100%	100%	92%	93%
Percent of projects completed on time and within budget (data development):					
- Design phase	---	---	---	60%	60%
- Construction phase	---	---	---	70%	75%
Is Anyone Better Off? (Outcome)					
Number and percent of customer survey respondents (residents) rating road project improvements good or better	100 / 91%	35 / 87%	61 / 92%	60 / 80%	60 /80%

[1] A new system was implemented in FY2003-04 which allows most customers to serve themselves. The current year-end estimate and targets measure the number of contacts between staff and customers (excludes self-service customers).

[2] Satisfaction ratings may decrease in spite of efforts made to assist customers in the transition to the new self-service model.

Engineering Services (4600P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	48.0	40.0	40.0	36.0	(4.0)	36.0
Funded FTE	47.8	39.4	39.4	35.5	(3.9)	35.5
Total Requirements	4,352,703	4,250,277	4,874,674	4,827,954	(46,720)	5,011,812
Total Sources	4,240,765	4,162,876	4,783,976	4,737,256	(46,720)	4,921,114
Net County Cost	111,938	87,402	90,698	90,698		90,698
NCC Breakdown						
Non-Mandated Services			90,698	90,698		90,698

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $90,698 or 1.7%, of which $90,698 or 100.0% is discretionary. This amount represents the County Engineer function.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; reallocation of County facility charges; deletion of a one-time equipment purchase; an increase in software costs based on the multi-year automation replacement plan; and decreases in reimbursement for services based on current level of service.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(266,242)	(266,242)	0	0	0	0

2. **Transfer One Information Technology Analyst Position**

An Information Technology Analyst position will be transferred from Engineering Services to the Business Systems Support (BSS) unit in Administrative Services to provide enhanced database and Geographic Information Systems (GIS) development and support.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(115,084)	(115,084)	0	0	0	(1)

3. **Transfer Support Unit**

An improved organizational structure was developed and implemented in July 2003. One of the goals of the restructure was to more closely match activities with programs. As a final step in the Agency reorganization the Engineering and Natural Resource Protection Support Unit will be transferred from Administrative Services to Engineering Services. This more closely aligns management support and costs with programs supported.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
703,522	703,522	0	0	0	1

4. **Project Reductions**

State funding for transportation projects has been reduced resulting in fewer projects and associated workload for the Engineering Program. Costs will be reduced by eliminating four vacant Associate Engineer positions to offset the reduction in revenue. Funds for Retiree Health will be appropriated. In the past, anticipated salary savings from vacant positions were used to cover these costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(384,140)	(384,140)	0	0	0	(4)

5. **Final Fund Balance Adjustment**

Fund Balance has been added for counter service related automation which is expected to result in future General Fund cost reductions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
15,224	15,224	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(46,720)	(46,720)	0	0	0	(4)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

6. **Adjustment to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; increase in Interfund Revenue; and removal of one-time operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
199,082	199,082	0	0	0	0

7. **Final Fund Balance Adjustment**

Fund Balance has been removed for one-time costs related to counter service automation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(15,224)	(15,224)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

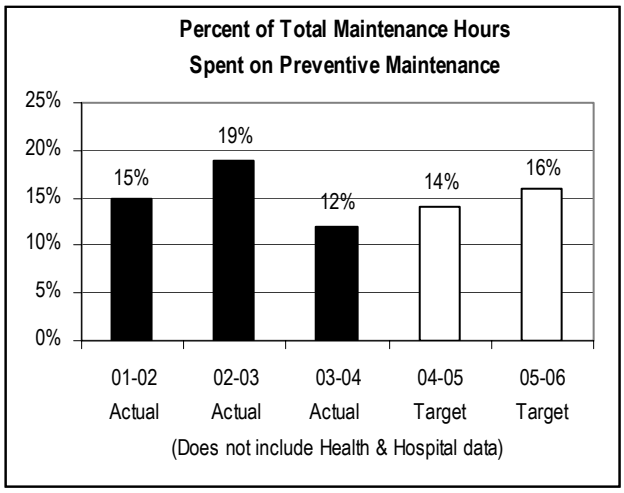
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
183,858	183,858	0	0	0	0

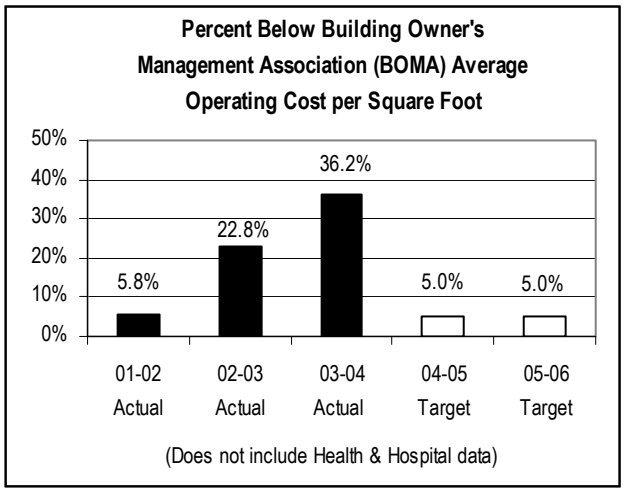
Facilities Maintenance and Operations (4730P)

Program Locator

County
- Public Works
  - Administrative Services
  - Engineering Services
  - ▷ **Facilities Maintenance and Operations**
  - Road Construction and Operations
  - Construction Services
  - Vehicle and Equipment Services
  - Waste Management and Environmental Services
  - Transportation Services
  - Utilities, Flood Control and Natural Resources
  - Airports

Headline Measures





Program Outcome Statement

Facilities Maintenance and Operations preserves the County's capital assets and infrastructure by operating and maintaining facilities in a cost effective and professional manner to ensure the public and employees have safe, comfortable and clean work sites. Health and Hospital Facilities Maintenance and Operations maintains and operates all Health and Hospital Facility systems in an effective and economical manner to ensure a comfortable and safe environment for patients, visitors and staff. Buildings Services provides efficient, cost-effective, comprehensive and professional custodial and ancillary services throughout the County's facilities to ensure the environment is clean and safe for County employees and the public.

Services and Accomplishments

Facilities Maintenance and Operations (FMO) is responsible for keeping County-owned and County-leased buildings and surrounding areas clean and safe, and to assure that systems and equipment are in good repair and functioning properly. Services include structural maintenance and repair, heating, ventilation and air conditioning, plumbing, lighting, custodial, landscaping, signage, utilities, water treatment, emergency power systems, life safety systems, pest control, carpentry, painting and lock work.

The following are major accomplishments in the current year:

- Implemented the Computerized Maintenance Management System (CMMS)
- Published standards for temperature control in County buildings in order to save energy and reduce costs
- Partnered with Pacific Gas and Electric (PG&E) to develop options for further energy savings
- Completed the Building Standards document to provide detailed minimum and specific standards for construction in County facilities
- Trained employees on recycling guidelines and how to assist customers
- Supported the opening and ongoing maintenance needs of the Burlingame Long Term Care facility
- Continued to make progress on the Americans with Disabilities Act (ADA) transition plan with significant modifications to restrooms at the Women's Correction Facility, Maguire Correctional Facility, San Carlos Airport and Daytop Drug Treatment Center
- Improved security in the North Courts with new access and surveillance systems
- Developed and distributed customer satisfaction surveys and a Service Level Agreement to facility customers
- Reinstated and provided training for the Maintenance Coordinator program (single point of contact for facility issues)

Story Behind Baseline Performance

The Computerized Maintenance Management System (CMMS) will be a key asset in helping plan and schedule maintenance activities. The automated work order process provides customers with a convenient and accurate request and reference tool. It also helps identify and track required preventive maintenance. The use of the system will be broadened in FY 2004-05 to include computer generated maps and plans. This will increase efficiency in troubleshooting problems and streamlining repair plans increasing the amount of time spent on preventive maintenance. The Program continues to reduce utility operating expenses to keep costs per square foot below the Building Owners and Managers Association (BOMA) standard.

Building standards, which were developed this past year, will improve consistency in materials, finishes and equipment. This will save money by reducing multiple types of parts and stock inventories. Building Services has maintained a stable workforce over the past year and has been working with schedules and procedures to service additional square footage without adding staff. The work group in Redwood City was relocated from the Old Courthouse to the County Office Building in Spring 2004, which will provide for better coordination of special work requests.

In cooperation with Administrative Services, FMO will develop a new capital project process to improve project scope definition and cost estimate information. The new process will improve project scheduling and increase the accuracy of budgets.

Customer service and communication has been a high priority for FMO this past year. The percent of customers rating services good or better has remained stable despite cost reductions.

Major challenges over the next two years will be:

- To provide responsive service with reduced staff
- To evaluate ideas from staff and customers on how to implement operational changes to increase efficiency and reduce services

Program Priorities

The Facilities Maintenance and Operations Program will meet performance targets by doing the following:

Improve the Percent of Total Maintenance Hours Spent on Preventive Maintenance by 2%

- Increase and refine use of the Computerized Maintenance Management System

Maintain Facility Costs per Square Foot at 5% below BOMA Average (Funding Adjustments 2, 3, 4 and 5)

- Develop standards for County Buildings Phase III - monitor the effectiveness of the recently implemented Building Standards developed in FY 2003-04 and update technical information as necessary
- Develop new capital projects process and develop scope and budget/prioritization
- Coordinate with outside resources to identify energy conservation projects
- Identify operational and low to no cost energy savings measures for several buildings and undergo a cooperative effort with PG&E to survey the buildings and identify operational changes and other ways to save energy

Maintain an Overall Customer Satisfaction Rating of 90% or Better

- Improve customer response time and customer satisfaction

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of hours spent on preventive maintenance for [1]:					
- Facilities - non Health and Hospital	5,365	6,424	3,829	3,200	3,200
- Facilities - Health and Hospital	---	6,592	2,201	2,200	2,200
Number of square feet maintained:					
- Facilities	2,247,450	2,282,450	2,240,333	2,240,333	2,240,333
- Custodial	1,766,640	1,789,410	1,811,640	1,811,640	1,811,640
- Health and Hospital	---	535,510	599,660	599,660	599,660
Number of work requests and special services					
- Facilities	1,229	4,433	5,494	3,700	3,700
- Custodial	82	157	107	120	120
- Health and Hospital (data development)	---	---	---	800	850
Number of funded facilities/capital projects managed by Public Works project management staff	83	89	41	62	65
How Well We Do It (Quality)					
Percent of preventive maintenance completed within prescribed time frames:					
- Non Health and Hospital (data development)	---	---	---	38%	40%
- Health and Hospital (data development)	---	---	---	65%	70%
Percent of funded facilities/capital projects managed by Public Works project management staff:					
- Advertised	60%	25%	29%	20%	20%
- Awarded	60%	17%	37%	20%	20%
- Completed	36%	12%	34%	25%	25%
Percent of funded facilities/capital projects managed by Public Works project management staff completed on time and within budget [2]	---	---	---	75%	80%
Percent below Building Owner's Management Association International (BOMA) average operating cost per square foot:					
- Non Health and Hospital	5.8%	22.8%	36.2%	5.0%	5.0%
- Health and Hospital (data development)	---	---	---	4.0%	4.0%

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
Number and percent of customers rating services good or better:					
- Facilities	150 / 90%	79 / 96%	106 / 98%	140 / 90%	140 / 90%
- Custodial	114 / 96%	157 / 96%	205 / 97%	190 / 96%	190 / 96%
- Health and Hospital (data development)	--- / ---	--- / ---	--- / ---	50 / 90%	55 / 92%
Is Anyone Better Off? (Outcome)					
Percent of total maintenance hours spent on preventive maintenance (non-Health and Hospital)	15%	19%	12%	14%	16%
Number and percent of square feet Facility Condition Index (FCI) of ten or below [3] (data development)	--- / ---	--- / ---	--- / ---	--- / 62%	--- / 62%

[1] The database was incorrectly tracking historical hours spent on preventive maintenance. The issue was resolved in FY 2003-04.

[2] Data is collected based on the construction schedule and budget established and agreed to by the customer at the time the project is initiated.

[3] A physical condition assessment of County facilities is needed before data can be determined.

Facilities Maintenance and Operations (4730P) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	95.0	95.0	95.0	94.0	(1.0)	91.0
Funded FTE	93.4	94.6	104.6	93.3	(11.3)	95.2
Total Requirements	5,888,411	7,038,650	5,370,868	7,433,662	2,062,794	5,359,265
Total Sources	5,649,380	8,758,871	5,039,040	7,194,631	2,155,591	5,120,234
Net County Cost	239,031	(1,720,221)	331,828	239,031	(92,797)	239,031
NCC Breakdown						
Emergency Services JPA			21,986	21,986		21,986
Non-Mandated Services			309,842	217,045	(92,797)	217,045

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $239,031 or 4.5%, of which $217,135 or 91% is discretionary. This amount includes facilities maintenance for the San Mateo County Fairgrounds, Old Courthouse, Law Library and Child Care facilities.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; increases in operating costs based on annualizing the costs for the Burlingame Long Term Care facility. Costs are fully offset with increases in rent charges based on current service levels and the annualization of rent charges for the Burlingame Long Term Care facility.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
73,113	296,789	(100,644)	(1,593)	121,439	0

2. **Energy Savings**

The Maguire Correctional Facility will have a cogeneration system installed on the 6th floor roof. The project is scheduled for completion by December 2004. Significant savings in electrical costs is anticipated for the remainder of the fiscal year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(100,000)	0	0	(100,000)	0

3. **Reduction in Landscaping Services**

Landscaping services at County facilities will be reduced by 25%. Services that will be eliminated or reduced include planting of annuals and reduced trimming and mowing.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(65,000)	0	0	(65,000)	0

4. **Reduction in Custodial Service**

One custodial position will be eliminated to meet budget targets. The frequency of some services such as dusting and vacuuming as well as stripping and wax/sealing of resilient floors will be reduced.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(59,236)	0	0	(59,236)	(1)

5. **Equipment Purchases**

The purchase of a new floor scrubber for Building Services will increase production by 50%, minimize employee and back injuries and reduce equipment maintenance costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	10,000	0	0	10,000	0

6. **Final Fund Balance Adjustment**

Fund Balance has been added as a result of a one-time utilities refund from the Association of Bay Area Governments (ABAG). Funds have been appropriated for the Maguire Correctional Center cogeneration project; the Hall of Justice seismic retrofit project; additional utility costs;

and pending payments for utility transmission costs for the San Mateo Medical Center incurred in 2001. The remainder has been appropriated in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,082,478	1,120,574	0	961,904	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,155,591	1,203,127	(100,644)	960,311	(92,797)	(1)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

7. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; the annualization of a reduction in utility costs due to the installation of a cogeneration system at the Maguire Correctional Facility; removal of one-time equipment purchases; and an adjustment to Intrafund Transfers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
9,120	307,686	(33,941)	0	264,625	0

8. **Reductions in Operating Costs and Staff**

Landscaping and building maintenance will be reduced to meet budget reduction targets. Two filled Senior Utility Workers and one filled Stationary Engineer position will be eliminated and landscaping services will be performed at minimal levels. Some locksmith services will be removed from the rent and funded on a fee for service basis. Service request response time will increase. Services such as room set ups and supply delivery will be eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,039)	(265,664)	0	0	(264,625)	(3)

9. **Final Fund Balance Adjustment**

Fund Balance for one-time prior year costs has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,082,478)	(1,120,574)	0	(961,904)	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

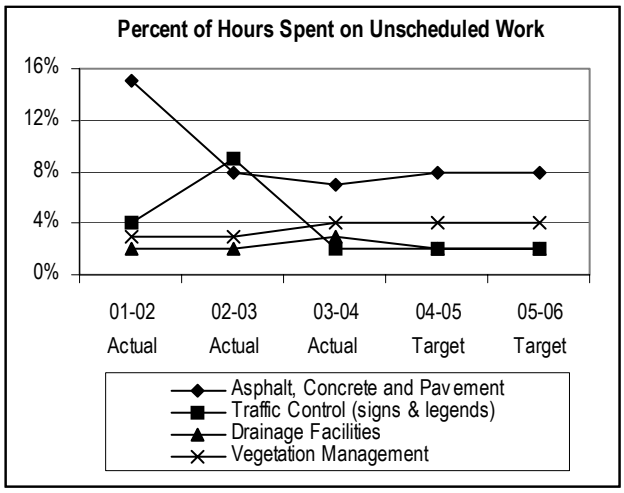
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,074,397)	(1,078,552)	(33,941)	(961,904)	0	(3)

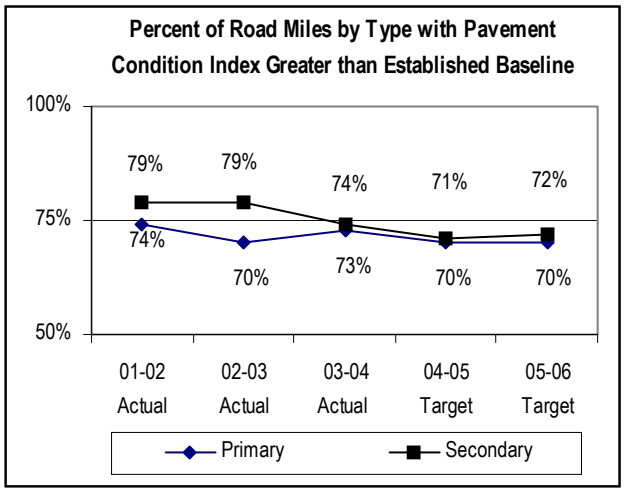
Road Construction and Operations (4520P)

Program Locator

County
- Public Works
  - Administrative Services
  - Engineering Services
  - Facilities Maintenance and Operations
  - ▷ **Road Construction and Operations**
  - Construction Services
  - Vehicle and Equipment Services
  - Waste Management and Environmental Services
  - Transportation Services
  - Utilities, Flood Control and Natural Resources
  - Airports

Headline Measures





Program Outcome Statement

The Road Construction and Operations Program ensures that the County Maintained Road System is preserved for the benefit of the public by constructing, repairing and maintaining roadways in a professional and cost effective manner.

Services and Accomplishments

Functions and services previously provided by Road Construction Services and Road Maintenance and Operations were merged into Road Construction and Operations. The new program will maintain responsibility for the repair and maintenance of County maintained roads and will work closely with Engineering Services to plan and prioritize road and road-related construction projects. Traffic and construction inspection services will now be under the Road Operations Section (ROS) of this Program. Several staffing changes and transfers were made to support these responsibilities.

The following are major accomplishments in the current year:

- Acquired a new piece of equipment (the Zipper) which is used to stabilize failed pavement areas
- Evaluated the application of an asphaltic emulsion and sand (scrub seal) to rejuvenate and extend the life of oxidized pavement
- Demonstrated success with non-toxic clove oil in suppressing weed growth under certain conditions
- Completed needed landscaping replacement and enhancement work at four County Center facilities using native plants and efficient irrigation systems
- Completed an Equipment Operators Training program
- Initiated a new back injury prevention-training program (Backwise) to address the impact that injuries have on staffing levels

Story Behind Baseline Performance

Revenue reductions and anticipated increases in maintenance and construction costs have presented significant staffing issues over the past year and will continue to be a challenge in the next two years. Positions vacated as a result of departmental promotions, retirements, and normal turnover have not been filled. Maintenance responsibilities have been reconfigured to provide coverage. Staffing requirements for all functional areas continue to be evaluated especially with changes in maintenance functions. The Program will continue to initiate succession-planning efforts including the development of staff leadership skills. New training programs will continue to be assessed and implemented targeting key technical skills in areas where vacancies will occur.

Service hours for asphalt/pavement, traffic control, drainage facilities and vegetation management have declined over the past two and half years due to staffing shortages. Preventive maintenance, or the percent of work completed according to schedule, has increased or

remained steady in spite of reductions. Road maintenance crews continue to perform work as needed to keep energy repairs and customer complaints to a minimum. Increased efficiency is due to long range planning, sharing resources between crews and locations and using other Program staff to note potential problems requiring attention while completing field data collection.

The new Computerized Maintenance Management System (CMMS) will be implemented in 2004 and will be a key asset in planning and scheduling operational and maintenance activities. The Program will be able to more accurately assess needs and effectively allocate resources as the use of CMMS expands and historical data is developed. This system will also help achieve scheduled maintenance levels.

Dedicated funding for road maintenance and construction has been reduced as the State General Fund now receives revenues from sales tax on fuel. General fuel tax revenues are down approximately 4%. Concurrently, negotiated labor increases have risen. It is anticipated that road maintenance material costs, primarily asphalt concrete for road paving and repair, will rise with the increased cost of crude oil. The combination of these factors will result in deferring projects that have been or will be proposed to maintain the Pavement Condition Index (PCI) of the maintained road system. The PCI is used to report on the condition of the road system as required by the Controller pursuant to General Accounting Standards Board 34 (GASB 34). The Program acquired a new piece of equipment in 2003. The Zipper is used to stabilize failed pavement areas by pulverizing the existing pavement in place, adding base material, incorporating cement into the pulverized material then placing a chip seal or other asphalt wearing surface to the strengthened section of road.

Road Construction and Operations (RCO) continues to research and utilize new methods and technologies to increase maintenance efficiency. This includes acquiring new equipment and working with Engineering Services to develop new road material applications. RCO will continue to research and evaluate vegetation methods, including the eradication of pampas grass and alternatives to herbicide use.

Customer surveys are distributed to different areas each year based on a multi-year survey plan. The number of resident survey recipients within an area can vary widely from one section to another. The number of completed survey responses returned will vary accordingly. The low satisfaction rating for FY 2002-03 was due to problems with overcrowding, litter and parking experienced by the area surveyed (North Fair Oaks). Satisfaction levels are targeted at 92% for service requests and 80% for street sweeping.

Major challenges over the next two years will be:

- To increase efficiency and reduce costs for the traffic signal maintenance program
- To address reduced funding and rising costs for road maintenance and construction
- To maintain the Pavement Condition Index (PCI) of the maintained road system with the continued decline in funding
- To continue the assessment, development and implementation of training programs that target key technical skills in areas where vacancies will occur

Program Priorities

The Road Construction and Operations Program will meet performance targets by doing the following:

Maintain 92% to 97% of Hours Spent on Scheduled Maintenance (Funding Adjustment 3)

- Complete the implementation of the Computerized Maintenance Management System (CMMS)
- Commence system use with high priority facilities and activities, including roads, drainage, traffic controls and inspections
- Continue the Culvert Inventory Program for inclusion in CMMS
- Coordinate the use of CMMS with the Pavement Management System
- Expand the use of clove oil along County-maintained roads
- Develop a Coastside Vegetation Management agreement with County Planning
- Continue ditch paving efforts to reduce erosion, sedimentation and the need for weed abatement measures where appropriate
- Provide public information on County practices and recommendations for vegetation management and the use of environmentally safe methods and materials
- Explore the development of a pampas grass eradication program

Maintain the Number and Percent of Primary Road Miles with Pavement Condition Index Greater Than the Established Baseline

- Increase the use of the Zipper to strengthen road sections
- Continue to explore new methods and materials to extend pavement life

Increase the Productive Hours in the Road Construction and Operations Program by 5% (Funding Adjustment 3)

- Assess current and future training needs and review and update existing policies, procedures and training plans as related to job performance, skill level, current techniques, work out of class, career development and succession planning
- Refine the processes currently in use to develop policies, procedures and standards to include all levels in the Program and other stakeholders
- Consolidate and implement operating, maintenance and construction standards

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of service hours for:					
- Asphalt, concrete, pavement	38,688	27,281	22,714	22,000	20,000
- Traffic control (signs and legends)	4,921	3,073	3,728	3,500	3,500
- Drainage facilities	18,099	18,724	12,525	11,500	11,000
- Vegetation management	22,015	19,403	15,568	17,000	17,000
- Project preparation work (1) (data development)	---	---	---	4,500	4,500
Number of maintained miles (2)	316	316	316	316	316
- Primary	102	102	102	102	102
- Secondary	214	214	214	214	214
Total productive hours for the Road Services Division (includes overtime and on-call hours)	122,649	111,904	98,831	98,000	97,000
Number of lane miles					
- Sealed	26.1	32.3	17	60	60
- Resurfaced	34.2	41.7	23	19	10
- Reconstructed	2.7	4.7	2.9	0.3	1.0
Number of service requests for traffic (3) (data development)	47	44	235	200	200
How Well We Do It (Quality)					
Percent of work completed according to schedule for:					
- Asphalt, concrete, pavement	85%	92%	93%	92%	92%
- Traffic control (signs and legends)	88%	91%	98%	95%	95%
- Drainage facilities	98%	98%	97%	98%	98%
- Vegetation management	97%	97%	96%	97%	97%
Cost per mile	$18,830	$19,307	$18,146	$19,500	$19,500
Percent of productive hours lost as result of injury (4)	5.3%	2.8%	5.5%	4.0%	3.0%
Cost per lane mile:					
- Sealed	$20,810	$27,652	$16,904	$40,000	$40,000
- Resurfaced	$256,878	$222,659	$91,844	$200,000	$200,000
- Reconstructed	$838,868	$778,251	$861,072	$800,000	$800,000
Is Anyone Better Off? (Outcome)					
Number and percent of hours spent on unscheduled work for:					

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
- Asphalt, concrete, pavement	5,600 / 15%	2,163 / 8%	1,625 / 7%	1,800 / 8%	1,800 / 8%
- Traffic control (signs and legends)	177 / 4%	259 / 9%	50 / 2%	175 / 2%	175 / 2%
- Drainage facilities	365 / 2%	446 / 2%	474 / 3%	500 / 2%	500 / 2%
- Vegetation management	501 / 3%	514 / 3%	647 / 4%	500 / 4%	500 / 4%
Number and percent of customer survey respondents rating services good or better:					
- Service requests	138 / 92%	29 / 89%	61 / 96%	60 / 92%	70 / 92%
- Street sweeping [5]	480 / 86%	33 / 24%	--- / ---	50 / 80%	50 / 80%
Number and percent of road miles, by type, with Pavement Condition Index greater than established baseline:					
- Primary (55 and above)	111 / 74%	70 / 70%	71 / 73%	70 / 70%	68 / 70%
- Secondary (40 and above)	126 / 79%	168 / 79%	155 / 74%	154 / 71%	157 / 72%
Number of accidents (includes pedestrian and bicyclists)	492	425	340	400	400
Number and value of road related claims	0 / $0	1 / $6,000	0 / $0	0 / $0	0 / $0

[1] Road maintenance project preparation work includes all activities associated with contracted reconstruction work on a road, including pipe replacements, crack sealing, digouts, patching low spots, and shoulder backing when resurfacing has been completed.

[2] Primary Roads are defined as County maintained roads that are major thoroughfares and streets or the only road servicing a particular area. Secondary Roads are defined as all other roads.

[3] The method of tracking service requests for traffic changed in FY 2003-04. The unit will further define “Traffic Service Request” in FY 2004-05 to provide consistent measurement and reporting.

[4] The FY 2003-04 year end actual is high due to the loss of approximately 4,600 productive hours as a result of five long-term injuries.

[5] The survey process was delayed in FY 2003-04. Results will be reported in FY 2004-05.

Road Construction and Operations (4520P) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	68.0	73.0	73.0	68.0	(5.0)	68.0
Funded FTE	68.0	73.0	73.0	68.0	(5.0)	68.0
Total Requirements	34,816,260	28,527,674	20,762,546	19,676,161	(1,086,385)	18,768,777
Total Sources	35,968,155	29,919,262	20,762,546	19,676,161	(1,086,385)	18,768,777
Net County Cost	(1,151,895)	(1,391,587)				

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by state and federal revenue.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; reductions in Gas tax interest; state and federal revenues; and Fund Balance; and reductions in road design and construction project appropriations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,406,667)	(2,136,667)	0	(490,000)	(1,220,000)	0

2. **Road Construction (GASB34) Projects**

Road reconstruction projects have been added as described in the Road Fund summary following this section. Road reconstruction project costs have been reclassified as Fixed Assets in compliance with General Accounting Standards Bulletin 34 (GASB 34).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,220,000	0	0	1,220,000	0

3. **Landscape Services**

Landscape crews will provide a higher level of service for weed removal, brush clearing, tree trimming and mowing to Road Construction and Operations which will be offset with a decrease in services to Facilities Maintenance and Operations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(60,000)	0	(60,000)	0	0	0

4. **Road Maintenance and Construction Project Reductions**

The reduction in State funding and the decline in gasoline tax proceeds coupled with continued increases in Salary and Benefit costs have resulted in less funding available for road maintenance and construction projects. The Road Maintenance unit will be reduced by one crew which contains five vacant positions. As a result, maintenance areas will be redefined. The Computerized Maintenance Management System (CMMS) was not fully implemented by the end of FY 2003-04 and appropriation has been added to complete the project. CMMS will assist in scheduling preventive maintenance and customer responses which is critical due to reduced staffing levels. Funding for Retiree Health, work out of class and Overtime will be appropriated as previous salary savings from vacant positions were used to cover these costs. Increases to Engineering Services accounts as well as construction project reductions have been made to reflect current experience. An appropriation has been added for structures and improvements for the emergency roof repair at Grant Yard.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(434,351)	0	0	(434,351)	(5)
0	434,351	0	0	434,351	0

5. **Final Fund Balance Adjustment**

Fund Balance has been increased and fully offsets the cost of projects not completed in the prior year. The remainder has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
380,282	354,538	0	25,744	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,086,385)	(562,129)	(60,000)	(464,256)	0	(5)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

6. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; an increase in the reimbursement rate for the Landscaping Unit; a reduction in Reserves and project appropriations; and a decrease in Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(527,101)	(997,101)	0	(550,000)	(1,020,000)	0

7. **Road Reconstruction Projects**

Various road reconstruction projects are planned as outlined in the Road Fund Summary following this section.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,020,000	0	0	1,020,000	0

8. **Eliminate Project Costs**

One-time project costs have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(380,282)	(354,538)	0	(25,744)	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(907,384)	(331,640)	0	(575,744)	0	0

Public Works Agency Road Fund

Adopted Services FY 2004-05

The following projects, equipment and plant improvements are budgeted for FY 2004-05				
MAJOR MAINTENANCE IMPROVEMENTS				
ADA Improvements		75,000		
Maintenance - Accidents		10,000		
Maintenance - Bridges		10,000		
General Maintenance		6,620,546		

Public Works Agency Road Fund

Adopted Services FY 2004-05

Maintenance System		40,000	**Subtotal:**	**6,755,546**
OTHER MAINTENANCE PROJECTS				
Countywide	Slurry/chip seal various roads	1,400,000		
Countywide	Culvert replacements	125,000		
Countywide	Pave unpaved ditches (Fishnet 4C)	100,000		
Countywide	NPDES - Maintenance Projects	140,000	**Subtotal:**	**1,765,000**
MAJOR MAINTENANCE PROJECTS			**TOTAL:**	**8,520,546**
General Engineering/Administration				
Contingencies		400,000		
GIS Road Related		75,000		
Overhead		750,000		
Grant Applications		20,000		
Pavement Management		100,000		
Judgements		200,000		
Maintenance Road Records		400,000		
Traffic Counts		200,000		
Undistributed Services and Supplies		1,200,000	**TOTAL:**	**3,345,000**
MAJOR CONSTRUCTION PROJECTS				
Resurfacing Projects				
Daly City	Broadmoor - Various Roads	160,000		
San Mateo	San Mateo Highlands - Various Roads	70,000		
Redwood City	North Fair Oaks - Various Roads	50,000		
Menlo Park	West Menlo Park - Various Roads	90,000		
Rural	Various Roads	380,000		
Mid Coast	El Granada, Moss Beach, Miramar, Montara - Various Roads	200,000	**Subtotal:**	**950,000**
Reconstruction Projects				
South Bayside	Various Roads	690,000		
South County	Various Roads	200,000		
Mid Coast - Urban	Various Roads	80,000	**Subtotal:**	**970,000**
Safety Projects				

Public Works Agency Road Fund

Adopted Services FY 2004-05

Countywide	Intersection Investigations	50,000	**Subtotal:**	**50,000**
All Other Projects				
Countywide	All Other Projects	311,468	**Subtotal:**	**311,468**
MAJOR CONSTRUCTION PROJECTS			**TOTAL:**	**2,281,468**
CONTRIBUTIONS / AID TO CITIES				
Woodside (City/County Agreement)	Bear Gulch Road Maintenance	4,000		
Belmont	Los Costanos Development Plan	225,000		
CARES Program (City/County Agreement)	Accident Record System	25,000	**TOTAL:**	**254,000**
REIMBURSABLE OTHER SERVICES				
Services to Other Agencies		454,035	**TOTAL:**	**454,035**
EQUIPMENT AND PLANT				
Replacement				
Half-ton pickup		22,500		
Hybrid sedan		22,000		
Sweeper		186,000		
Backhoe		90,000	**Subtotal:**	**320,500**
EQUIPMENT AND PLANT			**TOTAL:**	**320,500**
		TOTAL FOR FY 2004-05		**$15,175,549**

Public Works Agency Road Fund

Adopted Services FY 2005-06

The following projects, equipment and plant improvements are budgeted for FY 2005-06				
MAJOR MAINTENANCE IMPROVEMENTS				
ADA Improvements		75,000		
Maintenance - Accidents		10,000		
Maintenance - Bridges		10,000		
General Maintenance		6,924,714		
Maintenance System		40,000	**Subtotal:**	**7,059,714**
OTHER MAINTENANCE PROJECTS				
Countywide	Slurry/chip seal various roads	1,430,000		

Public Works Agency Road Fund

Adopted Services FY 2005-06

Countywide	Culvert replacements	125,000		
Countywide	Pave unpaved ditches (Fishnet 4C)	100,000		
Countywide	NPDES - Maintenance Projects	110,000	**Subtotal:**	**1,765,000**
MAJOR MAINTENANCE PROJECTS			**TOTAL:**	**8,824,714**
General Engineering/Administration				
Contingencies		400,000		
GIS Road Related		75,000		
Overhead		750,000		
Grant Applications		20,000		
Pavement Management		100,000		
Judgements		200,000		
Maintenance Road Records		400,000		
Traffic Counts		200,000		
Undistributed Services and Supplies		1,000,000	**TOTAL:**	**3,145,000**
MAJOR CONSTRUCTION PROJECTS				
Resurfacing Projects				
Daly City	Broadmoor - Various Roads	20,000		
San Mateo	San Mateo Highlands - Various Roads	130,000		
Portola Valley	Ladera - Various Roads	70,000		
Portola Valley	Los Trancos - Various Roads	360,000		
Rural	Various Roads	620,000		
Mid Coast	El Granada, Moss Beach, Miramar, Montara - Various Roads	160,000	**Subtotal:**	**1,360,000**
Reconstruction Projects				
North County	Various Roads	320,000		
South County	Various Roads	210,000		
Mid Coast - Urban	Various Roads	440,000	**Subtotal:**	**970,000**
Safety Projects				
Countywide	Intersection Investigations	50,000	**Subtotal:**	**50,000**
All Other Projects				
Countywide	All Other Projects	68,761	**Subtotal:**	**68,761**

Public Works Agency Road Fund

Adopted Services FY 2005-06

MAJOR CONSTRUCTION PROJECTS			**TOTAL:**	**2,448,761**
CONTRIBUTIONS / AID TO CITIES				
Woodside (City/County Agreement)	Bear Gulch Road Maintenance	4,000		
Belmont	Los Costanos Development Plan	225,000		
CARES Program (City/County Agreement)	Accident Record System	25,000	**TOTAL:**	**254,000**
REIMBURSABLE OTHER SERVICES				
Services to Other Agencies		476,934	**TOTAL:**	**476,934**
EQUIPMENT AND PLANT				
Replacement				
Half-ton pickup		22,500		
Hybrid sedan		22,000		
Patch Truck		92,000		
End Dump Trailer		58,000	**Subtotal:**	**194,500**
EQUIPMENT AND PLANT			**TOTAL:**	**194,500**
		TOTAL FOR FY 2005-06		**$15,343,909**

Public Works Agency Roadway Improvement Fund

The following projects are budgeted for FY 2004-05		
MAJOR RECONSTRUCTION AND RESURFACING PROJECTS		
Mid-Peninsula	Resurfacing of various roads in San Mateo Highlands	100,000
South Bayside	Resurfacing of various roads in North Fair Oaks	200,000
Emerald Lake	Resurfacing of various roads in Emerald Lake Hills	160,000
South County	Resurfacing of various roads in West Menlo Park	100,000
Mid Coast Urban	Resurfacing of various roads in El Granada, Moss Beach, Miramar and Montara	350,000
Rural	Resurfacing of various roads in the rural area	150,000
North County	Resurfacing of various roads in Broadmoor Village	15,000
All Other Projects		595,000
	TOTAL:	**1,670,000**

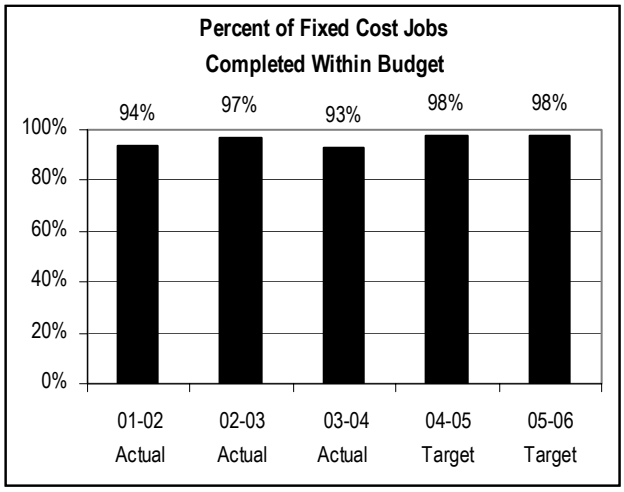
The following projects are budgeted for FY 2005-06		
MAJOR RECONSTRUCTION AND RESURFACING PROJECTS		
Mid-Peninsula	Resurfacing of various roads in San Mateo Highlands	30,000
South Bayside	Resurfacing of various roads in North Fair Oaks	450,000
Emerald Lake	Resurfacing of various roads in Emerald Lake Hills	120,000
South County	Resurfacing of various roads in West Menlo Park	100,000
Mid Coast Urban	Resurfacing of various roads in El Granada, Moss Beach, Miramar and Montara	180,000
Rural	Resurfacing of various roads in the rural area	150,000
North County	Resurfacing of various roads in Broadmoor Village	45,000
All Other Projects		95,000
	TOTAL:	**1,170,000**

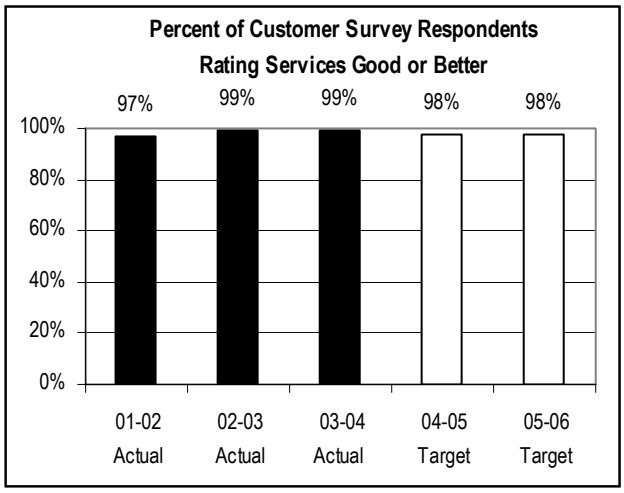
Construction Services (4740P)

Program Locator

County
- Public Works
  - Administrative Services
  - Engineering Services
  - Facilities Maintenance and Operations
  - Road Construction and Operations
  - ▷ **Construction Services**
  - Vehicle and Equipment Services
  - Waste Management and Environmental Services
  - Transportation Services
  - Utilities, Flood Control and Natural Resources
  - Airports

Headline Measures





Program Outcome Statement

The Construction Services Program provides professional, effective and responsive construction and related services to various County departments and other public agencies to ensure accessible and safe environments for the public and County employees.

Services and Accomplishments

The Construction Services Program provides repair, renovation and other constructions services beyond the scope of building maintenance to County departments and other agencies on a fee for service basis. The Program also provides maintenance to nine lighting districts and graffiti abatement services in unincorporated North Fair Oaks. Services are funded with County Service Area 8 revenue and contractual agreements with several cities.

The following are major accomplishments in the current year:

- Scheduled to complete 610 requests for services and approximately 24 capital improvement projects
- Completed American's with Disabilities Act (ADA) upgrades to Maguire Jail, the Women's Correctional Center, San Carlos Airport and Daytop Drug Treatment Center, security upgrades to the North Courts facility and construction of a Household Hazardous Waste Drop-Off facility on Tower Road
- Continued participation in the smooth transition of the Burlingame Long Term Care facility into a safe and comfortable County facility
- Worked with Employee and Public Services to develop and implement Project Superintendent pay for employees
- Developed a field note process which defines project scope and budget, improves change order process and documents all aspects of project activity
- Completed the initial phase of the Electrical Apparatus Maintenance Program (EAMP)
- Changed over from a pager/land line phone system for field works to the Nextel direct connect in order to better communicate with staff

Story Behind Baseline Performance

Customer service in the Construction Services Program continues to improve with overall customer satisfaction rated 98% as good or better. The percent of projects completed within budget is expected to increase from 77% to 82% by the end of FY 2003-04.

Customer needs continue to shift due to the uncertain economy. While the number of work requests remains stable the type of work requested is changing. In the past, customers were more likely to proceed with work based on a general understanding of cost without receiving a formal estimate. The more typical scenario now is that a request will be made, an estimate will be provided and Program staff will spend more time with the customer developing cost efficient options and providing revised estimates before commencing work.

This modified approach to work requests explains the significant increase in the number of jobs estimated since FY 2001-02. Many of the estimated jobs develop into fixed cost jobs. Due to the increase in the quantity of fixed cost jobs and demand for services, the percent of jobs completed on time and within budget is expected to decrease slightly in FY 2003-04. Resources will be redirected with the expectation that performance will rise to 98% in FY 2004-05.

Adjustments to performance targets have been made as a result of trends seen in the quantity of work requests, the number of capital projects and the number of jobs estimated. Efforts will be made to expand the customer base by adding agencies that are currently unaware of available services and attracting others who would be better served by Construction Services.

Major challenges over the next two years will be:

- To adapt to changing requirements from customers as a result of an uncertain economy
- To handle increases in the number of estimates requested
- To expand the customer base
- To explore the feasibility of bringing together like trades within the County in order to better leverage resources, improve response time, cover more area and become more cost efficient
- To explore a cost neutral method of creating a tiered classification structure to be able to provide employees a better chance for professional improvement and advancement

Program Priorities

The Construction Services Program will meet performance targets by doing the following:

Achieve a 98% Rate of Fixed Cost Jobs Completed Within Budget
(Funding Adjustment 2)

- Explore feasibility of centralizing work-force (all similar trades working within same program) incorporating a tiered classification for skilled trades
- Implement Phase II of county building standards through the development of a system for Countywide access to completed standards (intranet, Internet, publish, etc.) and process to update technical information
- Work to assure that completed building standards are put into practice and monitor enforcement

Maintain an Overall Customer Satisfaction Rating of 98% or Better
(Funding Adjustment 2)

- Expand potential customer base by identifying agencies that would benefit from Program services
- Continue to update and circulate new brochure detailing accomplishments and available capabilities
- Follow up with ‘face to face’ meetings with potential customers that do not currently utilize Program resources
- Improve technical training for staff

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of work requests	652	619	608	620	630
Number of capital projects	21	13	25	17	20
Number of jobs estimated	146	244	242	260	260
How Well We Do It (Quality)					
Percent of fixed cost jobs completed within budget	94%	97%	93%	98%	98%
Percent of Construction Services Program capital projects completed within budget	58%	77%	56%	85%	88%
Percent of estimated jobs assigned	80%	68%	73%	70%	72%
Is Anyone Better Off? (Outcome)					
Number and percent of repeat customers	98 / 95%	102 / 80%	116 / 88%	130 / 85%	130 / 85%
Number and percent of customers rating service good or better	385 / 97%	159 / 99%	139 / 99%	120 / 98%	140 / 98%

Construction Services (4740P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	26.0	26.0	26.0	27.0	1.0	27.0
Funded FTE	25.7	25.8	25.8	26.6	0.9	26.6
Total Requirements	3,475,354	3,980,615	3,781,933	4,318,001	536,068	4,124,300
Total Sources	3,475,354	3,980,615	3,781,933	4,318,001	536,068	4,124,300

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by reimbursements from other departments and outside agencies.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases, a reduction in services to non-County agencies, the deletion of prior year Fund Balance, an increase in services to other County departments, and the deletion of Community Development Block Grant (CDBG) revenue used for the Graffiti Abatement Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
216,387	216,387	0	0	0	0

2. **Equipment Purchases**

A new forklift will be purchased to replace an existing 51-year old forklift which has reached the end of its useful life. Costs will be fully offset with Fund Balance and reductions in annual repair costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,500	4,500	0	0	0	0

3. **Plumbing Services**

Plumbing services continue to be in high demand and the unit has been using Extra Help and contract services to meet the demand. In the last twelve months there has been a significant increase in the amount paid out for small, new plumbing installations, plumbing repairs and small fire sprinkler projects. Workload is anticipated to increase with aging facilities as well as new facilities coming on line. A plumber on staff will improve response time, accountability and service to our customers with no additional cost. One new Plumber position has been added effective September 2004. Reductions in contract appropriation will be used to fully offset the cost of the new position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	88,541	0	0	0	1
0	(88,541)	0	0	0	0

4. **Final Fund Balance Adjustment**

Revenue was transferred from Departments for renovation projects and related construction contracts initiated in the prior year. Prior year projects to be completed in FY 2004-05 include: the Maple Street Shelter; Human Services Agency remodel and relocation of storage records area at the Elections building; Willow Clinic renovations; North Peak radio site electrical improvements; and Health Services Agency restrooms, Rooms A and B, air conditioning and ceiling improvements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
315,184	315,184	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
536,068	536,068	0	0	0	1

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

5. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases, an increase in the reimbursement rates; and removal of a one-time equipment purchase.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
121,480	121,480	0	0	0	0

6. **Plumbing Services**

Appropriation has been added for to complete the annualized cost of the new Plumber position added in the prior year. Contract appropriation has been reduced to fully offset additional costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
	22,631				
	(22,631)				

7. **Final Fund Balance Adjustment**

One time revenue transferred from Departments for renovation projects and related construction contracts has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(315,184)	(315,184)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

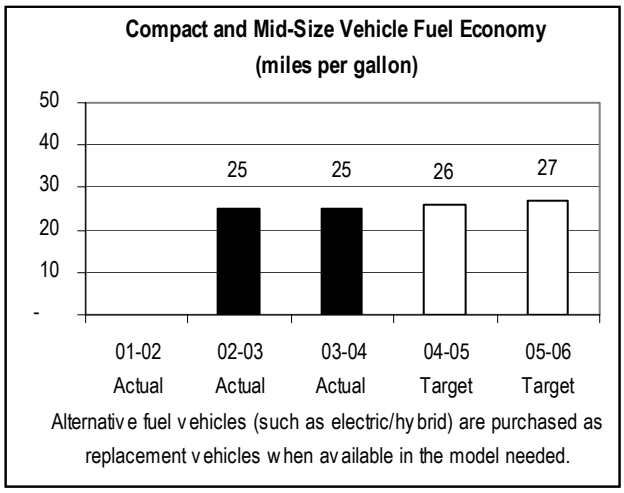
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(193,701)	(193,701)	0	0	0	0

Vehicle and Equipment Services (4760P)

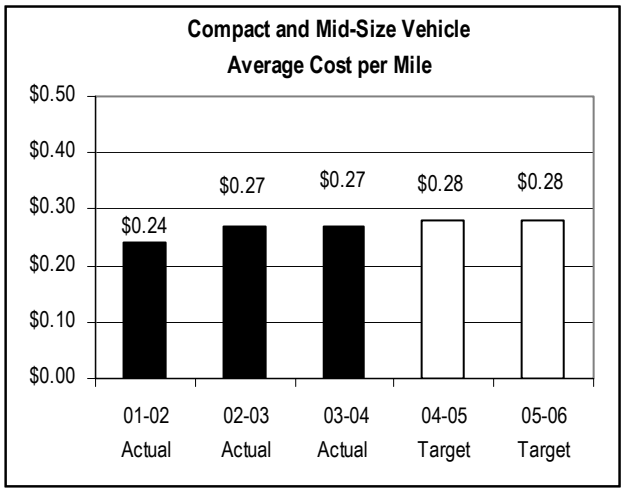
Program Locator

County
- Public Works
  - Administrative Services
  - Engineering Services
  - Facilities Maintenance and Operations
  - Road Construction and Operations
  - Construction Services
  - ▷ **Vehicle and Equipment Services**
  - Waste Management and Environmental Services
  - Transportation Services
  - Utilities, Flood Control and Natural Resources
  - Airports

Headline Measures



Alternative fuel vehicles (such as electric/hybrid) are purchased as replacement vehicles when available in the model needed.



Program Outcome Statement

Vehicle and Equipment Services provides procurement, maintenance and repair services in a quality, professional and cost-effective manner to ensure safe and reliable vehicles and equipment for County agencies.

Services and Accomplishments

Vehicle and Equipment Services (VES) provides fleet and equipment acquisition, replacement, maintenance and repair and fuel services to all County agencies.

The following are major accomplishments in the current year:

- Implemented several of the business process recommendations resulting from the Controller's Office operations review including providing projections for the Internal Service Fund (ISF) replacement reserves by department; upgrading assigned compact class vehicles to hybrids; and addressing ISF operations reserve residual
- Completed the first phase of the preventive maintenance report modification
- Installed an automated entry gate at the Belmont motor pool facility
- Continued to purchase alternative fuel vehicles and equipment
- Sponsored six classes taught by employees to other staff including training on welding, vehicle emissions, anti-lock braking systems and hybrid vehicle maintenance

Story Behind Baseline Performance

Efficient preventive maintenance scheduling and customer notification of when services are due continues to be a priority. Preventive maintenance ratios are improving due in part to the integration of data from the automated fueling system (Gasboy) and the Vehicle and Equipment Services module of the Department's cost accounting system helping the cost per vehicle to remain steady. As part of the operational review conducted by the Controller's Office, a second phase was added to the report modification project, which will focus on improving data entry used in calculating mileage rates for billing purposes, developing methods to help safeguard fuel and developing and implementing policies and procedures to ensure appropriate use of fuel credit cards.

VES is committed to training Program staff with a focus on classes taught by employees. The Program also sponsors vendor demonstrations and coordinates with other agencies to provide training. Clinics or classes with an emphasis on diagnostic training are scheduled as needs are identified for new equipment and procedures. Maintaining a skilled workforce enables the Program to efficiently provide diagnostic and repair services to keep the cost per mile competitive.

The exploration of options for alternative fuel vehicles (AFVs) and equipment also continues to be a priority. Currently there are two

electric vehicles in the fleet, one compressed natural gas street sweeper and forty-six super Ultra Low Emission Vehicles (ULEV). Hybrid vehicles combine a gasoline engine with an electric motor and achieve an EPA rated combined city/highway rate of 48 miles per gallon (mpg). Hybrid vehicles are not yet classified as Alternate Fuel Vehicles for incentive programs, however, the improved gas mileage from the use of the hybrid vehicles helps to increase the overall fleet fuel use performance. This results in an increase of up to 25 mpg for the compact and mid-size classes of vehicles. AFVs and ULEVs will constitute approximately 14% of the fleet by the end of FY 2003-04.

A new Headline Measure has been added this year which looks at the average cost per mile for compact and mid-size vehicles. The cost per mile is a straight line calculation of operational costs. This includes fuel, parts, maintenance, repairs and insurance. The Program is benchmarking against the industry standard of $.029 average cost per mile in 2003. Operational costs usually increase after the first year for compact and mid-size vehicles. Data provided is for vehicles between one and seven years old.

Customer satisfaction of vehicle services remains high with 98% of customers expected to rate services good or better by the end of FY 2003-04. The number of vehicles (assigned and pool) is expected to decrease over the next two years as Departments turn in their lower use vehicles and look for ways to reduce vehicle costs.

Major challenges over the next two years will be:

- To continue providing technical training with an emphasis on diagnostic training for problem solving
- To continue replacing older vehicles with lower emission types by exploring different manufacturers and models
- To implement recommendations from the Controller's Operations Review: install gas tank rings for current fleet; reduce motor pool vehicles; build a new car wash facility in Belmont; implement a bar code system for repair orders; and develop policies and procedures for the use of fuel credit cards

Program Priorities

The Vehicle and Equipment Services Program will meet performance targets by doing the following:

Maintain the Cost per Mile Below $0.29 per Gallon (Funding Adjustments 2,3,4, and 6)
- Install gas tank rings for current fleet
- Reduce motor pool vehicles
- Implement bar coding system for repair orders
- Develop policies and procedures for use of fuel credit cards
- Replace vehicles and equipment per established schedules
- Monitor vehicle and equipment repair history

Increase the Average Fuel Economy (MPG) by 3% (Funding Adjustment 2)
- Identify the number and type of vehicles in the fleet coming under new emission guidelines
- Explore options for providing Alternative Fuel Vehicles (different manufacturers and models)
- Upgrade assigned compact class to hybrids

Achieve an Overall Customer Satisfaction Rate of 99% or Better (Funding Adjustment 5)
- Build new car wash facility in Belmont
- Provide projections for Internal Service Fund (ISF) replacement reserve by Department

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of fleet vehicles (pool and assigned)	795	778	814	730	720
Number completed:					
- Preventive maintenances	1,827	1,842	1,696	1,750	1,750
- Scheduled repairs	1,466	1,432	1,612	1,650	1,650
- Unscheduled repairs	401	442	392	430	430
Number of Ultra Low Emission Vehicles (ULEV) or Zero Emission Vehicles (ZEV) in total fleet	30	81	143	162	180
How Well We Do It (Quality)					
Ratio of preventive maintenances and scheduled repair costs to unscheduled repair costs	14:1	16:1	17:1	16:1	16:1
Compact and mid-size vehicle average cost per mile:					
- San Mateo County	$0.24	$0.27	$0.27	$0.28	$0.28
- Industry standard	---	---	$0.28	---	---
Percent of fleet purchases annually that are ULEV or ZEV [1]	32%	26%	38%	18%	16%
Percent of total fleet that are ULEV or ZEV	6%	8%	21%	26%	29%
Is Anyone Better Off? (Outcome)					
Compact and mid-size vehicle average fuel economy (includes ULEVs and ZEVs)	---	25 miles per gallon	25 miles per gallon	26 miles per gallon	27 miles per gallon
Number and percent of customers rating services good or better	160 / 98%	77 / 100%	184 / 98%	200 / 99%	220 / 99%

[1] Current state recommendation is at least 10%.

Vehicle and Equipment Services (4760P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	26.0	26.0	26.0	26.0		26.0
Funded FTE	26.0	26.0	26.0	26.0		26.0
Total Requirements	11,980,581	13,344,303	11,162,946	11,920,891	757,945	11,780,891
Total Sources	10,828,686	11,952,716	11,162,946	11,920,891	757,945	11,780,891
Net County Cost	1,151,895	1,391,587				

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from other departments receiving services from this unit.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; increase in fuel costs offset by reductions in operating costs; deletion of one-time equipment purchases and an offsetting increase in Reserves; decreased reimbursement (as an Intrafund Transfer) from the Road Fund for equipment purchases; and a net increase in revenue for an anticipated increase in miles driven.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
86,000	(2,147,472)	202,000	2,031,472	0	0

2. **Annual Vehicle Replacement - Lease and Assigned Vehicles**

Sixty-six assigned and motor pool vehicles that meet the seven-year replacement cycle will be purchased. Forty-three will be replaced with conventional vehicles and twenty-two will be replaced with new gasoline/electric hybrid four-door sedans. One leased vehicle that meets the five-year replacement cycle will be replaced.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,410,500	0	(1,410,500)	0	0

3. **Road Equipment Replacement**

Equipment that is worn out, out-dated and costly to maintain will be replaced as follows: one hybrid sedan; one half-ton pick-up truck; one sweeper; and one backhoe.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	320,500	(320,500)	0	0	0

4. **FuelPoint Tracking System**

The GasBoy Automated Fueling System will be upgraded as recommended by the Controller's Office in the Fleet Maintenance Operational Review. The upgrade, FuelPoint Tracking System, will automatically transfer odometer and vehicle information to the GasBoy Fuel Management System that in turn is uploaded to WinCams. This will result in more efficient and accurate billings to customers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	120,000	0	(120,000)	0	0

5. **Car Wash at Belmont Motor Pool**

A new car wash will be built at the Belmont motor pool as recommended by the Controller's Office in the Fleet Maintenance Operational Review. Costs will be recovered through funds in Capital Reserves. The Sheriff's Work Program will provide the labor needed to operate the new facility.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	113,000	0	(113,000)	0	0

6. **Windows Cost Accounting Maintenance System (WinCams) Upgrade**

The WinCams system, which has become unstable due to incompatibility between the application and operating systems, will be upgraded. The total cost will be split between the Fleet Internal Service Fund (ISF) for fleet vehicles and the Road Fund for road equipment. A reduction in other operating costs will fund the ISF's portion of costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	20,500	0	0	20,500	
0	(20,500)	0	0	(20,500)	

7. **Motor Pool Facilities Upgrade**

Two shop roll-up doors at the Belmont motor pool will be replaced with steel roll-up doors with electric motors. The existing doors need to be replaced due to age and worn out parts. Six fuel pumps at Belmont motor pool and Redwood City motor pool will be replaced to meet current environmental regulations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	23,200	0	(23,200)	0	0

8. **Final Fund Balance Adjustment**

Fund Balance has been added for the following: paint for the Redwood City motor pool; an upgrade of the GasBoy fuel system; increased fuel costs; motor pool vehicle replacements; the increased cost of hybrid vehicles; and an adjustment to Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
671,945	421,218	0	250,727	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
757,945	260,946	(118,500)	615,499	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

9. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases offset by reductions in operating costs and one-time contract costs, removal of one-time equipment purchases and the balance has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(140,000)	(2,007,200)	320,500	1,546,700	0	0

10. **Annual Vehicle Replacement - Lease and Assigned Vehicles**

Sixty-three assigned and motor pool vehicles that meet the seven year replacement cycle will be purchased. Forty one will be replaced with conventional vehicles and eighteen will be replaced with new gasoline/electric hybrid four-door sedans. Four Leased Vehicles that meet the five-year replacement cycle will also be replaced.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,487,000	0	(1,487,000)	0	0

11. **Road Equipment Replacement**

Equipment that is worn out, out-dated and costly to maintain will be replaced as follows: one hybrid sedan; one half-ton pickup truck; one street sweeper; one patch truck; and one end dump trailer.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	194,500	(194,500)	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

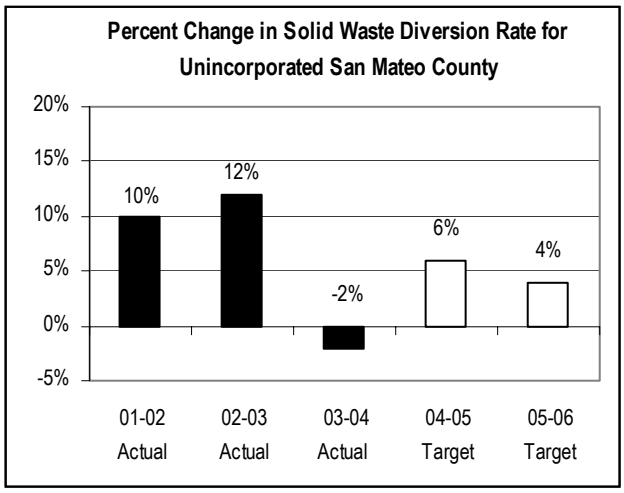
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(140,000)	(325,700)	(126,000)	59,700	0	0

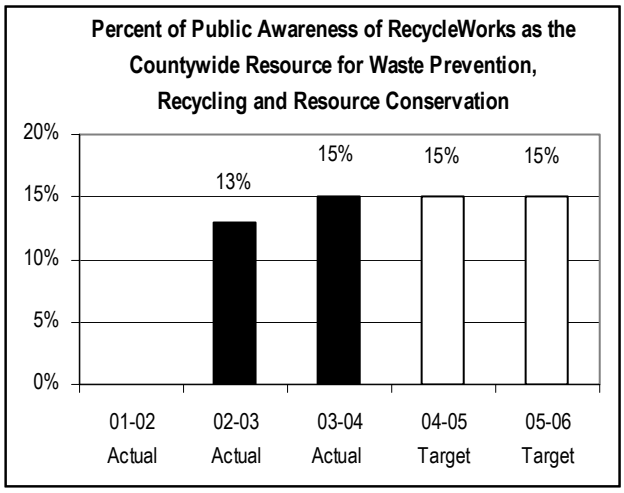
Waste Management (4820P)

Program Locator

County
- Public Works
  - Administrative Services
  - Engineering Services
  - Facilities Maintenance and Operations
  - Road Construction and Operations
  - Construction Services
  - Vehicle and Equipment Services
  - ▷ **Waste Management and Environmental Services**
  - Transportation Services
  - Utilities, Flood Control and Natural Resources
  - Airports

Headline Measures





Program Outcome Statement

Waste Management and Environmental Services creates, delivers and promotes recycling, composting, waste prevention, procurement and sustainability programs to encourage, facilitate and effect resource conservation and the practice of responsible environmental stewardship in the areas of waste management and green building by residents, employees, businesses and visitors in the unincorporated area and throughout San Mateo County to achieve and maintain compliance with the California Integrated Waste Management Act.

Services and Accomplishments

Waste Management and Environmental Services, which includes RecycleWorks, develops and delivers waste prevention, recycling, composting and public outreach programs to aid the public in reducing the amount of solid waste that would otherwise be land fill. In doing so, RecycleWorks strives to achieve and maintain compliance with AB939, the California Integrated Waste Management Act, which sets forth clear and ambitious waste diversion mandates for the Cities and County.

The following are major accomplishments in the current year:

- Expanded usefulness to customers by continuously updating and enlarging the RecycleWorks.org website and hotline
- Continued to raise public awareness about waste management and recycling issues through public education campaigns
- Provided training and continued selling compost and worm composting bins
- Brought recycling and composting curriculum into classrooms via presentations, demonstrations and field trips
- Continued to expand recycling opportunities at County facilities by having RecycleWorks assume responsibility for waste diversion at these facilities

Story Behind Baseline Performance

Public awareness about waste management and recycling issues is raised through public education campaigns in print and broadcast media; movie theaters; signs on SamTrans and airport shuttle buses; fairs; community events; and workshops. Regional alliances with the City and County Association of Government (C/CAG) and the Bay Area Recycling Outreach Committee (BayROC) also support the public awareness effort. Schools continue to be an effective outreach venue and an enthusiastic corps of volunteers has been educated by Master Composter courses. The highly successful program of selling compost and worm composting bins along with training on how to use them will continue.

Public Awareness performance data will increase from 13% in FY 2002-03 to 15% as a year end estimate for FY 2003-04. In 2003 RecycleWorks performed a comprehensive public opinion survey and found that 13% of the population in the unincorporated area of the County was aware of RecycleWorks as a resource for recycling

information. This was the first such survey completed for this measure and 13% has been established as a baseline. Delivery of RecycleWorks Programs to the community will continue and awareness is expected to rise above the baseline. Performance targets have therefore been set at 15% for the next two years. In 2005 RecycleWorks will undertake a second comprehensive public opinion survey and will gain a better understanding of the impact of Program efforts on public awareness.

The solid waste diversion rate has decreased for the first time in several years. The Waste Management Program receives a figure from the California Waste Management Board which quantifies waste being disposed or dumped and waste being diverted through recycling, composting or re-use. The difference from year to year of diverted waste is shown in the Headline Measure graph. The actual tonnage disposed in landfills this year will decrease from last year. However, the estimated diversion rate for FY 2003-04 is expected to change from 48% to 47%, a decrease of 2% (the 1% difference is divided by the 48% baseline resulting in –2.0%). The negative figure is primarily due to the significant decrease in two of the adjustment factors used to calculate the rate: taxable sales and employment.

Several external factors such as the economy and natural disasters influence waste diversion performance data. Regulatory agencies, including the Regional Water Quality Control Board, the Local Enforcement Agency (the County's Environmental Health Services Division) and the Bay Area Air Resources Control Board, have permit and approval authority for solid waste and recycling facilities which can impact the effectiveness of programs. Also, a large portion (46%) of the solid waste from the unincorporated area of the County comes from San Francisco facilities, principally San Francisco International Airport and the San Francisco Jail.

Cooperative efforts with the waste haulers who serve selected unincorporated areas bring an ever-growing list of waste diversion programs to customers. Waste Management and Environmental Services will continue to increase solid waste reduction efforts through continuous improvements and updates to RecycleWorks, public education campaigns, community events and workshops, compost training, and school presentations and field trips. While the percent of waste diverted has decreased, the Waste Management Program continues to significantly impact the actual amount of solid waste diverted. Performance data illustrates the effectiveness of programs and activities in unincorporated San Mateo County in the pursuit of achieving and maintaining compliance with the California Waste Management Act (AB939), which mandates 50% diversion.

Major challenges over the next two years will be:

- To comply with the State mandated waste diversion goal of 50% while reducing resources to meet budget targets
- To influence waste diversion at facilities over which the Program has no control such as the City of San Francisco facilities, principally San Francisco International Airport and the San Francisco Jail
- To influence waste diversion with other agencies such as BART, Caltrans and CalTrain whose operations and construction activities span multiple jurisdictions
- To comply with State mandates while dealing with decisions made by Browning Ferris Industries, the owner of the Ox Mountain landfill, the political climate with its fluctuating emphasis on environmental issues, the energy crisis and legislative and regulatory changes

Program Priorities

The Waste Management and Environmental Services Program will meet performance targets by doing the following:

Increase the Percent Change in AB939 Solid Waste Diversion Rate for Unincorporated San Mateo County by 6% (Funding Adjustment 2)

- Achieve a finding from the California Integrated Waste Management Board of compliance with the SB 1066 time extension and with AB939
- Develop, implement and maintain waste reduction and recycling programs at County facilities
- Perform periodic surveys to measure performance and effectiveness

Maintain 15% Level of Public Awareness of RecycleWorks as the Countywide Resource for Conservation Issues

- Maintain successful ongoing public education outreach and resource efforts; repeat successful events and public education outreach efforts; and develop appropriate new events and public education outreach efforts
- Implement multi-language outreach
- Perform periodic surveys to measure performance and effectiveness

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of website visits to the County's RecycleWorks.org website (1)	125,224	96,839	80,455	70,000	75,000
Number of tons of material recycled at County facilities	---	400	456	485	500
How Well We Do It (Quality)					
Percent of RecycleWorks hotline customers served well (2)	95%	97%	98%	95%	95%
Percent of County construction and demolition ordinance applicants served well	---	---	---	75%	80%
Is Anyone Better Off? (Outcome)					
Percent change in the AB939 solid waste diversion rate for unincorporated San Mateo County	10% (39% to 43%)	12% (43% to 48%)	-2% (48% to 47%)	6% (47% to 50%)	4% (50% to 52%)
Percent of public awareness in San Mateo County of RecycleWorks as the Countywide resource for waste prevention, recycling and resource conservation issues (3)	---	13%	15%	15%	15%

(1) The data collection methodology changed in FY 2002-03.

(2) Data is collected through customer satisfaction surveys.

(3) The percent of correct responses given during bi-annual random telephone surveys is used to determine the level of public awareness.

Waste Management (4820P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	9.6	9.4	9.4	9.4		9.4
Total Requirements	18,222,004	17,553,204	18,495,873	16,433,097	(2,062,776)	16,856,640
Total Sources	18,222,004	17,553,205	18,495,873	16,433,097	(2,062,776)	16,856,640

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by fees and other revenues.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; an adjustment in revenue for reduced Franchise Fees due to declining waste stream at Ox Mountain; a reduction in Local Government Revenue due to a new agreement with South Bayside Waste Management Authority (SBWMA); an increase in rates at the Pescadero Transfer Station; deletion of one-time fixed assets; increases for the addition of garbage and waste disposal at San Mateo Medical Center (SMMC); an increase in the amount of hazmat disposal; a decrease in garbage costs at other County facilities; and decreases in funding for the programs such as the Office of Emergency Services (OES) Hazmat Response.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,107,534)	(367,858)	0	(1,739,676)	0	0

2. **Equipment Purchases for Pescadero Transfer Station**

After sixteen years of open-air operation in the marine climate of the south coastal area all of the metal equipment at the Pescadero transfer Station requires replacement. Available reserves will be used to purchase new computers, open-top containers and new solid waste container units and appurtenances.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	350,000	0	(350,000)	0	0

3. **Final Fund Balance Adjustment**

Fund Balance and Reserves have been increased.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
44,758	0	0	44,758	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,062,776)	(17,858)	0	(2,044,918)	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; inflation-related increases in revenue accounts and miscellaneous operating accounts; deletion of one-time equipment purchases; and the balance is set aside in Reserves.

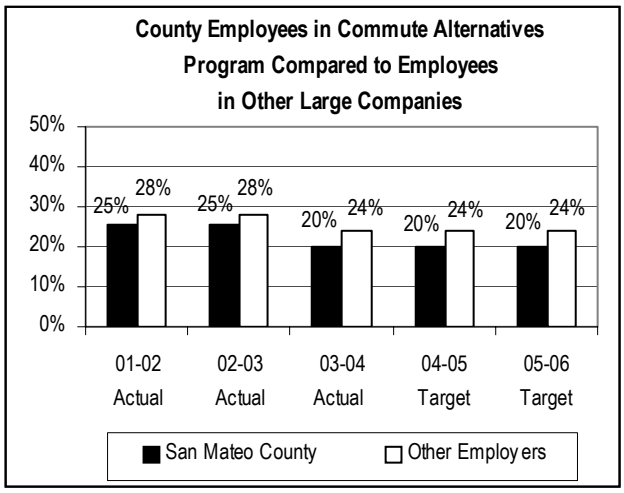
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
423,543	(154,665)	0	578,208	0	0

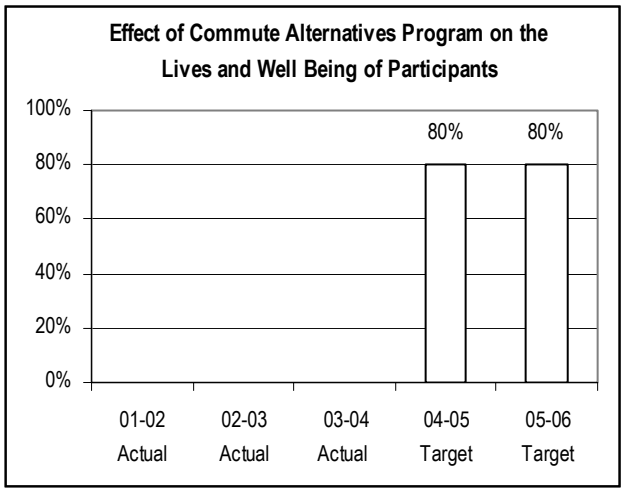
Transportation Services (4830P)

Program Locator

County
- Public Works
  - Administrative Services
  - Engineering Services
  - Facilities Maintenance and Operations
  - Road Construction and Operations
  - Construction Services
  - Vehicle and Equipment Services
  - Waste Management and Environmental Services
  - ▷ **Transportation Services**
  - Utilities, Flood Control and Natural Resources
  - Airports

Headline Measures





Data Development Measures

A new Headline Measure has been added that will better indicate overall program success. This new measure will demonstrate the effect of the Commute Alternatives Program (CAP) on the lives and well-being of participants. Methodology is being developed and data is anticipated by the end of FY 2003-04.

Program Outcome Statement

The Transportation Services Program improves the movement of people and goods in San Mateo County and improves the environment through the implementation of programs, transportation services and capital projects that have regional significance, in cooperation with cities and transportation agencies, in order to preserve a high quality of life in San Mateo County.

Services and Accomplishments

The Transportation Services Program plans and coordinates improvements to local transportation programs to provide for differing transportation needs through the improvement of existing transportation systems and the promotion and expansion of multi-modal transportation alternatives. The Program also designs and implements programs and services that encourage and assist county employees to commute to and from work using methods that conserve energy and improve air quality.

The following are major accomplishments in the current year:

- Increased the County subsidy for transit tickets from $65 to $75 which has helped stabilize the number of participants
- Provided one-stop shopping for transit tickets allowing employees to order monthly tickets for BART, CalTrain, San Francisco Muni, AC Transit, SamTrans and Golden Gate Transit through the County pony mail system
- Implemented a new Van Pool program
- Assisted all of the San Mateo County jurisdictions in qualifying for and securing needed transportation funding for local projects

Story Behind Baseline Performance

The Commute Alternatives Program has been experiencing declines from one percent to nine percent in each of the last three years. The poor state of the economy has resulted in fewer commuters on the roads. In spite of the rising cost of gasoline, this dramatic reduction in congestion has made driving alone to and from work a very attractive option. In the prior year, the number of participants no longer in the Program (likely due to retirements, terminations, job location changes and family changes) equals the number of new participants (new employees, new job location, family changes and positive recommendations from other Program participants).

The new Van Pool program that became effective July 1, 2003 has become a popular component of the Commute Alternatives Program. Individuals wishing to create a Van Pool are now able to

work with one or two approved vendors to lease a van instead of using County owned vehicles. County employees using this program are provided a monthly subsidy of $75 to help defray the cost of the lease and the fuel. In addition to providing a financial benefit, anecdotal evidence indicates that stress levels are reduced and the quality of life increases by not having to drive to work alone each day.

The Transportation Services Program provides staff to support the City/County Association of Governments (C/CAG). This support includes acting as a liaison between the Metropolitan Transportation Commission, CalTrans and the California Transportation Commission. C/CAG has adopted a Countywide Transportation Plan that identifies broad policy guidelines to address congestion issues over the next 20 years. Staff monitors local transportation efforts to facilitate the implementation of this plan and to make sure that limited resources are coordinated. C/CAG has also recently retained a lobbyist in Sacramento to help cities and the County monitor and influence legislation. The program will begin to survey local jurisdictions to determine their level of satisfaction with staff assistance in the delivery of projects.

Major challenges over the next two years will be:

- To target promotion efforts that encourage the use of alternative commuting methods as not just a means of saving money and stress, but also as a way to make a positive impact on the environment and the health of the commuters
- To expand the lobbying effort in Sacramento to seek out possible sources of transportation funding

Program Priorities

The Transportation Services Program will meet performance targets by doing the following:

Maintain a Difference of No Greater than 3.5% Between County Employees in Commute Alternatives Programs Compared to Employees in Other Large Companies (Funding Adjustment 2)

- Stabilize participation and expand program offerings in the Commute Alternatives Program
- Expand marketing efforts, including promotions that focus on benefits to the environment and to personal finances
- Evaluate options for improving commute alternatives in the East/ West transportation corridors
- Continue to monitor the implementation of the new model for the Van Pool program and explore ways of making this option more attractive to County workers
- Explore the creation of a new interactive website where program participants and potential participants can find out about commute options and register on-line to use the program
- Explore funding alternatives in order to increase the subsidy for transit tickets and vanpool participation to the federal maximum of $100 per month

Achieve an Overall Satisfaction Rating of 85% or Better for C/CAG Assistance in Delivery of Projects to Local Jurisdictions

- Improve planning and implementation of congestion management programs
- Monitor state funding decisions that may impact local planning and program implementation
- Identify and prioritize critical transportation projects for which there is insufficient funding
- Develop implementation procedures and programs for the Countywide Transportation Plan so that funding opportunities can be responded to in short notice
- Manage existing projects so that available funding is utilized for priority projects

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Average monthly number of County employees served in the Commute Alternatives Program	950	937	933	885	885
- Vanpool	77	37	42	40	40
- Transit tickets	691	711	686	650	650
- Carpool	158	155	175	160	160
- Bike/walk	24	34	27	35	35
How Well We Do It (Quality)					
Commute Alternatives Program cost per participant per quarter	$205	$195	$201	$220	$230
Is Anyone Better Off? (Outcome)					
Number of new Commute Alternatives Program participants	0	60	75	60	60
Effect of the Commute Alternatives Program on the lives and well-being of participants (data development)	---	---	---	80%	80%
Percent participation of County employees in Commute Alternatives Program as compared to percent employee participation in large companies					
- San Mateo County (SMC)	25%	25%	20%	20%	20%
- Other large employers in SMC	28%	28%	24%	24%	24%
Number and percent of customers (local jurisdictions rating C/CAG assistance in delivery of projects good or better (data development)	--- / ---	--- / ---	--- / ---	18 / 85%	18 / 85%

Transportation Services (4830P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	4.8	4.8	4.8	4.8		4.8
Total Requirements	5,813,310	5,445,035	5,236,069	4,893,920	(342,149)	3,799,090
Total Sources	5,813,310	5,445,036	5,236,069	4,893,920	(342,149)	3,799,090

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenues from the Half-Cent Transportation Fund and other miscellaneous revenues.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases and adjustments to reflect changes to service charges. Additional revenue to cover these costs is anticipated from increased sales tax proceeds and a reduction in Engineering Services; Fund Balance has been reduced and appropriation for Reserves has been increased to cover increased expenditures and decreased funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(607,167)	(1,323,450)	0	716,283	0	0

2. **Commute Alternatives Program Website Improvements**

Appropriation has been added for improvements to the Commute Alternatives Program website. Costs have been fully offset with reductions in other operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	52,000	0	0	52,000	0
0	(52,000)	0	0	(52,000)	0

3. **Final Fund Balance Adjustment**

Fund Balance has been appropriated to fully offset the cost of one-time Administrative Leave cash-out costs and the remainder has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
265,018	20,000		245,018	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(342,149)	(1,303,450)	0	961,301	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of negotiated increases; decrease in Intergovernmental Revenues for removal of one-time project reimbursement; decreases in Engineering Services Contract Administration services for removal of one-time project costs. Increases have been offset with Fund Balance and Reserves.

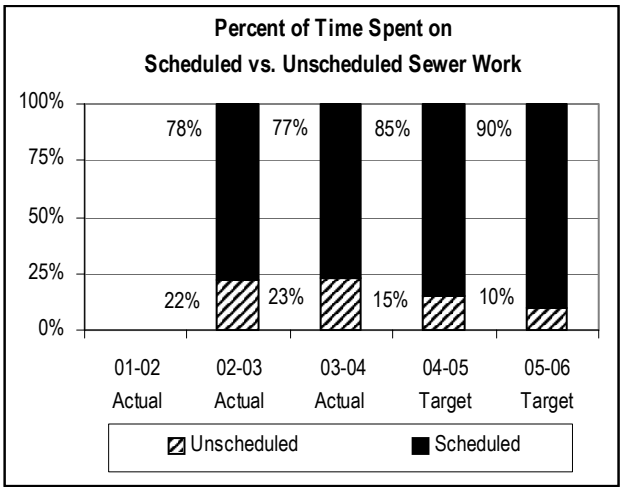
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,094,830)	(99,766)	0	(995,064)	0	0

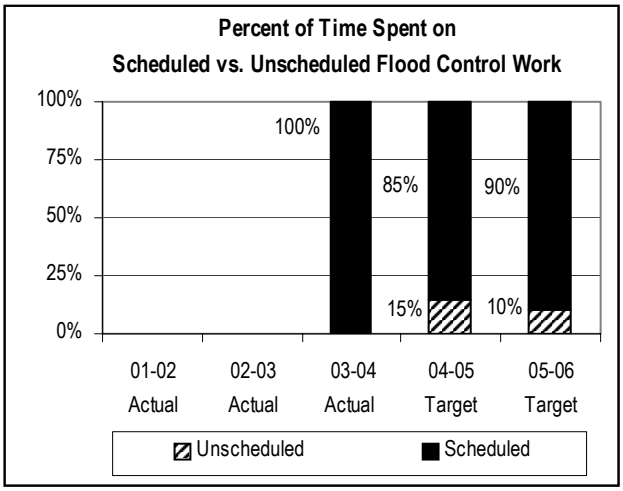
Utilities (4840B)

Program Locator

County
- Public Works
  - Administrative Services
  - Engineering Services
  - Facilities Maintenance and Operations
  - Road Construction and Operations
  - Construction Services
  - Vehicle and Equipment Services
  - Waste Management and Environmental Services
  - Transportation Services
  - ▷ **Utilities, Flood Control and Natural Resources**
  - Airports

Headline Measures





Program Outcome Statement

- The goals of the Utilities, Flood Control and Watershed Protection Program are to:
- Reduce the risk of injury and property damage in a major flood event by planning, designing, constructing and maintaining flood control facilities within established flood control zones.
- Ensure public health by maintaining facilities to transport sewage emanating from properties located within nine sewer/ sanitation districts to sewage treatment plants for processing and disposal.
- Improve nighttime visibility and safety for the general public by maintaining streetlights in eleven lighting districts.
- Provide customers with an adequate supply of safe drinking water by operating and maintaining small water systems in La Honda and Pescadero.
- Assist staff in Public Works to comply with requirements of federal, state and local regulatory agencies and to implement natural resource conservation practices.

Services and Accomplishments

The Utilities, Flood Control and Watershed Protection Program offers a variety of services including sewer service, street lights, water service, flood protection, drainage facilities and services to protect the water quality of many county watersheds. The Program manages the Flood Control Districts to ensure they are functional and free of obstructions, coordinating and managing required maintenance, working to implement the design and construction of new flood control facilities, identifying opportunities to secure outside funding to help finance construction of flood control projects, providing customer assistance regarding District facilities and projects, and participating in council meetings to provide information about District activities. The Program manages the Districts such that residents and businesses are provided with protection of life and property from flood conditions.

The Program manages nine sewer districts within county unincorporated areas and portions of cities within the County. District customers are provided with reliable sanitary sewer systems, responsible emergency assistance, customer service, environmentally sensitive sewage treatment and disposal, and competent and courteous customer service. The Sewer Crew maintains high service levels by maintaining an automated maintenance management system to: record work completed; schedule future work; determine and program capital improvement projects (CIP); evaluate rate structures to effectively maintain sewer systems; determine sewer service charges for tax bills based on set fees and water consumption data; set and interpret sewer policies; provide plan reviews for sewer projects within the districts; maintain and update standard drawings; and work to facilitate the annexation of properties into Districts.

The Program manages eleven street lighting districts within the County. The section is in daily contact with the Construction Services

Program which provides field maintenance for the lights. The Districts provide street lighting to a variety of areas including suburban and rural settings, as well as varied climates such as ocean, mountainous, north County, and bayside areas. Because the locations served by the Districts widely vary there is a variety of issues to address on a daily basis. Some of the issues include: varied light styles; differing concentrations of lights; participation in underground districts; installation of additional lights; required maintenance due to climactic issues; protecting facilities from vandalism; and responding to the public when lights are reported out. The lighting districts are managed such that residents and businesses within lighting districts are provided with enhanced safety through efficient and responsive customer service.

The Program manages two County Service Areas providing residents and businesses in two small communities with adequate and reliable supplies of high quality water. Providing this service includes assuring that required water quality testing is performed, regular maintenance occurs, meter reading and billing is completed in accordance with a specific schedule, and customer service is provided in a timely and courteous manner. One of the County Service Areas managed by this section provides street lighting to a community in the same manner as provided in the lighting districts. Another County Service Area provides residents with responsive fire protection and garbage and recycling collection services.

The Program manages eight Drainage Maintenance Districts within various areas of the County to provide reliable storm drain systems through efficient maintenance, repair and responsive customer service. The Program coordinates with the Road Division to provide service as required to District facilities.

The Program manages watershed protection activities for the Agency. Some of the roles include: participating in the environmental permitting process for Department projects; performing field inspections during construction to assure compliance with permits; coordinating with the Planning Department and other agencies on permitting issues; determining the impacts of new environmental regulations; coordinating with other departments to comply with the County's National Pollution Discharge Elimination System permit; working to procure grant funding for watershed protection projects; and develop road maintenance standards that are environmentally sensitive. The County is unique and special as it has varied terrain and is bordered by the ocean and bay. The Program strives to protect and enhance the qualities of our environment for current and future generations.

The following are major accomplishments in the current year:

- Completed construction of a major portion of flood control improvements on the main channel of Colma Creek
- Identified and implemented projects, jointly with the Army Corps of Engineers, on San Francisquito Creek that have improved flood protection
- Completed a project involving removal of sediment and vegetation from Cupid Row and North Channel in the San Bruno Creek Zone to improve the carrying capacity of the creek
- Completed two sewer projects in the Fair Oaks District and design of two more are nearing completion
- Implemented the Computerized Maintenance management System (CMMS) for the nine sewer districts
- Completed Phase I of the Watershed Protection Program Maintenance Standards

Story Behind Baseline Performance

Flood Control

Flood Control activities are financed through the flood control zones of the San Mateo County Flood Control District, which were established for some bayside watersheds in the County prior to the passage of Proposition 13.

The Colma Creek Zone, which is financed through a combination of local taxes, certificates of participation and state and federal revenue is building flood control improvements on the main channel of Colma Creek. A project is currently under contract and will continue through FY 2005-06. This project, when combined with the other completed projects will provide areas in Colma and South San Francisco with protection for the 50-year flood event (a flood which has a two percent chance of being equaled or exceeded in a given year).

The San Francisquito Creek Zone (Zone) is financing a portion of the San Francisquito Creek Joint Powers Authority (SFCJPA) that was formed in 1999 to plan flood control measures for the San Francisquito Creek Watershed. In February 1998, San Francisquito Creek overtopped its banks causing $25 million in property damage to residences in Palo Alto, East Palo Alto and Menlo Park. The SFCJPA is comprised of representatives of the San Mateo County Flood Control District, the Santa Clara Valley Water District and the Cities of Palo Alto, East Palo Alto and Menlo Park. Stanford University and the San Francisquito Creek Watershed Council are non-voting, associate members. The Zone's participation includes attending SFCJPA meetings and actively participating by providing input and review of creek issues. The Zone has allocated money to be used as matching funds for an Army Corps of Engineers sponsored project.

The San Bruno Creek Zone (SBCZ) finances the maintenance of a portion of San Bruno Creek that serves property within the City of San Bruno and which is located on property owned by San Francisco International Airport. The SBCZ's maintenance activities are complicated by the need to obtain the necessary approvals from the various regulatory agencies - Regional Water Quality Control Board, U.S. Army Corps of Engineers, California Department of Fish and Game and the U. S. Fish and Wildlife Service due to the presence of the San Francisco Garter Snake and California Red Legged Frog, both of which are on the Federal Endangered Species list in portions of San Bruno Creek.

Utilities

Lighting - The lighting districts enhance the safety of residents and businesses by providing adequate lighting systems through efficient maintenance, repair and responsive customer service. Lights

maintained in East Palo Alto (803) and Colma (444) are proposed for transfer to the City of East Palo Alto and Town of Colma.

Sewer - The sewer mains in most of the County Sewer/Sanitation Districts are reaching an age and condition where they need to be replaced, rehabilitated or upsized to increase capacity. A study of the County Sewer/Sanitation District facilities was conducted between 1996 and 1998 and culminated in Master Plans for each of the nine Districts. The goal is to construct one to two sewer projects each year to replace the existing sewer mains over a 30-year period. Implementation of the Computerized Maintenance Management System began mid-year FY 2003-04 and will be used to schedule, track and allocate the cost of work in the districts. The system is a tool to aid in the efficient and effective management of the Districts and is expected to decrease the amount of time spent on unscheduled work.

Water - The County is responsible for two rural water systems in the communities of La Honda and Pescadero. The water distribution system in La Honda is 70 years old and requires total replacement. The cost to replace the system exceeds $1,500,000, and financing this project could result in a major increase in water rates for the 69 customers in La Honda if grants are not available or obtainable. The cost of construction for the system replacement is expensive because of the terrain. In April 2001, Public Works retained a consultant to assess the long-term reliability of the water source for the Pescadero water system. The consultant concluded that based on the current pumping rate the existing wells would fail in eight to fifteen years and recommended installation of a new deeper well drilled to 100 feet below sea level. Public Works has obtained a grant from the U.S. Department of Agriculture to help fund the new well, however, customers of the system do not believe a new well is necessary at this time. The County continues to monitor the water level in the well to identify aquifer trends.

Watershed Protection

Regulations that protect water quality and endangered species impact Public Works projects in timing, scope and cost. Those regulations are constantly changing, and the Agency must stay current in order to achieve compliance, as well as meeting its own goals in conservation. Watershed Protection also prepares, provides assistance and is a resource to the Agency in the filing of environmental documents for permitting purposes. Phase I of the Watershed Protection Program Maintenance Standards has been completed and Phase II of the standards is being developed. Once completed, it will be used to negotiate permits with the various regulatory agencies. Watershed Protection information is available through the Public Works website.

Major challenges over the next two years will be:

- To address the complication of maintenance activities and the necessity to obtain approvals from various regulatory agencies in the San Bruno Creek Zone due to presence of endangered species
- To continue to address the age and condition of sewer mains
- To continue to monitor and pursue, if appropriate, agency programs/funding for water system improvements
- To address the impact of regulations that protect water quality and endangered species on Public Works projects in timing, scope and cost

Program Priorities

The Utilities, Flood Control and Watershed Protection Program will meet performance targets by doing the following:

Increase the Amount of Time Spent on Scheduled Sewer Work by 5% (Funding Adjustments 2, 5 and 6)
- Implement a sewer construction improvement plan
- Design and construct one to two sewer capital projects each year
- Continue implementation of the Computerized Maintenance Management System (CMMS) for the Sewer Districts
- Continue implementation of a GIS mapping program that is linked to the CMMS database

Maintain the Number of Regulatory Violations at Zero (Funding Adjustment 3)
- Complete development and implementation of watershed maintenance standards (Phase II)
- Evaluate effectiveness of maintenance standards
- Complete development of design and construction standards
- Develop educational materials on standards for contractors, citizens, engineers and inspectors and conduct training

Achieve an 85% Rate of Scheduled Work for Flood Control (Funding Adjustment 7)
- Raise the San Mateo Avenue Bridge
- Continue channel improvements from Spruce Avenue to the San Mateo Avenue Bridge
- Develop and permit a five-year program for maintenance of San Bruno Creek
- Develop a maintenance plan for improved channels in Colma Creek
-

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of streetlights maintained	2,900	2,900	2,885	2,085	2,085
Number of properties served by County sewer districts	11,376	11,300	11,310	11,345	11,350
Number submitted for environmental review:					
- Projects	---	51	33	20	20
- Sites	---	102	84	40	40
Total number of cross culverts inspected in rural areas	---	358	225	200	200
Miles of flood control channel maintained (data development)	---	---	---	---	---
How Well We Do It (Quality)					
Percent of streetlights repaired within ten days	95%	78%	96%	90%	90%
Number of inspected cross culverts repaired or replaced because of:					
- Poor condition	---	---	---	20	20
- Environmental	---	---	---	5	5
Hours incurred per environmental submittal:					
- Projects	---	32	36	35	35
- Sites	---	5	14	6	6
Percent of time spent on scheduled vs. unscheduled work:					
- Scheduled sewer work	---	78%	77%	85%	90%
- Unscheduled sewer work	---	22%	23%	15%	10%
- Scheduled flood control work	---	---	100%	85%	90%
- Unscheduled flood control work	---	---	0	15%	10%
Is Anyone Better Off? (Outcome)					
Number of regulatory violations	0	2	0	0	0
Number of reportable sewer overflows	1	0	0	0	0
Number of projects permitted	19	38	17	20	20
Number and percent of customers rating services good or better	111 / 100%	23 / 100%	37 / 100%	40 / 98%	45 / 98%

Utilities (4840B)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	15.0	13.0	13.0	13.0		13.0
Funded FTE	15.0	12.9	12.9	13.0	0.1	13.0
Total Requirements	55,465,234	44,507,634	44,650,905	41,134,210	(3,516,695)	40,330,412
Total Sources	55,540,193	44,776,582	44,771,611	41,254,916	(3,516,695)	40,451,118
Net County Cost	(74,960)	(268,949)	(120,706)	(120,706)		(120,706)
NCC Breakdown						
Non-Mandated Services			(120,706)	(120,706)		(120,706)

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by charges to users. Negative Net County Cost of $120,706 in this unit is a result of excess Cable Television franchise agreement revenues over program expenditures and Fund Balance which offsets Net County Cost in other Agency programs.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; deletion of one-time reimbursements of Intergovernmental Revenue for capital projects; an adjustment in the Intrafund Transfer from the Road Fund; deletion of related project costs for the Sewer Districts; deletion of all other one-time equipment and project costs; reductions in contract costs; adjustments to Fund Balance; and an increase in appropriations for Contingencies.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(5,667,936)	(23,424,455)	1,598,009	16,158,510	0	0

2. **Colma Creek Flood Control Project**

A construction contract was awarded in June 2003 for channel improvements from Spruce Avenue to San Mateo Avenue and for raising the San Mateo Avenue Bridge. This project will provide flood protection for a 0.5 mile reach of Colma Creek that experienced major damage from flooding in November 2002. The project construction was delayed by permitting difficulties due to the sighting of a California Clapper Rail at the project's mitigation site. This bird is on the Federal Protected Species list. Construction is expected to take two and half years to complete. The project is funded with Reserves built from Colma Creek Flood Control Zone revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	8,565,517	0	(8,565,517)	0	0

3. **Sewer Capital Improvement Master Plan**

In 2000 Public Works completed an evaluation of the sewer infrastructure in the nine County Sewer/Sanitation Districts. The intent is to replace the entire sewer infrastructure on a pay-as-you-go basis over thirty years. This budget includes the following projects to replace or upsize sewer mains to increase capacity:

Bay Road, 12th Ave., Oakside, Barron - Fair Oaks SMD ($2,326,129)

Berkshire, Middlefield, El Camino, Selby - Fair Oaks SMD ($1,900,000)

Nimitz, Milton, Hull, Santiago, Woodside - Fair Oaks SMD ($900,000)

Canyon Road and Fey Drive - Burlingame Hills SMD ($228,133)

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	5,354,262	0	(5,354,262)	0	0

4. **San Francisquito Creek Joint Powers Authority (SFCJPA)**

The San Francisquito Creek Flood Control Zone budget includes $1,500,000 for the District's share of the cost of a major flood management project under either the Army Corps of Engineers CAP 205 program or a General Investigation (GI) Program authorized by Congress. The Santa Clara Valley Water District will match the Flood Control District's commitment. Either project will be constructed under the auspices of the San Francisquito Creek Joint Powers Authority.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,500,000	0	(1,500,000)	0	0

5. **Colma Creek Flood Control Project Reimbursement**

Revenue represents reimbursement from CalTrans for the Coop Agreement and Surface Transportation Program (STP) funding for the El Camino Box Project portion of the Colma Creek Flood Control Project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
900,000	0	0	900,000	0	0

6. **Colma Creek Flood Control Project - Land Purchase**

The Colma Creek Flood Control Zone entered into an agreement with BART and the San Mateo Flood Control District (SMCFCD) to purchase property for channel improvements in conjunction with the building of the South San Francisco BART station. The land will be purchased from BART, per the agreement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	701,972	0	(701,972)	0	0

7. **TV Inspection of Existing Sewer Mains**

Television inspection of existing sewer mains will be performed to help determine the condition of the existing system and prioritize future sewer improvement projects. In FY 2004-05 one third of the mains are planned for TV inspection.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	351,500	0	(351,500)	0	0

8. **Computerized Maintenance Management System**

Appropriation is added for the balance of implementation costs carried forward for the Computerized Maintenance Management System.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	25,178	(25,178)	0	0	0

9. **Property Tax Shift to State**

As a result of AB 2115, 40% of the property taxes from the Sewer and Sanitation Districts and 10% of the property taxes from the Flood Control, Lighting and Drainage Districts and County Service Areas will be shifted to the State. The reduced funding will result in less maintenance being performed in the Districts. The Program will recommend an increase in Sewer Service Charges in order to continue the Capital Replacement Plan.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(419,058)	(193,511)	0	(225,547)	0	0

10. **Sewer Reimbursement Costs**

The Town of Woodside reimburses the County for costs incurred for sewer treatment and transmission. Revenue has been added to reflect this reimbursement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
15,000	0	0	15,000	0	0

11. **Franchise Fee Revenue**

Franchise Fee revenue from Browning Ferris Industries (BFI) has been added for services provided in the CSA 8 area.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
62,904	0	0	62,904	0	0

12. **Final Fund Balance Adjustment**

Fund Balance and Reserves have been added for projects not completed in the prior year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,592,395	616,457	0	975,938	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,516,695)	(6,503,080)	1,572,831	1,413,554	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

13. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; decreases in one-time revenues; and deletion of one-time equipment and capital projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(803,798)	(16,592,574)	(74,082)	15,862,858	0	0

14. **Colma Creek Flood Control Project**

Next phase of the Colma Creek Flood Control Project is budgeted. Construction is expected to take one and a half years to complete. The project is funded with Reserves built from Colma Creek Flood Control Zone revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	339,124	0	(339,124)	0	0

15. **TV Inspection of Existing Sewer Mains**

Television inspection of existing sewer mains will be performed to help determine the condition of the existing system and prioritize future sewer improvement projects. The plan is to have all mains televised in the next two years.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	275,000	0	(275,000)	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

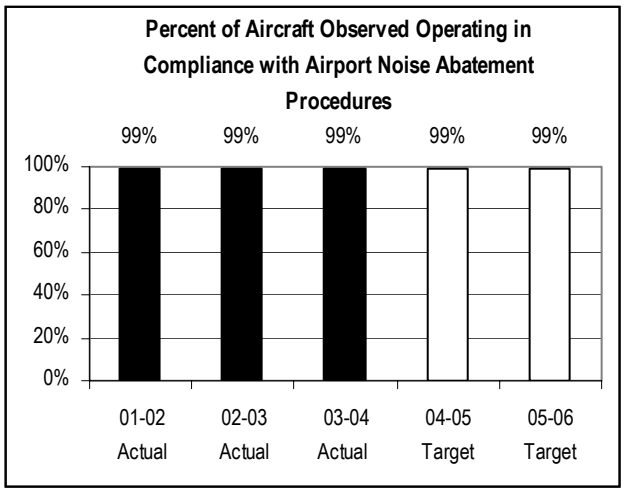
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(803,798)	(15,978,450)	(74,082)	15,248,734	0	0

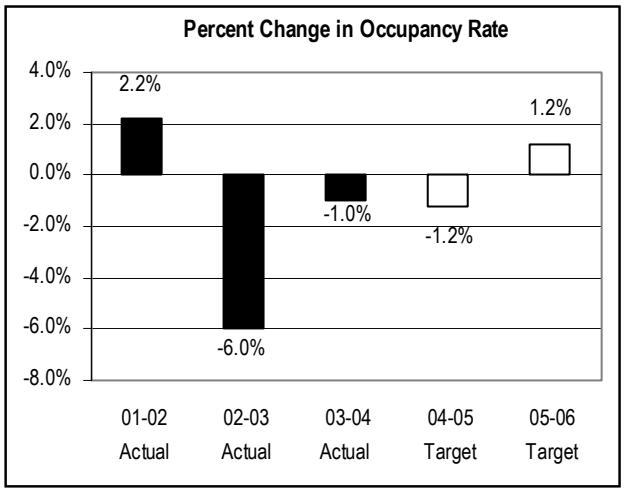
Airports (4850P)

Program Locator

County
- Public Works
  - Administrative Services
  - Engineering Services
  - Facilities Maintenance and Operations
  - Road Construction and Operations
  - Construction Services
  - Vehicle and Equipment Services
  - Waste Management and Environmental Services
  - Transportation Services
  - Utilities, Flood Control and Natural Resources
  - ▷ **Airports**

Headline Measures





Program Outcome Statement

The Airports Program operates and maintains the San Carlos and Half Moon Bay Airports in order to provide airport users, tenants, pilots, visitors, outside agencies, employees and the community with the highest level of airport services and benefits in a safe, responsive, economical and cooperative manner.

Services and Accomplishments

The County operates the San Carlos and Half Moon Bay Airports in partnership with the Federal Aviation Administration (FAA) and the State of California Division of Aeronautics. Airports staff are responsible for maintaining facilities and equipment, managing individual and business contracts and agreements, ensuring compliance with FAA regulations and safety practices, enforcing noise abatement procedures and implementing and monitoring security procedures.

The following are major accomplishments in the current year:

- Completed the San Carlos Airport Master Plan and associated environmental documents
- Purchased new equipment to enhance responsiveness and track noise complaints from the community
- Completed a renovation and Americans with Disabilities Act (ADA) upgrade of the restrooms in the Mary Griffin-Ramseur terminal building

Story Behind Baseline Performance

The Airport Noise Abatement Programs and compliance with voluntary procedures remains a top priority at both airports. The Program reinstated the instrument approach procedure at San Carlos Airport and the percent of aircraft observed in compliance with noise abatement procedures continues to be high at 99%. The Program continues to implement customer initiated improvements and will be updating the automatic payment deduction system for monthly hangar and tiedown fees. The language in the 30-year old hangar and tiedown lease agreements will be updated using input from airport users to address economic concerns and tenant issues. These continued improvements and initiatives are expected to sustain an 85% customer satisfaction rating.

Activities at San Carlos Airport have rebounded with an increase in flight operations of two and a half percent in FY 2003-04. The Program continues to increase its financial self-sufficiency and fund reserves by developing leases, business agreements and fee structures that reflect fair-market value as required by the FAA.

The Program continues to audit aircraft storage hangar accounts to ensure compliance with the newly updated hangar waiting list and aircraft airworthiness policies. Audits have resulted in a large turnover of hangars eliminating the waiting list at Half Moon Bay Airport and substantially shortening the wait for hangars at the San Carlos Airport. Work will begin on the new aircraft storage hangar

and T-shelter development at San Carlos Airport following completion of the master plan.

Security and facilities continue to be upgraded. Additional security equipment has been installed and new security policies and procedures have been developed in cooperation with the Federal Aviation Administration (FAA), the Sheriff and local law enforcement agencies.

Airport improvement grant funds, paid for through aviation user fees, are available from both the FAA and the State to fund needed safety, security and maintenance projects as well as important noise, planning and environmental studies. These grants fund up to 95% of the costs for eligible projects. Grant recipients must agree to operate their airports in compliance with federal standards and grant assurances. The Program has developed five-year project plans, updated airport layout plans, and closed out all outstanding grant projects to ensure the highest level of eligibility for FAA grants.

Work on the San Carlos Airport Master Plan and associated environmental documents are expected to be completed in FY 2003-04. The Airports have received a $150,000 planning grant from the FAA to produce the environmental documents for the Half Moon Bay Airport Master Plan that was previously prepared and will begin that process following the completion of the San Carlos Airport Master Plan project. During FY 2003-04 the Program began work on a $1.5 million grant project at the Half Moon Bay Airport and a $1 million grant project at San Carlos Airport awarded by the FAA for airport safety, security and maintenance improvements. The Program has completed an FAA required selection process for airport engineering and planning consultants to complete the necessary studies and design plans associated with these projects.

Major challenges over the next two years will be:

- To provide adequate security at the Airports
- To address the decline in hangar and tiedown accounts expected with the decline in the economy
- To replace aging facilities
- To pay for short and long-term deferred maintenance and airport improvement projects

Program Priorities

The Airports Program will meet performance targets by doing the following:

Maintain a 99% Noise Abatement Compliance Rate (Funding Adjustment 4)
- Implement new noise complaint recording and tracking systems
- Update noise abatement procedures for Half Moon Bay Airport during the master plan environmental process in collaboration with the community, Federal Aviation Administration (FAA) and pilots

Achieve an Overall Customer Satisfaction Rating of 85% or Better (Funding Adjustments 2 and 3)
- Develop a signage policy and signage plan for the San Carlos Airport
- Develop landscape improvement plans for the airport entry areas at both airports
- Improve database and software tools and automate the customer billing and tracking functions
- Update airport agreements and policies with input from airport users

Achieve No Change in the Occupancy Rate (Funding Adjustments 2, 3 and 4)
- Utilize the FAA and State Division of Aeronautics grant programs to fund airport noise and environmental studies and safety, security, maintenance and airport improvement projects
- Define needs, projects and studies at Half Moon Bay Airport through the airport master planning process
- Develop aircraft storage hangars and shade shelters to meet the demand for these types of facilities
- Develop a Capital Improvement Plan for airport funded projects and infrastructure improvements
- Analyze existing conditions and future requirement needs
- Identify future costs of airport funded projects to assist in establishing airport fee structures and budget requirements

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Total number of aircraft operations at San Carlos Airport	163,191	167,276	163,833	164,000	165,000
Total number of airport accounts	445	419	415	410	415
How Well We Do It (Quality)					
Percent change in total aircraft operation counts at San Carlos Airport vs. the average change in aircraft operation counts at other Bay Area general aviation airports[1]					
- San Carlos Airport	- 0.3%	+ 2.5%	- 2.0%	+ 0.0%	+ 0.7%
- Bay Area Average	- 9.3%	+ 1.0%	- 6.3%	---	---
Percent change in occupancy rate	+ 2.2%	- 6.0%	- 1.0%	-1.2%	+ 1.2%
Is Anyone Better Off? (Outcome)					
Number and percent of customer survey respondents rating services good or better	20 / 100%	30 / 93%	37 / 97%	40 / 85%	40 / 85%
Percent of aircraft observed operating in compliance with airport noise abatement procedures in relation to total number of aircraft observed	99%	99%	99%	99%	99%

[1] The average change in aircraft operation counts at other Bay Area general aviation airports is published for information only as statistics become available.

Airports (4850P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	9.0	8.0	8.0	8.0		8.0
Funded FTE	9.0	8.0	8.0	8.0		8.0
Total Requirements	3,217,484	3,598,210	4,433,954	6,167,838	1,733,884	3,442,491
Total Sources	3,217,483	3,598,211	4,433,954	6,167,838	1,733,884	3,442,491

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by charges to users and state and federal revenue.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases, increases in airport fees, interest earned, reduction of revenue from tie-down leases, and the elimination of one-time prior year appropriations with corresponding decreases in revenue and Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,527,191)	(1,527,191)	0	0	0	0

2. **Half Moon Bay Improvements**

Appropriation has been added for structural improvements including runway rehabilitation, airfield drainage and safety improvements. Construction costs will be fully offset with Federal Aviation Administration (FAA) grants and Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,573,347	1,669,496	0	(96,149)	0	0

3. **San Carlos Airport Improvements**

Appropriation has been added for structural improvements including apron rehabilitation, drainage, fencing and safety improvements. Construction costs will be fully offset with Federal Aviation Administration (FAA) grants and Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,002,000	1,063,233	0	(61,233)	0	0

4. **Half Moon Bay Airport Master Plan**

Appropriation has been added for an Environmental Assessment Study to be conducted for the Half Moon Bay Airport's Master Plan. Costs will be fully offset with Federal Aviation Administration (FAA) grants and Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
150,000	166,667	0	(16,667)	0	0

5. **Final Fund Balance Adjustment**

Fund Balance and Reserves have been increased.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
535,728	0	0	535,728	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,733,884	1,372,205	0	361,679	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

6. **Adjustments to Provide Current Level of Services**

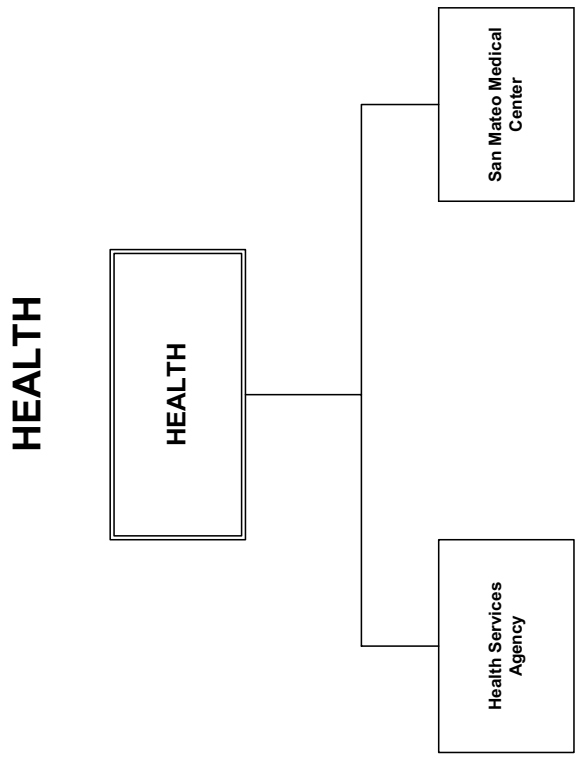
Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases and the elimination of one-time prior year project appropriations with corresponding decreases in revenue, with balance to Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,725,347)	(2,851,493)	0	126,146	0	0

Health

Adopted Budget
FY 2004-2005
FY 2005-2006

People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

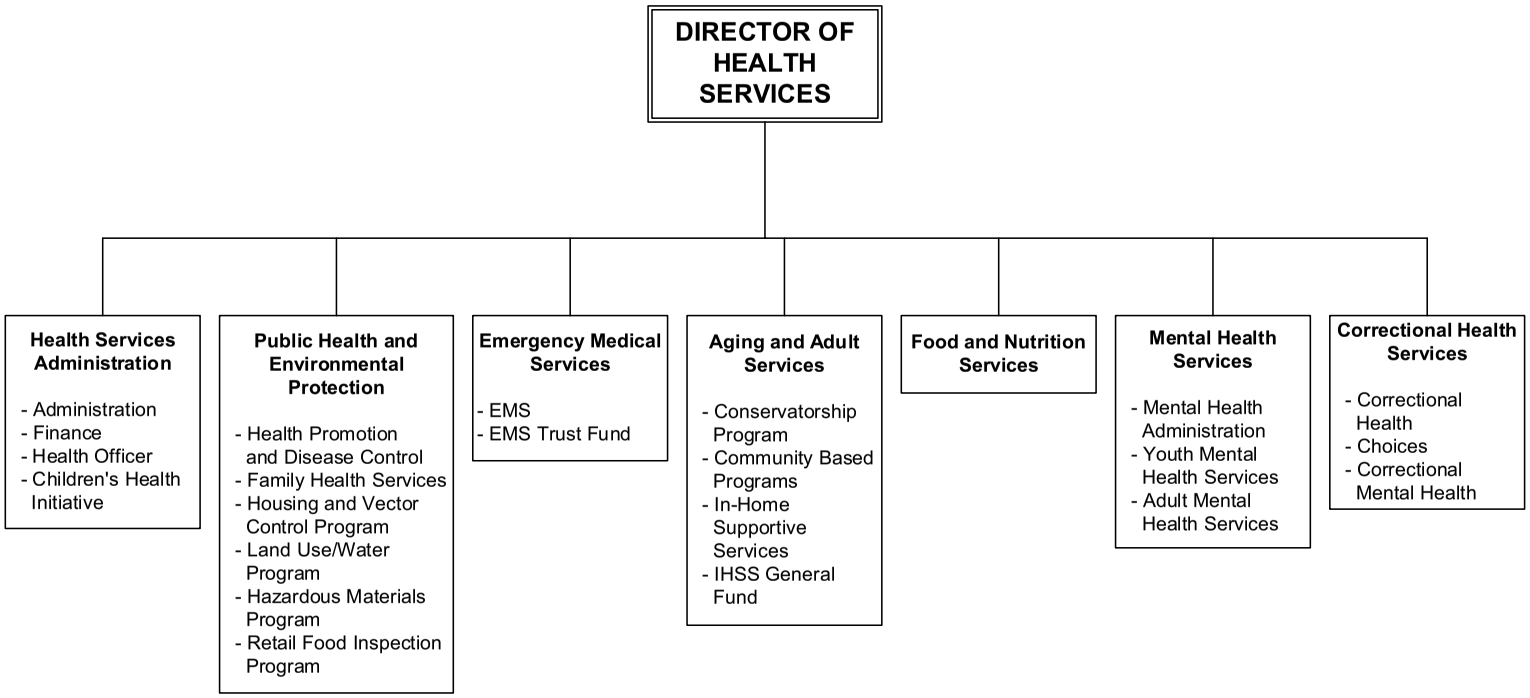

HEALTH
HEALTH
San Mateo Medical Center
Health Services Agency

Health

FY 2004-05 and 2005-06 All Funds Summary

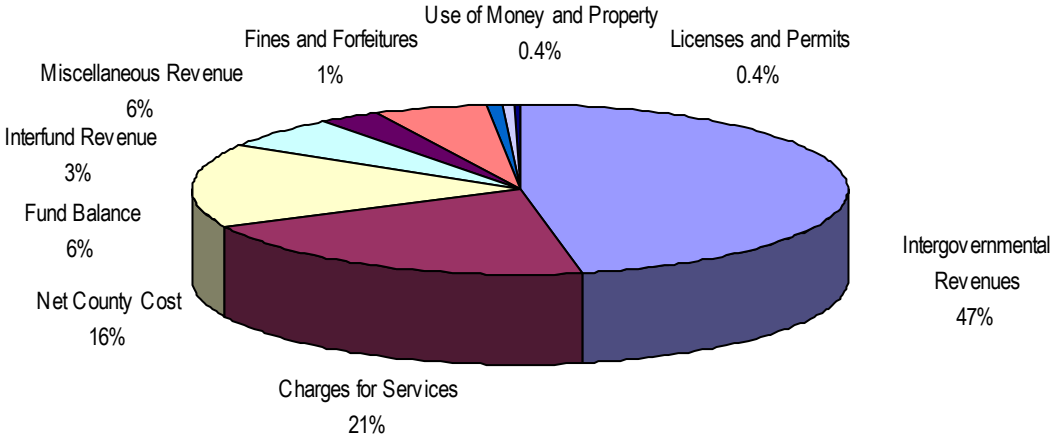
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
General Fund Budgets						
Health Services Administration	2,438,830	4,347,626	4,307,137	7,142,983	2,835,846	6,975,635
Emergency Medical Services GF	610,233	652,305	724,023	777,115	53,092	779,624
Aging and Adult Services	16,015,415	15,513,180	16,832,249	16,656,692	(175,557)	17,183,096
IHSS Public Authority GF	4,604,077	4,487,523	4,487,523	4,487,523		4,487,523
Environmental Health Services	9,853,803	10,056,118	10,692,083	10,965,841	273,758	10,899,799
Food and Nutrition Services	3,233,986	736,560	795,439	803,960	8,521	843,960
Mental Health Services	75,508,421	80,479,507	84,508,099	85,668,619	1,160,520	75,681,206
Public Health Services	29,888,932	31,642,067	34,589,014	35,247,251	658,237	36,576,035
Correctional Health Services	5,271,316	5,168,530	5,249,797	5,529,142	279,345	5,503,184
Ambulatory and Medical Services						
Contributions to Medical Center	49,293,003	60,292,751	52,387,250	51,822,833	(564,417)	51,822,833
Total General Fund	196,718,016	213,376,166	214,572,614	219,101,959	4,529,345	210,752,895
Non-General Fund Budgets						
Emergency Medical Services Fund	4,110,096	3,696,394	3,328,803	2,327,755	(1,001,048)	2,327,755
IHSS Public Authority	11,372,123	11,723,451	13,246,532	13,583,754	337,222	13,916,430
Administration and Financial Services	34,901,976	46,765,120	49,869,279	51,014,866	1,145,587	52,800,875
Quality Management	5,014,814	6,036,195	6,099,685	6,849,947	750,262	7,157,248
Patient Care Services	28,990,415	30,733,635	24,989,976	33,093,088	8,103,112	34,339,328
Ancillary and Support Services	29,654,519	37,433,109	36,304,038	39,218,495	2,914,457	40,991,766
Long Term Care Services	5,858,513	17,560,274	18,235,699	20,718,616	2,482,917	21,880,514
Ambulatory and Medical Services	39,951,755	31,308,243	32,162,595	31,434,019	(728,576)	32,916,126
Medical Center Capital Purchases		3,154,507		5,405,853	5,405,853	278,473
Total Non-General Fund	159,854,210	188,410,928	184,236,607	203,646,393	19,409,786	206,608,515
Total Requirements	356,572,227	401,787,094	398,809,221	422,748,352	23,939,131	417,361,410
Total Sources	295,544,131	334,767,237	337,385,287	360,630,871	23,245,584	352,532,231
Net County Cost	61,028,095	67,019,857	61,423,934	62,117,481	693,547	64,829,179

HEALTH SERVICES AGENCY

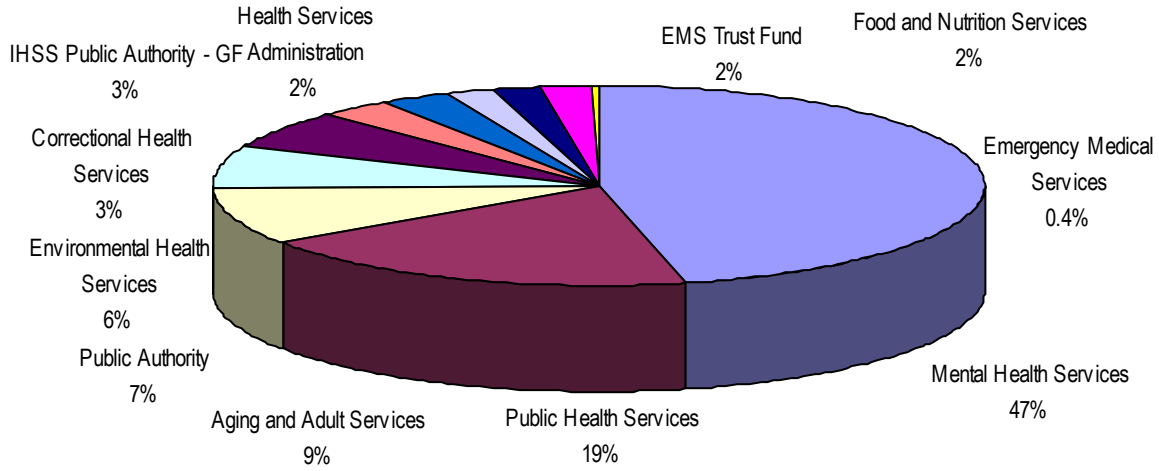


Health Services Agency

FY 2004-05 Adopted Sources



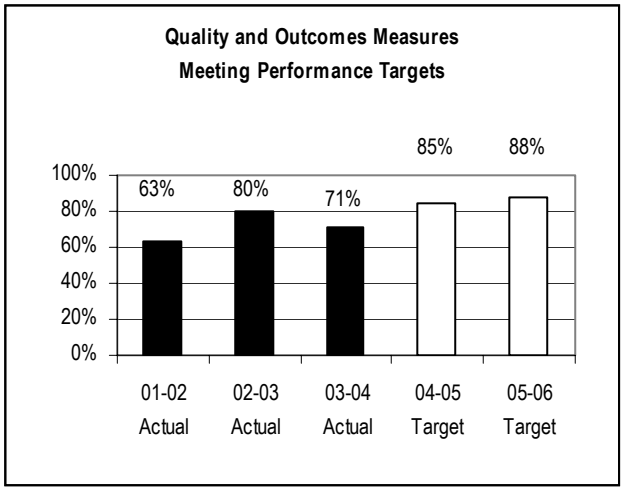
FY 2004-05 Adopted Requirements

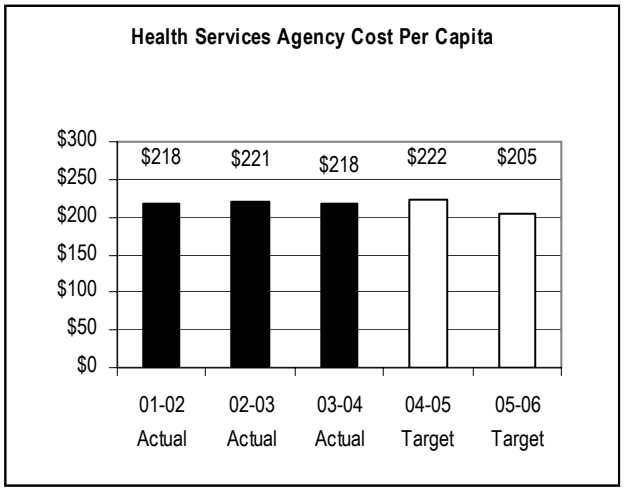


Agency Locator

County
- Administration and Fiscal
- Criminal Justice
- Environmental Services
- Public Works
- Health
- ▷ **Health Services Agency**
  - San Mateo Medical Center
- Human Services
- Non-Departmental Services

Agency Measures





Agency Mission Statement

The Health Services Agency protects the public health of all citizens; ensures a healthy environment and rapid, compassionate emergency medical response; provides medical care, mental health, health education, and protective services for vulnerable people, regardless of ability to pay; and cooperates with concerned citizens and committed volunteers.

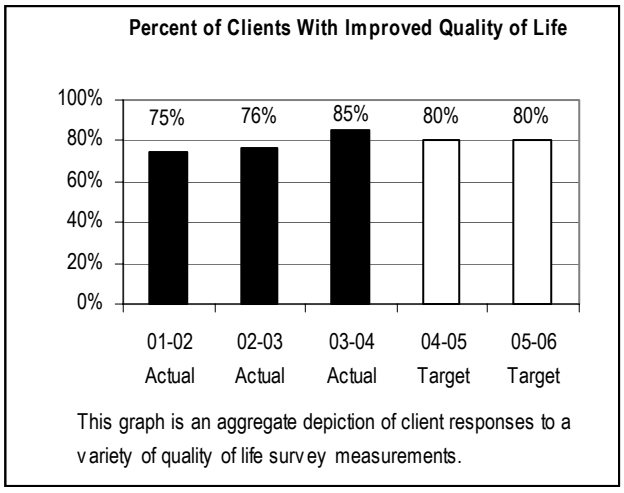
Contributions to Shared Vision 2010 Goals

The Health Services Agency contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 1:** Health Services forms partnerships with communities and organizations to build community capacity to identify and address health-related concerns. Examples include the Community-Oriented Health Services (COHS) projects in East Palo Alto, South San Francisco, and the Coastside; the Ravenswood Community Health Center in East Palo Alto; the Prenatal to Three Initiative; the Children's Health Insurance Initiative; the new initiative for increasing physical activity levels among adults age 50 and older; the New Beginning Strategic Plan to address the needs of older adults and adults with disabilities; and Mental Health school-based services.
- **Goal 5:** The goal of the Agency is to ensure access to culturally sensitive health and preventive care. The Agency's broad range of health education programs provides critical access and ensures implementation of preventive health care strategies. The Healthy Kids program guarantees that all County children residing in low-income families have health insurance.
- **Goal 6**: Public Health and Environmental Protection work together to identify children who have elevated amounts of lead in their blood, determine the source of the lead, and remedy the problem. Mental Health offers intensive in-home services for youth at risk of placement outside the home. The In-Home Supportive Services (IHSS) Program helps children with disabilities remain at home with their families. Public Health's Family Services Program visits families in their homes to provide health education, literacy training, and preventive health care. Environmental Protection's Household Hazardous Waste Program helps residents remove hazardous wastes from their homes to ensure a safe home environment.
- **Goal 7:** Disease Control and Prevention works to prevent communicable disease outbreaks; e.g., Severe Acute Respiratory Syndrome (SARS) and West Nile Virus.
- **Goal 8:** Most Health Services programs are geared toward helping vulnerable individuals achieve a better quality of life. The Public Guardian provides comprehensive personal care and financial services for individuals conserved by the court. Adult Protective Services educates the public and service providers about elder abuse and works with other agencies to investigate and act on specific cases.
- **Goal 14**: Environmental Health plays a key role in environmental preservation through land use and hazardous materials programs. It ensures proper functioning of septic systems and

groundwater protection, and protects the public and the environment from chemicals used in small quantity generator facilities. The Hazardous Materials Response Team responds to threats of toxic contamination and spills throughout the County, and the Land Use Program helps ensure that the County's beaches are safe for activities year-round.

- **Goal 20:** Healthy San Mateo 2010, the recent report outlining community health status and progress toward meeting healthy community goals, provides key information for both private and government sector health policy development. In addition, the Agency's programmatic efforts in prevention and early childhood intervention help ensure the long-term health of community residents. Both the Prenatal to Three Initiative and California Children's Services emphasize early childhood interventions.
- **Goal 22**: Health Services has developed several cross-governmental strategic partnerships including: the Joint Powers Authority emergency response system with local fire departments, cities, and the ambulance contractor; partnerships with Menlo Park and South San Francisco to provide medical services; and Mental Health and Aging and Adult Services partnerships with local law enforcement to enhance police knowledge and skills in responding to people in psychiatric distress or at risk of abuse.



Story Behind Baseline Performance

The Health Services Agency includes the following programs:

- Health Services Administration
- Emergency Medical Services
  - Emergency Medical Services (EMS)
  - EMS Trust Fund
- Aging and Adult Services
  - Conservatorship Program
  - Community Based Programs
  - In-Home Supportive Services (IHSS) Public Authority
  - IHSS Public Authority General Fund
- Food and Nutrition Services
- Mental Health
  - Mental Health Administration
  - Youth Mental Health Services
  - Adult Mental Health Services
- Public Health and Environmental Protection
  - Health Promotion and Disease Control
  - Family Health Services
  - Environmental Protection
- Correctional Health

Accomplishments that have contributed to improved performance and progress this past year include:

Facilitated Bioterrorism/Communicable Disease Response

- Developed Smallpox pre and post event plans, and led a countywide response exercise
- Implemented first phase of Smallpox pre-event vaccination program
- Provided Bioterrorism training and education to the hospital and physician community, registered nurses, public health nurses, and First Responders (police, fire, ambulance)
- Acquired and continue to manage a local pharmaceutical stockpile
- Educated the public and physicians regarding Severe Acute Respiratory Syndrome (SARS) and investigated numerous physician referrals of SARS cases
- Improved communication capabilities with physicians, emergency responders, medical facilities, and the public by developing a phone bank system capable of handling large volumes of calls
- Acquired additional equipment and training for all hospitals in the county through a federal grant

Increased Countywide Health Insurance Enrollment for Children

- Implemented the Children's Health Initiative Healthy Kids Program to guarantee health insurance for all County children in lower-income families
- Raised more than $8 million from private and public funders to implement the Healthy Kids Program
- Enrolled nearly 5,000 children in Healthy Kids in the first year of program operation

- Helped increase enrollment in Healthy Families by 72% and Medi-Cal by 15% over a two-year period

Developed Programs to Address Health Disparities
- Led organization of the Healthy Communities Summit, the first County-sponsored conference to focus exclusively on health disparities
- Implemented a study of Latino Mental Health Access identified as a model program by the State Department of Mental Health

Improved Mental Health Services
- Opened Canyon Oaks, a facility for seriously emotionally disturbed youth
- Improved patient flow through inpatient acute services as a result of collaboration with SMMC and Aging and Adult Services, helping to reduce administrative days at SMMC
- Launched an online education and community resource database "Network of Care," a comprehensive information website for consumers, family members, providers, and interested members of the community

Enhanced Environmental Protection
- Began implementation of a waste tire program under a State grant
- Implemented a new program to address hazardous waste regulation violations more quickly

Improved Access to Health Care
- Began implementation as a State pilot of a uniform assessment for home and community-based services for elders and dependent adults
- Enhanced the continuum of services available to seniors and adults with disabilities through collaborative work with SMMC, the Ron Robinson Senior Care Center staff, and the Burlingame Long-Term Care
- Implemented an electronic patient care record system in Emergency Medical Services
- Expanded Correctional Health Choices Program from 104 to 126 beds with no additional counseling staff
- Achieved long-term funding for the Prenatal to Three Initiative

Updated Policy and Planning Efforts
- Released "Healthy San Mateo 2010," an overview of the health status of all San Mateo County residents
- Updated the Agency five-year strategic plan

Major challenges over the next two years will be:

- To plan for increased efficiencies and service reductions based on reduced funding from federal, state and local sources
- To optimize alternative funding opportunities for programs throughout the Agency
- To develop the careers of current staff (succession planning)
- To continue collaborative approaches to providing health and mental health care with San Mateo Medical Center, Probation, Human Services and the Sheriff's Office
- To implement new policies and procedures in Mental Health to satisfy extensive new State and Federal Medi-Cal managed care compliance requirements for prevention of fraud and abuse
- To generate savings from less use of expensive inpatient care in Mental Health, and redirect those resources to improved client outpatient support
- To transition the Mental Health Medi-Cal program from a case rate reimbursement structure back to a fee-for-service basis
- To maintain quality correctional health and mental health services despite rapidly rising costs

Agency Priorities

The Health Services Agency will meet performance targets by doing the following:

Implement Program Improvements
- Enhance communicable disease service capacity in Public Health
- Develop a correctional health treatment center or a cost-effective alternative for contracted inpatient inmate mental health services
- Develop and implement strategies for sustaining the Children's Health Initiative in collaboration with the Health Plan of San Mateo, the Hospital Consortium, and other community organizations and funders

Reduce Health Disparities
- Follow up the Healthy Communities Summit by identifying strategies for reducing health disparities
- Develop an action plan for implementing identified strategies

Identify and Implement New Initiatives
- Such initiatives may include:
  - Pediatric Obesity Prevention
  - Chronic Disease Management
  - Children's System of Care Improvements

Ensure Service Coordination with San Mateo Medical Center (SMMC)
- Continue working with SMMC on high priority programs, including the Ron Robinson Senior Care Center, Long-term Care and Mental Health services, expanded communicable disease capacity, and AIDS services
- Develop housing and skilled nursing placement opportunities for mentally ill, aging, and disabled individuals with behavioral problems

Maximize Revenues and Flexibility of Available Funding
- Increase enrollment in Medi-Cal and Healthy Families for eligible Public Health, Mental Health, and Aging and Adult clients
- Evaluate and develop options for maximizing Medi-Cal billing and claiming in Public Health
- Expand strategies for claiming Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) revenues
- Develop strategies for Prenatal to Three replacement funding
- Enhance billing and collections activities in Mental Health

Improve Technology and Reporting

- Develop data linkages among Health Services, SMMC, and the Human Services Agency to integrate client services information
- Complete implementation for the Mental Health system replacement for HIPAA compliance, enhanced patient information to improve clinical effectiveness, and enhanced billing functioning and capability
- Update the Agency strategic plan for information technology

Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

- A total of nine positions are eliminated throughout the Department, of which one is filled and eight are vacant, including a vacant management position
- Correctional Health is eliminating one filled position, which will place greater burdens on nursing staff for routine patient care
- Public Health is eliminating five vacant positions, primarily in AIDS services; and Environmental Protection is eliminating one vacant position
- Aging and Adult Services is eliminating two vacant positions, increasing caseload size in IHSS
- Agency contracts are reduced by approximately $2.5 million, with nearly every program reducing its dependence on contracted services

Health Services Agency (5000D)
ALL FUNDS

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	725,573	891,337	843,171	700,250	(142,921)	818,456
Fines, Forfeitures and Penalties	1,319,201	1,407,592	1,422,248	1,471,499	49,251	1,471,499
Use of Money and Property	571,781	537,074	738,248	770,000	31,752	770,000
Intergovernmental Revenues	76,013,435	78,975,437	84,458,762	86,165,634	1,706,872	81,093,189
Charges for Services	33,061,585	34,376,568	36,983,760	37,758,786	775,026	32,534,205
Interfund Revenue	8,346,105	5,565,866	6,077,505	6,034,635	(42,870)	6,034,635
Miscellaneous Revenue	6,145,931	8,149,181	7,603,448	9,989,098	2,385,650	10,070,083
Other Financing Sources	745,786	146,349	50,000	90,000	40,000	90,000
Total Revenue	126,929,397	130,049,405	138,177,142	142,979,902	4,802,760	132,882,067
Fund Balance	9,610,075	11,439,924	11,356,162	11,188,424	(167,738)	10,558,173
TOTAL SOURCES	136,539,472	141,489,329	149,533,304	154,168,326	4,635,022	143,440,240
REQUIREMENTS						
Salaries and Benefits	69,889,990	75,274,154	79,414,093	83,557,887	4,143,794	87,548,711
Services and Supplies	62,034,044	64,943,216	67,599,004	68,438,987	839,983	56,872,951
Other Charges	36,036,947	35,356,553	38,773,065	39,351,176	578,111	39,523,641
Fixed Assets	48,102	60,607	238,048	150,000	(88,048)	
Other Financing Uses	50,720	379,078	305,073	180,922	(124,151)	
Gross Appropriations	168,059,803	176,013,608	186,329,283	191,678,972	5,349,689	183,945,303
Intrafund Transfers	(14,155,315)	(16,621,381)	(17,788,281)	(17,712,493)	75,788	(17,990,378)
Net Appropriations	153,904,488	159,392,227	168,541,002	173,966,479	5,425,477	165,954,925
Contingencies/Dept Reserves	5,420,639	6,873,474	6,873,474	6,826,318	(47,156)	6,821,484
Non-General Fund Reserves	3,582,105	2,237,558	3,346,223	2,397,838	(948,385)	2,397,838
TOTAL REQUIREMENTS	162,907,232	168,503,259	178,760,699	183,190,635	4,429,936	175,174,247
NET COUNTY COST	26,367,760	27,013,930	29,227,395	29,022,309	(205,086)	31,734,007
AUTHORIZED POSITIONS						
Salary Resolution	925.0	875.0	875.0	876.0	1.0	874.0
Funded FTE	889.1	832.3	836.4	831.8	(4.6)	829.8

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources increased by $4,635,022 or 3.1% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Licenses, Permits and Franchises

There is a decrease of $142,921 in this funding source, reflecting a projected decrease in various Environmental Health well and septic permit fee collections due to fewer projects being submitted.

Fines, Forfeitures and Penalties

There is an increase of $49,251 in this funding source. The allocation from the Courts for EMS fines is expected to increase slightly based on current trends.

Use of Money and Property

There is an increase of $31,752 in this funding source, reflecting increases in interest earnings, primarily an increase in Public Guardian cash holdings.

Intergovernmental Revenues

There is a net increase of $1,706,872 in this funding source. Increases include: Mental Health Realignment and Medi-Cal Managed Care of $2,711,404; increase of $36,024 for a State Lead Hazard Reduction grant; increases in Public Health grants for CCS Subvention, WIC, Bioterrorism funding and CHDP of $976,000; addition of EMS for Children grant funding of $75,000; an increase of $450,000 resulting from the Federal Centers for Medicaid and Medicare approval of a waiver request enabling State Child Health Insurance Program dollars to cover Health Kids members with incomes between 250% - 300% of the federal poverty level; increased Realignment revenue of $134,512 associated with creation of a Financial Services Manager II position; and an IHSS increase based on caseload growth of $343,500. Allocations and reimbursements from other government agencies are expected to decrease by $3,130,000 either due to conclusion of grants or a decrease in allocations. Among the reductions are: State Mandated Cost Reimbursement (SB 90) and Short Doyle ($1,393,105) for Mental Health; Community Oriented Health Services (COHS) and Federal funding for Community Access Program ($552,157) for Health Administration; Center for Substance Abuse Treatment (CSAT), Ryan White and State PH grant ($495,891) for Public Health; termination of the State Youth Social Marketing allocation ($155,000); and Adult Protective Services and Long Term Care Integration Planning ($436,908) for Aging and Adult Services.

Charges for Services

There is a net increase of $775,026 in this funding source. Increases include: revenues from Targeted Case Management (TCM), Medi-Cal Administrative Activities (MAA) and other charges for Public Health and Aging and Adult Services are projected to increase by $682,717; Environmental Health fees are projected to increase by $279,800; and Public Health Medi-Cal revenues are projected to increase by $150,000. Partially offsetting these increases, Medi-Cal revenues in Mental Health will decrease by $338,000 due to reduced federal sharing ratio.

Interfund Revenue

There is a net decrease of $42,870 in this funding source. The SMMC share in Health Services administrative costs and Public Health's laboratory services have decreased by $117,000. Funding by Environmental Health for a PHN in Public Health for $106,000 has been eliminated. Funding from the Inmate Welfare Fund for Correctional Health has been reduced by $78,700. An increase in lab billings of $223,187 will result from the Health Promotion and Disease Control Unit (HPDCU).

Miscellaneous Revenue

There is a net increase of $2,385,650 in this funding source. Among the increases are: revenue for the Children's Health Initiative (CHI) from foundations and other organizations has increased by $2,424,629 to reflect annualization of insurance premium contributions, and An additional $83,628 in funding from outside foundations will support the addition of one Community Program Specialist as part of the Agencywide Children and Youth Services System of Care initiative; and SB 12 Trust Fund revenue has increased by $325,529 for the State's Emergency Medical Services Appropriation (EMSA) program. Other reimbursements have decreased by $334,000.

Other Financing Sources

There is an increase of $40,000 in this funding source, due to reclassification of revenue for the half-cent sales tax to this funding source.

Fund Balance

There is a decrease of $167,738 in this funding source due to reductions for accelerated payments from the SB12 Fund to emergency physicians providing care to indigents. Partially offsetting this are increases in year-end Fund Balance set aside for contractual anti-rabies quarantine services, completing construction of the permanent Household Hazardous Waste Collection facility on Tower Road, coverage of a

portion of the Public Health Clinic and HPDCU reorganization, and increased Services and Supplies for correctional treatment beds and pharmaceuticals for Correctional Mental Health.

TOTAL REQUIREMENTS

Total Requirements increased by $4,429,936 or 2.5% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of $4,143,794 in this expenditure category. Merit increases as well as the annualized portion of mid-year Salary Ordinance Amendments and negotiated labor increases have been included, amounting to $3,888,187. There is a net increase of one position for the Agency. A decrease of $840,297, in the form of position deletions and work hour reductions, was made to meet the budget reduction target. Extra Help reductions have also been made. This budget deletes one filled Medical Services Assistant II in Correctional Health; one vacant Health Services Manager I and one vacant Social Worker III in Aging and Adult Services; one vacant Hazardous Materials Specialist IV-Unclassified in Environmental health; and two vacant Community Worker IIs, one vacant Psychiatric Social Worker II, one vacant Dietitian, and one vacant Fiscal Office Specialist in Public Health for a total reduction of nine positions. This budget also adds four positions for the HPDC reorganization (one Public Health Nurse, one Staff Nurse, one Patient Services Assistant, and one Medical Services Assistant); one Community Program Specialist II for the Children and Youth Services System of Care initiative; and four positions (two Marriage and Family Therapist II positions, one Psychologist II, one Supervising Psychologist, and a Radiology Technician II, partially offset by deletion of a vacant Licensed Psychology Technician) for the enhancement of mental health staffing in Correctional Health, for a total increase of ten positions.

Services and Supplies

There is a net increase of $839,983 in this expenditure category. The appropriation for the CHI Program has been increased by $3,517,894, primarily to annualize payments to the Health Plan of San Mateo (HPSM) for insurance premiums. A decrease of $3,350,000 has been made for completion of various projects and to meet the budget reduction targets. Contractual services has been reduced by $2,072,043. Other adjustments include an increase of $128,662 authorized by the Board of Supervisors to provide a 1% Cost of Living Adjustment for Community Based Organizations; appropriation of $205,703 in year-end Fund Balance for anti-rabies quarantine services; an additional grant award of $75,000 for the EMS For Children Program to enable paramedic training and development of programs for children with special healthcare needs; an increase of $169,199 related to the HPDC reorganization; a decrease of $67,576 due to termination of the State Youth Social Marketing Program; and an increase of $272,487 in additional costs pursuant to the Correctional Mental Health initiative.

Other Charges

There is a net increase of $578,111 in this expenditure category. Charges from ISD increased by $856,000 to cover replacement of PCs, required server replacements, system updates and replacements (e.g., in Mental Health and Public Health), and bioterrorism prevention system needs. The Public Authority budget has been increased by approximately $296,000 for additional payments to cover caseload growth. Additional reductions in contract costs for Aging and Adult Services and Correctional Health total $653,000. Other adjustments include an increase of $43,890 in for County facility rental and other interdepartmental service charges in conjunction with the HPDC reorganization, and an increase of $34,970 for additional ISD charges at the permanent Household Hazardous Waste Collection facility on Tower Road.

Fixed Assets

There is a net decrease of $88,048 in this expenditure category, reflecting elimination of funding for equipment in Public Health and Food and Nutrition Services, partially offset by an increase of $150,000 for purchase of Public Health Laboratory equipment included in the HPDC reorganization.

Other Financing Uses

There is a net decrease of $124,151 in this expenditure category which reflects deletion of grant funding for construction of the permanent Household Hazardous Waste (HHW) collection facility, partially offset by the use of $180,922 in available year-end Fund Balance to complete construction.

Intrafund Transfers

There is a net decrease of $75,788 in this expenditure category. The County's support for the CHI Program has been increased by $1,224,492 to reflect annualized premium payments to the Health Plan of San Mateo. Administrative costs allocated to other program units have been decreased by $1,055,405, including an $802,000 reduction as a result of consolidating Environmental Health from four to one OBM program. Other adjustments include an increase of $450,000 offsetting the Intergovernmental Revenue increase resulting from the Federal Centers for Medicaid and Medicare approval of a waiver request enabling State Child Health Insurance Program dollars to cover Health Kids members with incomes between 250% - 300% of the federal poverty level; a decrease of $175,125 in the Correctional Mental Health initiative; and a decrease of $30,000 representing transfer of Non-Departmental General Fund Reserves to Food and Nutrition Services for a one-time purchase of equipment at a depreciated rate.

Contingencies/Departmental Reserves

There is a net decrease in General Fund Departmental Reserves of $47,156. The balance in General Fund Reserves represents 3.9% of Net Appropriations. The General Fund Reserve will cover potential costs for audit adjustments, net equity required for the Managed Care Plan and housing projects in Mental Health, the hand-held inspection and scanning projects in Environmental Health, and a reserve for Bioterrorism in Public Health. Non-General Fund Reserves have been decreased by $948,385 to $2,397,838 reflecting accelerated payments from the EMS Fund in FY 2003-2004 required by SB 476, which limits the amount of reserves that can be maintained within the Physician Services account to no more than 15% of collections. The Non-General Fund Reserve consists of $1,260,295 for the EMS Trust Fund and $1,137,543 for the Public Authority.

NET COUNTY COST

There is a net decrease of $205,086 or 0.7% in this funding source. Merit increases, annualization of mid-year position changes and negotiated labor increases of $4,426,500 have been absorbed by the Agency through cuts in various program and services. The revised Net County Cost for FY 2003-2004 has been reduced by $2,008,261 based on receipt of Federal funding to replace some of the State's SB 90 reimbursement for mental health services to special education students. Net County Cost of $567,660 has been transferred from Public Health to Environmental Health to compensate for the loss of revenue in prior years from Solid Waste Funds. Without this transfer, the Vector Control Program (five positions) would be eliminated. In addition, the Board of Supervisors authorized an increase of $128,662 to provide a 1% Cost of Living Adjustment for Community Based Organizations.

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources decreased by $10,728,086 or 7.0% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Licenses, Permits and Franchises

There is an increase of $118,206 in this funding source, reflecting a projected increase in various Environmental Health permit fees.

Intergovernmental Revenues

There is a net decrease of $5,072,445 in this funding source. Mental Health has projected a decrease of $5,550,000 in Medi-Cal pharmacy intergovernmental revenue due to the return to fee-for-service Medi-Cal reimbursements. The Federal Medi-Cal waiver for reimbursement of pharmacy cost will end in July 2005. IHSS has a $332,676 increase in caseload growth revenue. Public Health and Aging and Adult Services have also estimated grant fund increases.

Charges for Services

There is a decrease of $5,224,581 in this funding source. Mental Health has projected a decrease of $5,550,000 in Medi-Cal pharmacy charges due to the return to fee-for-service Medi-Cal reimbursement. Other Medi-Cal revenue adjustments are an increase of $303,775 for the HPDC reorganization, and a reduction of $150,000 reflecting the elimination of one-time capital purchases for the Public Health Laboratory in the prior year. Environmental Health and Aging and Adult Services have estimated increases in fees of $171,644.

Miscellaneous Revenue

There is an increase of $80,985 in this funding source. Revenue for the Children's Health Initiative from foundations and other organizations has increased by $23,476. Other revenues for Food and Nutrition Services and Public Health have increased by $55,000.

Fund Balance

There is a decrease of $630,251 in this funding source due to the deletion of prior year-end Fund Balance that had been appropriated for one-time expenditures.

TOTAL REQUIREMENTS

Total Requirements decreased by $8,016,388 or 4.4% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of $3,990,824 in this expenditure category. Merit increases as well as the annualized portion of mid-year Salary Ordinance Amendments have been included. Two vacant positions in Environmental Health have been deleted due to retirement and consolidation of work among staff.

Services and Supplies

There is a net decrease of $11,566,036 in this expenditure category. Mental Health has projected a decrease of $11,264,356 primarily in Drug and Pharmaceutical costs due to the return to fee-for-service Medi-Cal reimbursement. The federal Medi-Cal waiver for pharmacy cost

reimbursement will end in July 2005. A net increase in cost of $76,000 has been included based on grant revenue increases. A decrease of $377,975 reflects deletion of one-time appropriations from the prior year.

Other Charges

There is a net increase of $172,465 in this expenditure category, which mainly consists of additional cost for caseload growth in IHSS-PA of $239,411.

Fixed Assets

There is a decrease of $150,000 in this expenditure category, reflecting elimination of funding for one-time equipment purchases for the Public Health Laboratory.

Other Financing Uses

There is a decrease of $180,922 in this expenditure category, which reflects elimination of prior year one-time appropriation from Fund Balance for completing construction of the permanent Household Hazardous Waste (HHW) collection facility on Tower Road.

Intrafund Transfers

There is an increase of $277,885 in this expenditure category primarily due to adjustments in FNS charges of $190,694 and other increases in billable costs to General Fund departments.

Contingencies/Departmental Reserves

There is a net decrease in General Fund Departmental Reserves of $4,834. The balance in General Fund Reserves represents 4.1% of Net Appropriations. The General Fund Reserve will cover potential costs for audit adjustments, net equity required for the Managed Care Plan and housing projects in Mental Health, the hand-held inspection and scanning projects in Environmental Health and a reserve for Bioterrorism in Public Health. For Non-General Fund Reserves, there is no change. This reserve consists of $1,260,295 for the EMS Trust Fund and $1,137,543 for the Public Authority.

NET COUNTY COST

There is a net increase of $2,711,698 or 9.3% in this funding source. Net County Cost was increased for merit increases, annualization of mid-year position changes and negotiated labor increases.

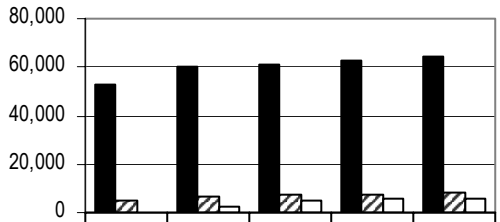
Health Services Administration (5500B)

Program Locator

County
Health
Health Services Agency
▷ **Health Services Administration**

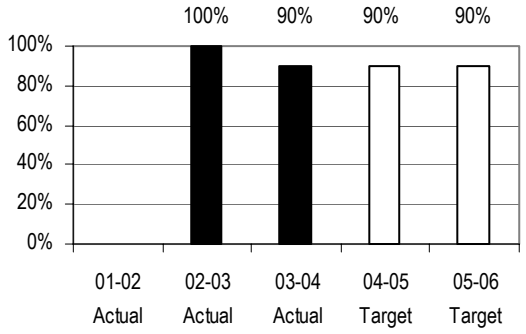
Headline Measures

Number of Eligible San Mateo County Residents Enrolled in Health Insurance



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
Medi-Cal	52,956	60,000	60,927	63,000	64,000
Healthy Families	4,924	6,372	7,074	7,800	7,900
Healthy Kids	0	2,850	4,861	5,800	5,800

Percent of Current Health Partnerships Indicating an Increased Capacity to Address Health Needs



Program Outcome Statement

Health Services Administration promotes and improves the health and well being of the community by providing overall leadership, policy setting, management, and fiscal and administrative support of public health care and services for the divisions of the Health Services Agency that provide direct service to the community.

Services and Accomplishments

Health Services Administration provides leadership for the Health Services Agency in meeting health care needs; ensures that the divisions within the Agency have the capacity to provide needed care to residents; and provides support to the Board of Supervisors, County Manager, the public and other agencies. Health Services Administration closely tracks health-related legislation and helps create County and State policy to ensure residents have access to health care services; oversees the budget for the entire Agency; works with the State and Federal government on funding issues; provides needed information for financial audits of the Agency; oversees contractual agreements between the Agency and independent contractors; analyzes and develops plans in response to emerging health care trends; and provides leadership and central coordination for the Children's Health Initiative, the Community Access Program, Information Technology and the Health Insurance Portability and Accountability Act (HIPAA).

The following are major accomplishments in the current year:

Provided oversight for the medical/public health components of bioterrorism preparedness within the Agency and the community, facilitating work on development of a pharmaceutical stockpile and outlining policies and procedures for deployment if and when needed

Led the development and implementation of the Children's Health Initiative, a public and private initiative to provide 100 percent coverage to all uninsured children from lower-income families.

Led the Agency-wide work on a five-year strategic plan that reaffirms and refines the Agency's mission and core services, outlines current and future challenges, and proposes six Agency-wide goals that will be achieved over the five-year period

Story Behind Baseline Performance

Health Services Administration continues to lead efforts in identifying individuals who are eligible for health insurance, successfully enroll them in the appropriate program and assist them in accessing needed preventive care. Concerted effort on insurance outreach and enrollment has enabled surpassing Countywide enrollment targets for Medi-Cal, Healthy Families and Healthy Kids, with 74,200 children and adults enrolled in the three programs—a growth of 4,978 individuals over the prior fiscal year. A key element of this effort is the Children's Health Initiative, which will have enrolled 5,600 children in the new Healthy Kids insurance program by the

end of FY 2003-2004. Based on additional information, it has been determined that the number of uninsured residents eligible for Medi-Cal, Healthy Families and Healthy Kids is greater than originally projected. Staff is working to adjust and refine the methodology used to calculate the percent of eligible residents covered by these public health insurance programs. In the interim, Headline Measure 1 has been changed to reflect the number of eligible residents enrolled; at the present time, this is a more accurate point-in-time measure.

Administration also provides oversight for the Agency's work on developing a Community-Oriented Health System (COHS), working in partnership with community organizations to identify health needs of specific populations and increase community involvement. Success is indicated by Headline Measure 2, which shows that 90% of current health partnerships indicate an increased capacity to address health needs. Due to a reduction in available grant funding and an increased demand for resources by partnership communities in Daly City, South San Francisco, and the Coastside, the number of partnerships in the community has decreased to five and is projected to remain at this level in FY 2004-05.

Major challenges over the next two years will be:

- Developing financial and programmatic strategies that ensure the Agency can provide needed care to residents, especially as State, Federal and local funding decreases
- Optimizing alternate funding opportunities for programs throughout the Agency
- Developing a collaborative approach to providing health and behavioral health care with SMMC, Probation, the Human Services Agency, and the Sheriff's Office
- Developing strategies for health care access in response to major health care safety net changes, such as the State's planned Medi-Cal redesign

Program Priorities

Health Services Administration will meet performance targets by doing the following:

Enroll an Additional 3,500 Children and Adults in Health Insurance Plans

Develop and implement a work plan to target uninsured, lower middle-income families

- Continue to work with all school districts, community based organizations and County agencies to provide easily accessible gateways to enrollment

Ensure at Least 90% of Health Partnerships Indicate an Increased Capacity to Address Health Needs

- Continue participation and support for community collaboratives focused on health by assisting with sustainability efforts
- Seek out new community partners to improve community health indicators
- Continue to be Proactive and Responsive to Changing Trends in Health Care
- Monitor and advocate health care related legislation and administrative reform efforts (e.g., Medi-Cal Redesign)
- Monitor ongoing changes in the County's health care system
- Identify community health trends and propose solutions

Seek Ways to Lower Net County Cost

- Develop and implement cost reduction/containment initiatives
- Continue to review and modify strategies to maximize funding programs; e.g., Medicaid Administrative Activities (MAA) and Targeted Case Management (TCM)
- Develop and coordinate grant funding proposals

Maximize Inter- and Intra-Agency Program and Service Coordination

- Improve the Agency's ability to use and expand technology resources to more efficiently provide services
- Lead efforts to integrate data systems so that Health Services divisions and County agencies can work together more effectively
- Implement the Agency strategic plan to foster increased divisional collaboration
- Enhance the Agency's Outcome Based Management program by leading efforts to improve data collection and usage to manage programs more effectively

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of eligible San Mateo County residents enrolled in Health Insurance:					
- Medi-Cal	52,956	60,000	60,927	63,000	64,000
- Healthy Families	4,924	6,372	7,074	7,800	7,900
- Healthy Kids	---	2,850	4,861	5,800	5,800
- Total	57,880	69,222	74,127	76,400	77,700
Number of community events held to address health care and develop strategies to increase utilization of health insurance and health care services (1)	31	50	152	140	140
How Well We Do It (Quality)					
Percent of Health Services Agency budget allocated to Health Administration	0.7%	2%	0.2%	1%	1%
Number and percent of County jurisdictions involved in health-related partnerships	5 / 23%	8 / 36%	5 / 23%	5 / 23%	5 / 23%
Percent of stakeholder survey respondents rating services good or better:					
- Internal	100%	98%	93%	90%	90%
- External	100%	100%	98%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of current health partnerships indicating an increased capacity to address health needs	---	100%	90%	90%	90%

(1) Reflects increased activity related to Children's Health Initiative.

Health Services Administration (5500B)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	21.0	20.0	20.0	21.0	1.0	21.0
Funded FTE	19.3	20.0	20.0	21.0	1.0	21.0
Total Requirements	2,438,830	4,347,626	4,307,137	7,142,983	2,835,846	6,975,635
Total Sources	2,324,474	4,820,130	4,307,137	7,014,321	2,707,184	6,846,973
Net County Cost	114,356	(472,505)		128,662	128,662	128,662
NCC Breakdown						
COLAs for Providers				128,662	128,662	128,662

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is $128,662 or 1.8%. Of this amount $128,662 or 100% is discretionary.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Cost of Living Allowance Adjustments (COLA) for Community-Based Organizations (CBOs)**

As part of their deliberations on the FY 2003-04 Recommended Budget, the Board of Supervisors added a 1% increase in COLA for the CBOs at the June Budget Hearings.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	128,662	0	0	128,662	0

2. **Staffing Adjustments**

Several staffing adjustments have been made, with a combined result of no change in total positions or Net County Cost. In conjunction with the Agencywide reorganization of the Children and Youth Services System of Care, one Community Program Specialist II is added to the Children's Health Initiative (CHI) Program, with funding to come through First 5 San Mateo and foundation grants. With termination of the State-funded Youth Social Marketing program, a Community Program Specialist III is transferred in from Public Health to avoid a layoff situation at San Mateo Medical Center (SMMC) and will be funded by an anticipated increase in Realignment Sales Tax. A Financial Services Manager II that was added in the June Revisions, along with Realignment revenue supporting this position, are transferred to Public Health. As part of the Agencywide reorganization of Health Promotion and Disease Control (HPDC), a Staff Nurse is transferred from the Community Access Program (CAP) to the Public Health Mobile Clinic.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
180,452	180,452	0	0	0	1

3. **Healthy Kids Waiver**

The Federal Centers for Medicaid and Medicare approved a waiver request enabling State Child Health Insurance Program dollars to cover Health kids members with incomes between 250% - 300% of the federal poverty level. Intergovernmental Revenue is increased by $450,000 and Intrafund Transfers are reduced by a like amount, resulting in no change in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
450,000	0	450,000	0	0	0

4. **Adjustments to Provide Current Level of Services – Health Administration**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; and reductions in grants for Community Oriented Health Services and the Community Access Program, together with related expenses. Tobacco tax revenue has been reduced based on projected State allocation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(585,073)	(348,634)	(236,439)	0	0	0

5. **Adjustments to Provide Current Level of Services – Children's Health Initiative (CHI)**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; and an increase in insurance premiums, associated contracts, and revenues to reflect full-year operations at maximum enrollment levels. More revenues have been drawn down from allocated funding sources to fund the program at full annual enrollment. This program is funded through contributions from the County Solid Waste Fund, First Five Commission, local hospital districts and private foundations. There is no Net County Cost for this program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,424,629	3,649,121	(1,224,492)	0	0	0

6. **Adjustments to Fund Balance**

Year end Fund Balance is used to increase Reserves by $31,473 and appropriate $205,703 in Services and Supplies for contractual anti-rabies quarantine services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
237,176	205,703	0	31,473	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,707,184	3,815,304	(1,010,931)	31,473	128,662	1

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

7. **Adjustments to Provide Current Level of Services – Health Administration**

Budget adjustments have been made as follows: inclusion of merit increases and higher benefit costs; additional Realignment revenue; and increased Intrafund Transfers from operating Divisions that fund the Health Services Administration program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
14,879	95,411	(80,532)	0	0	0

8. **Adjustments to Provide Current Level of Services – Children Health Initiative (CHI)**

Budget adjustments have been made as follows: inclusion of merit increases and higher benefit costs, and additional revenues from private foundations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
23,476	23,476	0	0	0	0

9. **Adjustments to Fund Balance**

Prior year Fund Balance, and the corresponding appropriation described above, are deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(205,703)	(205,703)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(167,348)	(86,816)	(80,532)	0	0	0

Health Services Administration (5500B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

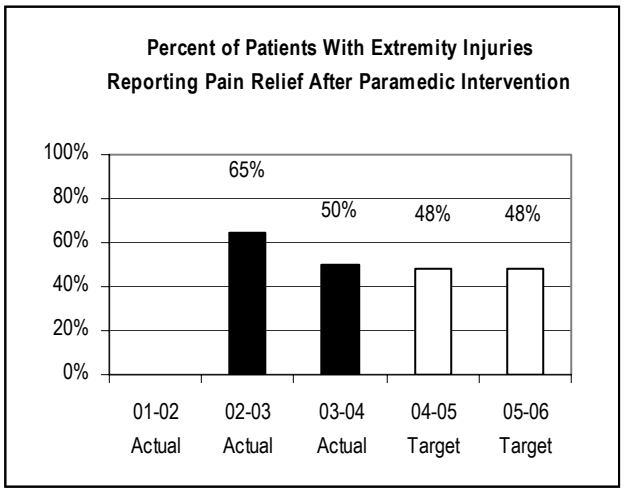
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	742,020	920,424	1,000,770	995,437	(5,333)	1,010,316
Charges for Services	92,045	63,000	63,000	63,000		63,000
Interfund Revenue	185,283	134,216	161,549	142,633	(18,916)	142,633
Miscellaneous Revenue	724,880	3,702,490	3,081,818	5,576,075	2,494,257	5,599,551
Other Financing Sources	565,101					
Total Revenue	2,309,329	4,820,130	4,307,137	6,777,145	2,470,008	6,815,500
Fund Balance	15,145			237,176	237,176	31,473
TOTAL SOURCES	2,324,474	4,820,130	4,307,137	7,014,321	2,707,184	6,846,973
REQUIREMENTS						
Salaries and Benefits	1,886,398	2,386,844	2,385,060	2,727,376	342,316	2,846,263
Services and Supplies	2,271,171	6,018,100	5,390,188	8,877,727	3,487,539	8,672,024
Other Charges	945,439	700,642	1,005,490	990,939	(14,551)	990,939
Gross Appropriations	5,103,008	9,105,586	8,780,738	12,596,042	3,815,304	12,509,226
Intrafund Transfers	(2,679,323)	(4,757,960)	(4,473,601)	(5,484,532)	(1,010,931)	(5,565,064)
Net Appropriations	2,423,685	4,347,626	4,307,137	7,111,510	2,804,373	6,944,162
Contingencies/Dept Reserves	15,145			31,473	31,473	31,473
TOTAL REQUIREMENTS	2,438,830	4,347,626	4,307,137	7,142,983	2,835,846	6,975,635
NET COUNTY COST	114,356	(472,505)		128,662	128,662	128,662
AUTHORIZED POSITIONS						
Salary Resolution	21.0	20.0	20.0	21.0	1.0	21.0
Funded FTE	19.3	20.0	20.0	21.0	1.0	21.0

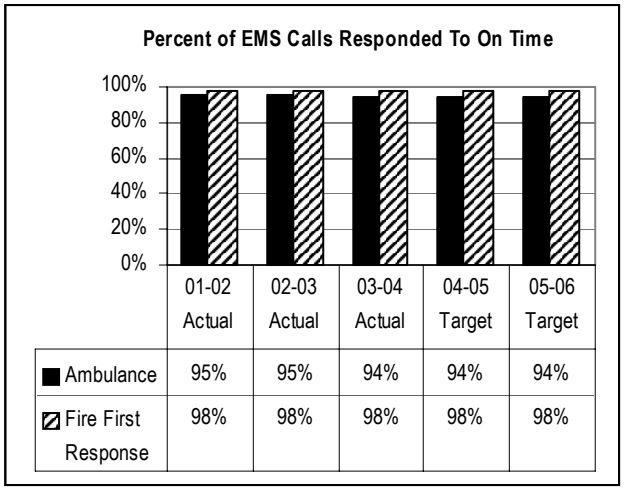
Emergency Medical Services GF (5600B)

Program Locator

County
Health
Health Services Agency
▷ **Emergency Medical Services GF**
Emergency Medical Services Fund

Headline Measures





	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
Ambulance	95%	95%	94%	94%	94%
Fire First Response	98%	98%	98%	98%	98%

Program Outcome Statement

Emergency Medical Services (EMS) provides an integrated and coordinated system of services to ensure appropriate, timely and respectful emergency medical care to meet the needs of patients and their families in San Mateo County.

Services and Accomplishments

Emergency Medical Services (EMS) provides oversight and coordination of the Countywide emergency medical services system, a nationally recognized program featuring a private/public partnership between an ambulance provider and a Joint Powers Authority (JPA) of fire service agencies. The system includes emergency medical dispatch; fire service paramedic first response; emergency paramedic ambulance transport; air ambulance services; and interfaces with hospital emergency departments, trauma centers and pediatric critical care centers. EMS is also responsible for medical/health disaster activities in cooperation with the Sheriff's Office of Emergency Services (OES). Dispatch and communication functions are consolidated in Public Safety Communications in the County's Employee and Public Services Department. In April 2004, administrative responsibility for the bioterrorism grant was transferred to EMS from the Public Health Division.

The following are major accomplishments in the current year:

- Implemented an electronic patient care record system
- Revised the Trauma Plan and obtained approval of the State EMS Authority
- Continued to exceed contractual requirements for Countywide paramedic first response and 9-1-1 ambulance services as demonstrated by response times and customer surveys

Story Behind Baseline Performance

Emergency medical services are monitored in terms of response times required of the ambulance contractor. The response times are specified in the contract and are monitored by EMS. Responding to approximately 40,000 9-1-1 calls per year, the on-time rate for the past several years is 98% for paramedic response and 94% or better for ambulance response, as shown in Headline Measure 1.

Program staff have developed a new headline measure to replace the number of 9-1-1 calls for medical response. The new Headline Measure 2—percentage of patients with blunt extremity injuries reporting pain relief—reflects whether anyone is better off as a result of the paramedic intervention performed by EMS contractors. Pain relief is an indication of appropriate pre-hospital care, which is measured in accordance with the EMS Agency Medical Treatment Protocol Manual and is dependent on accurate and complete documentation by the paramedic. In addition, EMS conducts customer surveys and has consistently received a rate of just under 90% satisfaction with services provided.

Working with the emergency ambulance contractor, EMS has developed and implemented an integrated data collection system; however, not all fire service agencies are yet using the new system. The current contract between the County and the private/public partnership requires an active community education program using paramedics to conduct public education programs such as CPR training, child car seat checks and elderly fall prevention. The events of September 11, 2001 have resulted in EMS directing a greater proportion of its time to disaster planning and biological/chemical terrorism training for first responders, ambulance personnel and hospitals; one full time equivalent of staff time is spent on such activities.

EMS is currently funded entirely by ambulance contractor fees and fines, and transfers from the EMS Trust Fund for administering physicians' claims. San Mateo County was one of four counties selected by the State Auditor for an audit of our EMS (Maddy) Fund. This audit made a number of recommendations, most recommending clarifications in legislation. There were no specific recommendations for San Mateo County.

Major challenges over the next two years will be:

- To improve data collection and utilization
- To expand community education programs
- To increase disaster preparedness with limited staff and resources
- To work with appropriate agencies in identifying and pursuing alternative funding sources

Program Priorities

Emergency Medical Services will meet performance targets by doing the following:

Achieve a Rating of 48% of Patients With Extremity Injuries Reporting Pain Relief After Paramedic Intervention

- Ensure accurate and complete paramedic documentation in accordance with protocols
- Continue to measure paramedic compliance with standards
- Provide additional training and feedback to paramedics to improve compliance

Maintain On-Time Response for at least 94% of Ambulance Calls and 98% of First Fire Response Calls

- Continue to utilize the EMS data system to evaluate skills and treatments and develop reports to improve patient care and system performance

Maintain Customer Satisfaction Rating of 88%

- Continue to utilize the Quality Leadership Council to identify areas needing assessment and perform the subsequent quality improvement processes
- Develop and distribute information materials about the San Mateo County EMS system
- Work with the Contractor's Community Activities Committee to improve public education in prevention and first aid

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of educational opportunities offered to EMS personnel	---	435	463	300	325
Number of 9-1-1 calls for medical response	37,028	41,504	40,851	40,000	40,000
How Well We Do It (Quality)					
Percent of EMS calls responded to on time:					
- Ambulance	95%	95%	94%	94%	94%
- Fire First Response	98%	98%	98%	98%	98%
Percent of customer survey respondents rating emergency medical response and/or transport as good or better	---	89%	92%	88%	89%
Is Anyone Better Off? (Outcome)					
Percent of patients with extremity injuries reporting pain relief after Paramedic intervention	---	65%	50%	48%	48%

Emergency Medical Services GF (5600B) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0
Total Requirements	610,233	652,305	724,023	777,115	53,092	779,624
Total Sources	618,654	636,758	724,023	777,115	53,092	779,624
Net County Cost	(8,421)	15,547				

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenues from ambulance contractor fees and transfers from the EMS Trust Fund.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Emergency Medical Services (EMS) for Children Grant**

Additional State grant funding will enable updating and expansion of the EMS for Children Program. The focus will be on site visits to three pediatric critical care centers, training paramedics in pediatric emergency care, and development programs for children with special health care needs such as those who are non-verbal, are dependent on medical equipment, or have terminal illness.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
75,000	75,000	0	0	0	0

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; reductions in services costs from other County departments and outside contracts; elimination of revenue and associated costs with the ending of the EMS Children's Program grant; a slight change in the amount available for transfer from the Trust Fund; and a small decrease in response time fines.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(21,908)	(21,573)	(335)	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
53,092	53,427	(335)	0	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: annualization of negotiated increases and higher benefit costs; and increased Intrafund Transfers from Public Health for Bioterrorism and other grant-related support provided by this program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,509	24,703	(22,194)	0	0	0

Emergency Medical Services GF (5600B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	9,184	7,293	6,500	5,500	(1,000)	5,500
Fines, Forfeitures and Penalties	174,556	182,426	283,000	321,500	38,500	321,500
Intergovernmental Revenues	77,482	45,427	54,000	75,000	21,000	75,000
Miscellaneous Revenue	357,433	401,612	380,523	375,115	(5,408)	377,624
Total Revenue	618,654	636,758	724,023	777,115	53,092	779,624
TOTAL SOURCES	618,654	636,758	724,023	777,115	53,092	779,624
REQUIREMENTS						
Salaries and Benefits	467,037	553,175	540,226	590,698	50,472	617,028
Services and Supplies	528,112	192,860	265,978	274,686	8,708	272,986
Other Charges	52,485	54,176	56,426	50,673	(5,753)	50,746
Gross Appropriations	1,047,634	800,211	862,630	916,057	53,427	940,760
Intrafund Transfers	(437,401)	(147,907)	(138,607)	(138,942)	(335)	(161,136)
Net Appropriations	610,233	652,305	724,023	777,115	53,092	779,624
TOTAL REQUIREMENTS	610,233	652,305	724,023	777,115	53,092	779,624
NET COUNTY COST	(8,421)	15,547				
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

Emergency Medical Services Fund (5630B)

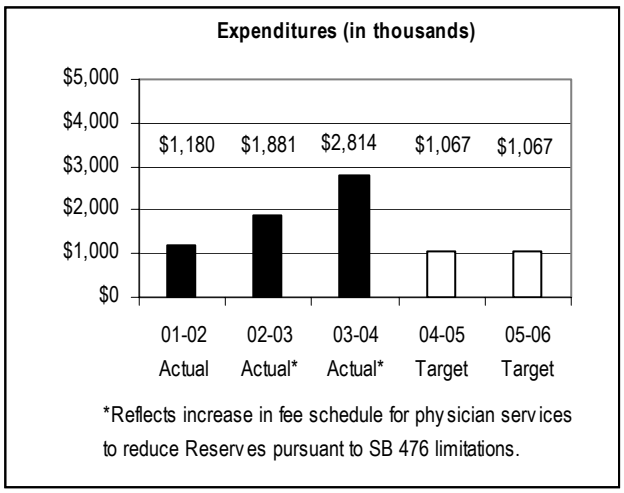
Budget Unit Locator

County
Health
Health Services Agency
Emergency Medical Services GF
▷ **Emergency Medical Services Fund**

Budget Unit Description

The Emergency Medical Services (EMS) Trust Fund was established to implement SB 12/612 (Maddy legislation) and is financed by a special assessment imposed on court fines, forfeitures, and traffic school fees. SB 12/612 funds are used to pay physicians for uncompensated emergency care and to pay hospitals providing disproportionate emergency and trauma care. The EMS program in the General Fund administers physicians' claims and receives an administrative fee from this trust fund to help defray operating expenses.

SB 476 limits the amount of reserves that can be maintained within the Physician Services account to no more than 15% of collections. The payment schedule has been accelerated and the fees increased in order to reduce reserves and stay within the new limit.



Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. The EMS Fund is fully funded by traffic fine revenues per Maddy Fund legislation.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: revenue is increased to recognize State funding from the Emergency Medical Services Appropriation (EMSA, for reimbursements to physicians providing uncompensated emergency care; and Reserves have been increased for savings estimated to occur in FY 2004-2005.

Revenue/Sources	346,159
Appropriations	(58,901)
Intrafund Transfers	0
Reserves	405,060
Net County Cost	0
Positions	0

2. **Adjustments to Fund Balance**

Fund Balance and Reserves have been adjusted as a result of the accelerated payments from the Physicians/Trauma accounts in FY 2003-2004 required by SB 476, which limits the amount of reserves that can be maintained within the Physician Services account to no more than 15% of collections.

Revenue/Sources	(1,347,207)
Appropriations	0
Intrafund Transfers	0
Reserves	(1,347,207)
Net County Cost	0
Positions	0

TOTAL FY 2004-05 FUNDING ADJUSTMENTS

Revenue/Sources	(1,001,048)
Appropriations	(58,901)
Intrafund Transfers	0
Reserves	(942,147)
Net County Cost	0
Positions	0

FY 2005–06 Funding Adjustments

No change.

Emergency Medical Services Fund (5630B)
Emergency Medical Services Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	1,032,860	1,089,275	1,009,370	1,030,000	20,630	1,030,000
Use of Money and Property	87,776	40,649	90,000	90,000		90,000
Miscellaneous Revenue	649,478	337,038		325,529	325,529	325,529
Total Revenue	1,770,114	1,466,961	1,099,370	1,445,529	346,159	1,445,529
Fund Balance	2,339,982	2,229,433	2,229,433	882,226	(1,347,207)	882,226
TOTAL SOURCES	4,110,096	3,696,394	3,328,803	2,327,755	(1,001,048)	2,327,755
REQUIREMENTS						
Services and Supplies	1,880,663	2,814,168	1,126,361	1,067,460	(58,901)	1,067,460
Net Appropriations	1,880,663	2,814,168	1,126,361	1,067,460	(58,901)	1,067,460
Non-General Fund Reserves	2,229,433	882,226	2,202,442	1,260,295	(942,147)	1,260,295
TOTAL REQUIREMENTS	4,110,096	3,696,394	3,328,803	2,327,755	(1,001,048)	2,327,755

Aging and Adult Services (5700B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

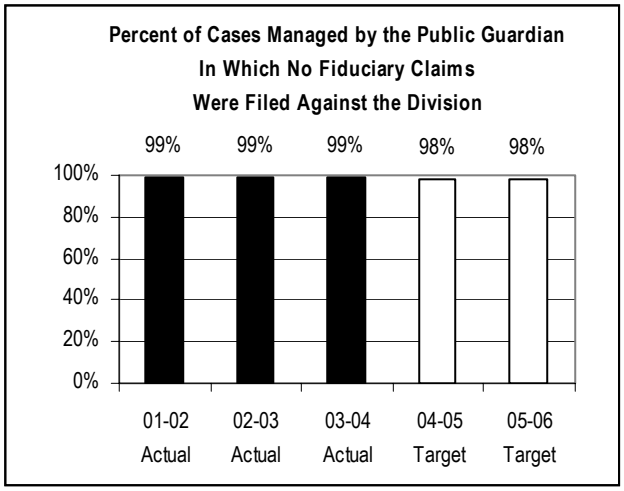
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	59,930	57,486	80,000	70,000	(10,000)	70,000
Use of Money and Property	480,000	502,103	533,248	565,000	31,752	565,000
Intergovernmental Revenues	10,652,104	9,930,802	9,507,291	9,145,672	(361,619)	9,225,672
Charges for Services	1,550,287	1,209,749	2,289,784	2,472,833	183,049	2,572,833
Interfund Revenue	167,658	182,396	240,910	221,672	(19,238)	221,672
Miscellaneous Revenue	1,220,851	351,616	732,258	549,000	(183,258)	549,000
Other Financing Sources	35,201	34,380		40,000	40,000	40,000
Total Revenue	14,166,031	12,268,531	13,383,491	13,064,177	(319,314)	13,244,177
Fund Balance	340,033	337,612	337,612	337,612		337,612
TOTAL SOURCES	14,506,064	12,606,143	13,721,103	13,401,789	(319,314)	13,581,789
REQUIREMENTS						
Salaries and Benefits	9,338,339	10,149,607	10,604,615	11,139,127	534,512	11,701,828
Services and Supplies	2,395,158	2,457,598	3,348,620	3,114,777	(233,843)	3,108,277
Other Charges	5,641,840	4,238,962	4,391,784	3,999,936	(391,848)	3,970,139
Gross Appropriations	17,375,337	16,846,167	18,345,019	18,253,840	(91,179)	18,780,244
Intrafund Transfers	(1,434,922)	(1,405,566)	(1,585,349)	(1,597,148)	(11,799)	(1,597,148)
Net Appropriations	15,940,415	15,440,601	16,759,670	16,656,692	(102,978)	17,183,096
Contingencies/Dept Reserves	75,000	72,579	72,579		(72,579)	
TOTAL REQUIREMENTS	16,015,415	15,513,180	16,832,249	16,656,692	(175,557)	17,183,096
NET COUNTY COST	1,509,350	2,907,036	3,111,146	3,254,903	143,757	3,601,307
AUTHORIZED POSITIONS						
Salary Resolution	120.0	117.0	117.0	115.0	(2.0)	115.0
Funded FTE	119.9	117.0	117.0	117.0	(0.0)	117.0

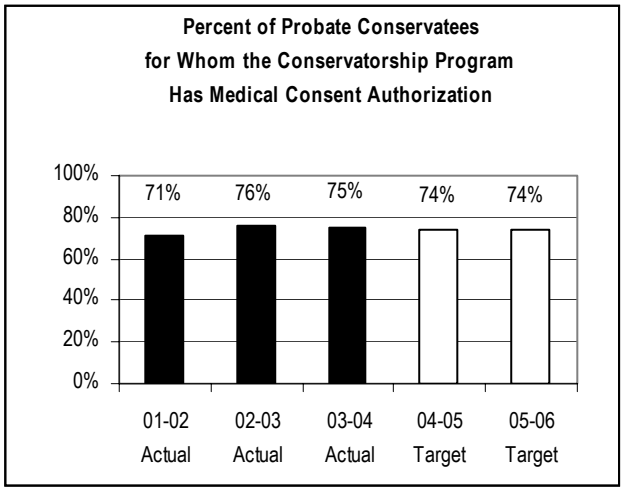
Conservatorship Program (5700P)

Program Locator

County
Health
Health Services Agency
Aging and Adult Services
▷ **Conservatorship Program**
Community-Based Programs
IHSS Public Authority
IHSS Public Authority GF

Headline Measures





Program Outcome Statement

The Conservatorship Program/Public Guardian contributes to the protection of vulnerable people by providing comprehensive personal care and financial services to individuals who are disabled by mental illness, dementia or chronic disease and are conserved by the Court under the Probate Code and the Lanterman Petris Short Act (LPS). This aspect of the continuum of care, although involuntary, strives to support the individual in maintaining as much independence as possible and includes the individuals and their families in the decision-making process whenever possible.

Services and Accomplishments

The Aging and Adult Services Conservatorship Program is administered by the Public Guardian under jurisdiction of the Superior Court and in partnership with Mental Health, County Counsel, Private Defender, Court Investigator's Office, the Ombudsman Program and family members. Staff is responsible for making medical and placement decisions, developing and implementing comprehensive care/treatment plans, and protecting the individual's personal and financial assets including the management and disposition of all real personal property.

The following are major accomplishments in the current year:

- Effectively managed an increase of approximately $2.3 million in client assets
- Achieved a 20% increase in the percentage of clients receiving at least one face-to-face visit every 90 days

Story Behind Baseline Performance

Headline Measure 1, which measures fiduciary claims against the Division, is an indicator of the program's success in providing services. The program continues to operate with virtually no claims, achieving a 98% avoidance rate or better over the past three years.

Securing medical consent authorization enables program staff to make medical treatment decisions on behalf of conservatees who cannot make such decisions independently, thus increasing the level of patient care. As Headline Measure 2 shows, this rate has increased from 71% to 76% over the past two years, which allows for improved quality of care to conservatees.

This program faces an inadequate supply of appropriate community and institutional placements for conserved individuals, including a lack of placement capacity for low-income individuals (Medi-Cal) who require out-of-home placement. The Public Guardian works closely with the San Mateo Medical Center (SMMC) to obtain placement for many conserved clients at the Burlingame Long Term Care facility, which also enables a reduction in Administrative Days at the Hospital. In addition, The Public Guardian collaborates with SMMC and the Ron Robinson Senior Care Center in the development of integrated physical and psychiatric needs assessments for older adults and persons with disabilities. These

interdepartmental efforts improve the health status of high-risk, vulnerable populations by addressing health disparities.

The performance measure related to court continuances is being revised to better reflect Aging and Adult Services' role in avoiding continuance of court hearings. Baseline data for the new measure will be collected during FY 2004-05; this measure will replace the previous one beginning in FY 2005-06.

Major challenges over the next two years will be:

- To find appropriate community and institutional placements for conserved individuals

Program Priorities

The Aging and Adult Services Conservatorship Program will meet performance targets by doing the following:

Ensure No Fiduciary Claims Against the Division for at least 99% of Cases Managed

- Continue to enhance quality assurance monitoring in the Public Guardian Program

Obtain Medical Consent Authorization for at least 75% of Probate Conservatees

- Continue to enhance collaboration among AAS programs to ensure that the County is granted medical consent authority for those who are not able to make medical decisions on their own behalf

Increase Capacity for Conservatee Placements

- Develop a Memorandum of Understanding (MOU) with SMMC for the Ron Robinson Senior Care Center to enhance the continuum of services available to seniors and adults with disabilities, including comprehensive assessments to help facilitate placement in the least restrictive setting possible
- Continue to work with SMMC staff to place San Mateo County residents in the Burlingame Long Term Care Facility
- Identify clients for whom comprehensive assessment will result in more effective placement

Implement the Long-Term Supportive Services Program (LTSSP)

- Develop a uniform assessment tool for medical and social services providers to determine best client placement options
- Continue to work with the State and the Health Plan of San Mateo (HPSM) to develop optimal placement strategies and pilot insurance enrollment programs

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of persons conserved:					
- Probate	299	270	254	275	275
- Probate with Dementia Authority	106	120	124	125	125
- LPS (Lanterman Petris Short Act)	333	318	336	340	340
Total value of client assets managed by the Public Guardian	$60,928,549	$62,608,981	$58,163,391	$64,000,000	$64,000,000
How Well We Do It (Quality)					
Percent of all clients who received at least one face to face visit every 90 days	73%	92%	93%	95%	95%
Percent decrease in court continuances	10%	12%	5%	10%	---
Number and percent of total accountings filed requiring Public Guardian to request a continuance (data development)	--- / ---	--- / ---	--- / ---	--- / ---	--- / ---
Is Anyone Better Off? (Outcome)					
Percent of cases managed by the Public Guardian in which no fiduciary claims were filed against the Aging and Adult Services Division	99%	99%	99%	99%	99%
Percent of conservatees placed within San Mateo County	65%	65%	67%	70%	70%
Percent of probate conservatees for whom the Conservatorship Program has medical consent authorization	71%	76%	75%	75%	75%

Conservatorship Program (5700P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	47.0	46.0	46.0	46.0		46.0
Funded FTE	47.0	46.0	46.0	46.0		46.0
Total Requirements	3,243,543	3,604,639	4,515,570	4,656,467	140,897	4,896,230
Total Sources	2,459,982	1,718,502	3,677,951	3,669,361	(8,590)	3,769,361
Net County Cost	783,561	1,886,137	837,619	987,106	149,487	1,126,869
NCC Breakdown						
Non-Mandated Services			837,619	987,106	149,487	1,126,869

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $987,106 or 21.2% of Total Requirements (17% of Gross Appropriations), of which 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; increases for leasing PCs and upgrading Public Guardian trust accounting applications software; and elimination of Reserves to help offset one-time expenditures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
190,494	244,312	11,435	(29,850)	35,403	0

2. **Adjustments to Fund Balance**

Fund Balance decreased as a result of a revised allocation methodology between OBM programs. There is no change to the total Fund Balance in Aging and Adult Services as a result of this reallocation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(135,334)	0	0	0	135,334	0

3. **Contract Reductions**

Funds for Public Guardian Estate Management service agreements that have not been used in recent years are eliminated. These services were partially reimbursed from conservatees' accounts. The impact of this change is a reduction in Net County Cost of $21,250.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(63,750)	(85,000)	0	0	(21,250)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(8,590)	159,312	11,435	(29,850)	149,487	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inlcusion of merit increases and higher benefit costs; and small increases in Public Guardian fees collected and payments made for services provided on behalf of conservatees.

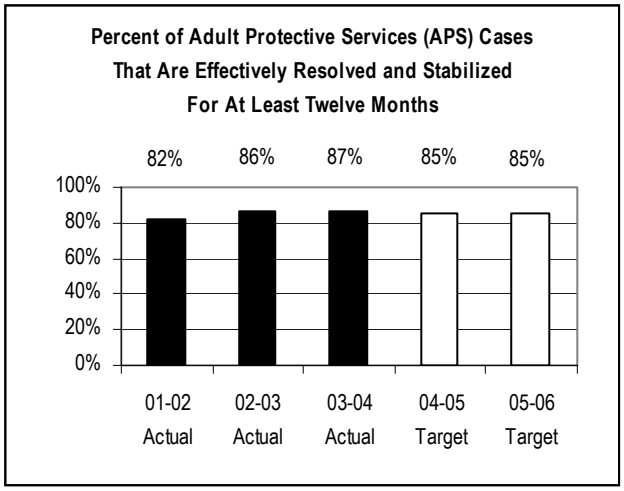
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
100,000	239,763	0	0	139,763	0

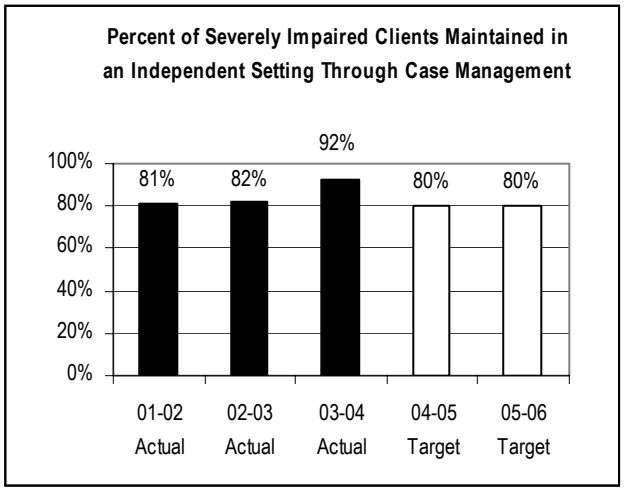
Community-Based Programs (5720P)

Program Locator

County
Health
Health Services Agency
Aging and Adult Services
Conservatorship Program
▷ **Community-Based Programs**
IHSS Public Authority
IHSS Public Authority GF

Headline Measures





Data Development Measures

Program staff continue to work on the development of a future Headline Measure that will highlight the system's ability to maintain high-risk clients in the least restrictive environment. The data system will incorporate client impairment and environmental safety data into a single client database. The data system being developed will support uniform assessment, case management documentation, billing and accounts payable, and other key data needs for all AAS programs.

Program Outcome Statement

Aging and Adult Services (AAS) Community-Based Programs promote and sustain a high quality of life for older adults and persons with disabilities through development of an integrated continuum of care. In partnership with individuals, community-based organizations and the Commissions on Aging and Disabilities, these programs help vulnerable older adults and persons with disabilities thrive in their communities; protect them from abuse and/or neglect; support their independence; and improve their health and safety through the provision of collaborative outreach, advocacy, protective and supportive services and care coordination.

Services and Accomplishments

The AAS Community-Based Programs include the TIES Line, Centralized Intake, Adult Protective Services (APS), Representative Payee, AIDS Case Management, Linkages, Multipurpose Senior Services Program and the In-Home Supportive Services Program. The Division also serves as the Area Agency on Aging.

Centralized Intake provides a single point of entry into the system of publicly delivered services. The system promotes comprehensive, holistic assessments, and strengthens the coordination among existing programs. The goal is to complete no more than one comprehensive assessment for each client, including those served by multiple programs within AAS. Performance against this goal will be indicated by the new Headline Measure that is currently in the data development stage.

AAS provides a continuum of services that fall under the categories of protection, support, prevention and advocacy. Many clients first come to the attention of APS before being referred to other home- and community-based programs that allow them to continue residing safely in the community in the least restrictive setting possible. APS protects these clients from further abuse or neglect and provides support to stabilize their situations. Staff provides an array of prevention/early intervention services and advocacy on behalf of clients.

The following are major accomplishments in the current year:

- Conducted trainings and other informational meetings to educate the community (both providers and consumers) about adult abuse and the array of services provided by AAS to

determine the best practices for collaboration in providing services to our most at-risk clients
- Adoption of AB 786, which named San Mateo County as the State's pilot project for the implementation of a uniform assessment tool for home and community-based services for elders and dependent adults

Story Behind Baseline Performance

Improving and maintaining the health and safety of clients in the least restrictive setting possible is the mission of AAS. Headline Measure 1 indicates that 85% of individuals served by APS remain in stable situations for at least 12 months, indicating staff effectiveness at protecting our most vulnerable residents from potential abusive situations. Many AAS clients require ongoing case management with community services to maintain their health and well-being. Headline Measure 2 indicates that, over the past two years, at least 80% of AAS's most severely impaired clients have been maintained in an independent setting through case management services.

Major challenges over the next two years will be:

- To overcome possible State funding and programmatic reductions in In-Home Supportive Services
- To accommodate projected increase in the elderly and vulnerable population, and related increase in service demand, within current staffing levels, which will result in increased caseloads

Program Priorities

Aging and Adult Services Community-Based Programs will meet performance targets by doing the following:

Resolve and Stabilize at least 85% of APS Cases for a Minimum of 12 Months
- Continue to closely monitor cases open to APS to ensure client safety and well-being
- Develop additional quality assurance methods for the Intake Unit within the current level of resources

Achieve a 97% Rating of Stakeholder Survey Respondents Indicating They Have Benefited from Services Provided
- Continue to enhance services and monitor quality assurance methods
- Continue to advocate for clients through the Commission on Aging and Commission on Disabilities and other community forums to address client needs

Maintain at least 80% of Severely Impaired Clients in an Independent Setting through Case Management
- Provide the continuum of services necessary to allow clients to remain in the least restrictive setting possible
- Continue to improve coordination among AAS programs to ensure smooth transition for clients who require services from multiple programs

Expand Program Involvement of Seniors and Adults with Disabilities
- Continue to provide ongoing opportunities for seniors and adults with disabilities to influence and participate in program advocacy and the development of programs and public policy
- Continue to advocate for implementation and funding of transportation projects to fill gaps identified in the Strategic Plan for Accessible Transportation
- Broaden the array of resources available to clients, especially in the areas of housing and out-of-home placement options

Provide Information, Education, Training and Consultation for Individuals and Organizations
- Assist seniors and people with disabilities in accessing information and services by providing training to staff and volunteers of agencies providing services
- Promote increased awareness and understanding of issues facing seniors and people with disabilities
- Conduct educational forums on recognizing various forms of abuse and procedures for reporting suspected abuse

Implement the Long-Term Supportive Services Program (LTSSP):
- Develop a uniform assessment tool for medical and social services providers to determine best client placement options
- Continue to work with the State and Health Plan of San Mateo to develop insurance eligibility and enrollment strategies
- Continue to develop the LTSSP programmatic infrastructure and financing

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of Adult Protective Services (APS) cases opened	1,243	1,358	1,252	1,300	1,300
Number of clients served by case management	2,638	2,775	3,327	2,860	2,860
Number of people served through Area Agency on Aging funds	10,547	13,259	15,193	10,750	10,750
Number of professionals and general public receiving information and education through presentations, trainings and conferences	3,005	1,124	494	1,000	2,000
How Well We Do It (Quality)					
Percent of severely impaired clients who are maintained in an independent setting through case management	81%	82%	92%	80%	80%
Percent of new clients served by multiple programs for whom no more than one comprehensive assessment was completed (data development)	---	---	---	---	---
Is Anyone Better Off? (Outcome)					
Percent of APS cases effectively resolved and stabilized for at least twelve months	82%	86%	87%	85%	85%
Percent of stakeholder survey respondents indicating they have benefited from services provided:					
- Their personal life has improved as a result of the services they received	---	84%	95%	97%	84%
- They gained useful knowledge through the presentations, trainings, conferences and resources provided	100%	99%	100%	97%	97%

Community-Based Programs (5720P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	73.0	71.0	71.0	69.0	(2.0)	69.0
Funded FTE	73.0	71.0	71.0	71.0	(0.0)	71.0
Total Requirements	12,771,872	11,908,541	12,316,679	12,000,225	(316,454)	12,286,866
Total Sources	12,046,083	10,887,641	10,043,152	9,732,428	(310,724)	9,812,428
Net County Cost	725,789	1,020,900	2,273,527	2,267,797	(5,730)	2,474,438
NCC Breakdown						
Local Grants Match			126,273	144,206	17,933	144,206
Local Grants Match-IHSS			443,214	389,221	(53,993)	392,000
Adult Protective Svcs MOE			248,503	248,503		248,503
COLAs for Providers			122,222		(122,222)	
Non-Mandated Services			1,333,315	1,485,867	152,552	1,689,729

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is $2,267,797 or 18.9%. Of this amount $1,477,599 or 65.2% is discretionary. These Discretionary Services include Mandated Services with no specified maintenance-of-effort (MOE) as well as the following Non-Mandated Services: case management services to prevent institutionalization of dependent and older adults, representative payee services, probate conservatorship investigations, the Commission on Disabilities, and associated community-based contracts.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; increases for leasing PCs and purchasing case management applications software; reductions in various Intergovernmental Revenues; and elimination of Reserves to help offset one-time expenditures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(506,154)	177,962	(23,234)	(42,729)	618,153	0

2. **Deletion of Social Worker in IHSS**

A vacant Social Worker position in In-Home Supportive Services (IHSS) will be deleted at the beginning of the fiscal year in order to meet more closely the staffing ratio used in determining the State and Federal welfare administration allocations. The position has been vacant for some time, and the staff has adjusted caseloads to manage the work. This reduction will negatively impact efforts to reduce the size of caseloads in IHSS.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(86,140)	0	0	(86,140)	(1)

3. **Deletion of Health Services Manager I in Commissions and Provider Services**

Several Health Services Manager Is are expected to retire over the next three years. This, in combination with the pending reductions in In-Home Supportive Services, allow deletion of one Health Services Manager I position effective at the end of March 2005 when the position becomes vacant.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(27,287)	0	0	(27,287)	(1)

4. **Reductions in Contract Services**

Service agreements for AIDS Case Management and Centralized Intake/Adult Protective Services and the 24-Hr. On-Call Service have been reduced by $55,000. General Fund support is reduced or eliminated from various agreements with community service providers, which has the potential of threatening the stability of some of these providers and the services provided to vulnerable clients. An increase in State and Federal aging funds, in combination with a reduction in the amount available for Meals on Wheels and Supplemental Meals on Wheels agreements lowers Net County Cost by $284,828 for those services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
60,096	(315,026)	0	0	(375,122)	0

5. **Adjustments to Fund Balance**

Fund Balance increased in this program unit as a result of a revised allocation methodology between OBM programs. There is no change to the total Fund Balance in Aging and Adult Services as a result of this reallocation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
135,334	0	0	0	(135,334)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(310,724)	(250,491)	(23,234)	(42,729)	(5,730)	(2)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

6. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and higher benefit costs; increases in welfare administration revenues for APS and IHSS; elimination of a one-time expense for applications software; and a small reduction in contract services.

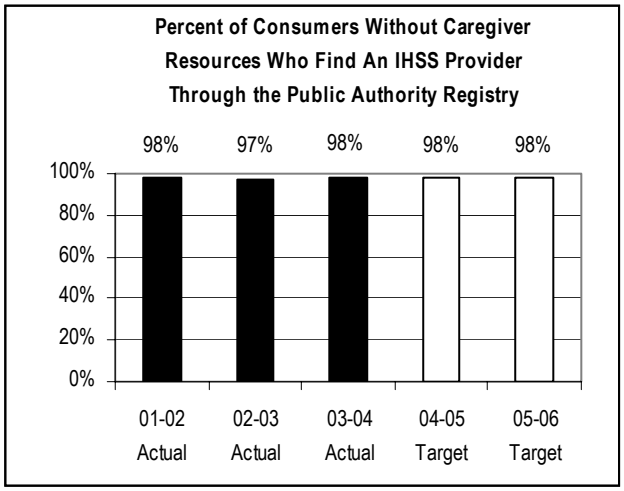
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
80,000	286,641	0	0	206,641	0

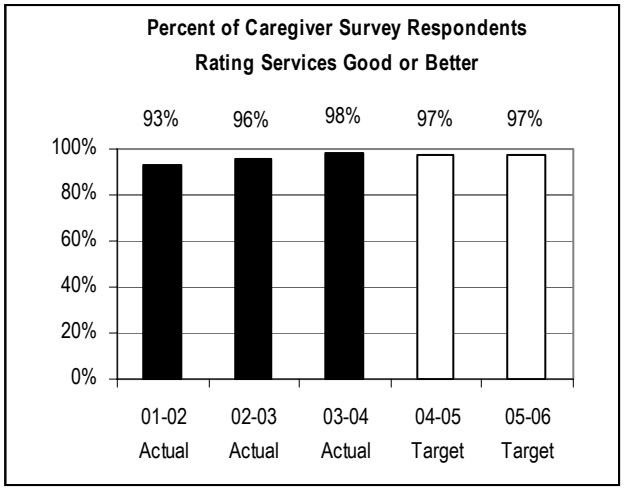
IHSS Public Authority (5800B)

Program Locator

County
  Health
    Health Services Agency
      Aging and Adult Services
        Conservatorship Program
        Community-Based Programs
▷ **IHSS Public Authority**
        IHSS Public Authority GF

Headline Measures





Program Outcome Statement

The Public Authority for In-Home Supportive Services (IHSS) promotes the dignity, independence, health and safety of high-risk San Mateo County residents—low-income seniors, disabled adults and children and their families—and helps these individuals thrive in their community by enhancing the quality and availability of in-home care services to empower them to live a healthy and safe lifestyle in their own homes.

Services and Accomplishments

The Public Authority for IHSS (PA) does not provide direct health care to consumers but provides assistance in finding a caregiver. The PA also offers career development assistance to providers. The PA has a unique relationship with the County. While technically a freestanding organization, it is programmatically integrated into the day-to-day operation of Aging and Adult Services (AAS). Its co-location with AAS further enhances the coordination of a wide variety of services and support provided. Because of this special relationship, the PA is able to access the support of the County's infrastructure (e.g., County Counsel, Employee and Public Services). Proximity to AAS program staff also enables the PA to do joint home visits with AAS Social Workers. San Mateo County's PA serves as a model for other counties in the development of Public Authorities that are integrated into county service systems for seniors and persons with disabilities.

The PA recruits individuals to be in-home caregivers, maintains a registry to assist consumers in finding IHSS workers, administers the payroll of IHSS workers, and provides support and training for both consumers and in-home caregivers. A bilingual/bicultural staff enhances the PA's ability to provide services to a diverse population of providers and clients. Consumers of Aging and Adult Services are encouraged to participate on the PA Advisory Committee and other commissions/committees of AAS.

The following are major accomplishments in the current year:

- Provided services for an average of 270 consumers and 2,087 providers annually
- Added CPR and First Aid to the types of training available to providers

Story Behind Baseline Performance

An overriding goal of the PA is to assist IHSS consumers by supporting their independence and meeting their needs. Headline Measure 1 depicts one key indicator of successful performance in meeting this goal. Over the past three years, 98% of consumers without caregiver resources were able to find an IHSS Provider through the PA registry. This is a reflection of the PA's ability to maintain an accurate registry of potential providers from which to draw on in recruiting caregivers from as many geographic locations throughout the County as possible.

The PA conducts consumer satisfaction surveys to monitor the success of its programs. As seen in Headline Measure 2, 96% of caregivers rate the services provided by the PA as good or better. Surveys also indicate that PA services improve the quality of life of at least 96% of the consumers it served, and at least 95% of individuals receiving training state that they have gained useful knowledge.

Major challenges over the next two years will be:

- To work efficiently within CMIPS (Case Management Information and Payrolling System), a required Statewide IHSS computer system that has major limitations and is not integrated with other systems
- To continue to recruit and retain homecare workers, especially on the Coastside, which is made difficult by the high cost of living in the Bay Area
- To overcome problems caused by inadequate public transportation in some areas; e. g., the Coastside
- To develop and implement programs that mitigate the categorical funding requirements that limit PA services to IHSS consumers

Program Priorities

The IHSS Public Authority will meet performance targets by doing the following:

Ensure At Least 98% of Potential Consumers Find Caregiver Resources Through the PA Registry

- Maintain an accurate registry of potential caregivers
- Recruit caregivers from all geographic regions throughout the County

Maintain At Least a 97% Satisfaction Rating from Caregivers

- Enhance the network of support for providers
- Enhance caregiver-client relationships by revising the consumer and provider handbook
- Offer additional information and training to consumers and IHSS providers on communication, hiring processes, setting limits and monitoring hours
- Continue to improve the education, knowledge and ability of caregivers and increase consumer knowledge
- Provide a minimum of four caregiving skills training sessions per year

Expand Advocacy Effort

- Retain an advisory committee of 11 members
- Encourage IHSS consumers' involvement in advisory and advocacy roles

Continue to Enhance the Protection of Consumers and Caregivers

- Conduct background investigations of Registry caregivers
- Offer safety training programs
- Offer information on identification and reporting of suspected elder and dependent adult abuse

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Average number of caregivers served by the Public Authority per month	2,063	2,111	2,054	2,400	2,400
Number of consumers served by the Public Authority registry	271	266	232	270	280
How Well We Do It (Quality)					
Percent of consumers without caregiver resources who find an IHSS provider through the Public Authority registry	98%	97%	98%	98%	98%
Percent of caregiver survey respondents rating services good or better	93%	96%	98%	97%	97%
Average number of days to obtain a match between a caregiver and consumer through PA registry (data development)	---	13	10	14	14
Is Anyone Better Off? (Outcome)					
Percent of consumers indicating their quality of life has improved as a result of services received through the Public Authority	---	98%	93%	96%	96%
Percent of individuals receiving training who indicated that they gained useful knowledge	---	96%	97%	95%	95%

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is $4,487,523 or 11.8% of the total cost of the program. No portion of this amount is discretionary.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and annualization of negotiated labor increases for administrative staff and increased costs for services due to a change in the contract rate.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
343,460	343,460	0	0	0	0

2. **Adjustments to Fund Balance**

A small decrease in year end Fund Balance also results in a reduction in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(6,238)	(6,238)	0	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
337,222	343,460	0	(6,238)	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and annualization of negotiated labor increases for administrative staff; increased cost of benefits associated with caseload growth in provider services; and an increase in the County cost for independent provider wages due to caseload growth. The Federal and State shares of the administrative and benefits increases have been also been incorporated. An increase in Realignment revenues allows the General Fund appropriation to remain the same.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
332,676	332,676	0	0	0	0

IHSS Public Authority (5800B)
IHSS Public Authority Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	4,005	(5,677)	40,000	40,000		40,000
Intergovernmental Revenues	5,877,934	5,797,836	7,366,337	7,709,797	343,460	8,042,473
Interfund Revenue	4,604,077	4,487,523	4,487,523	4,487,523		4,487,523
Miscellaneous Revenue	25,767	7,334				
Total Revenue	10,511,783	10,287,017	11,893,860	12,237,320	343,460	12,569,996
Fund Balance	860,340	1,436,434	1,352,672	1,346,434	(6,238)	1,346,434
TOTAL SOURCES	11,372,123	11,723,451	13,246,532	13,583,754	337,222	13,916,430
REQUIREMENTS						
Salaries and Benefits	218,576	138,773	362,958	391,056	28,098	406,159
Services and Supplies	2,198,491	2,393,951	2,400,279	2,423,331	23,052	2,501,493
Other Charges	7,602,384	7,835,394	9,339,514	9,631,824	292,310	9,871,235
Net Appropriations	10,019,451	10,368,119	12,102,751	12,446,211	343,460	12,778,887
Non-General Fund Reserves	1,352,672	1,355,332	1,143,781	1,137,543	(6,238)	1,137,543
TOTAL REQUIREMENTS	11,372,123	11,723,451	13,246,532	13,583,754	337,222	13,916,430

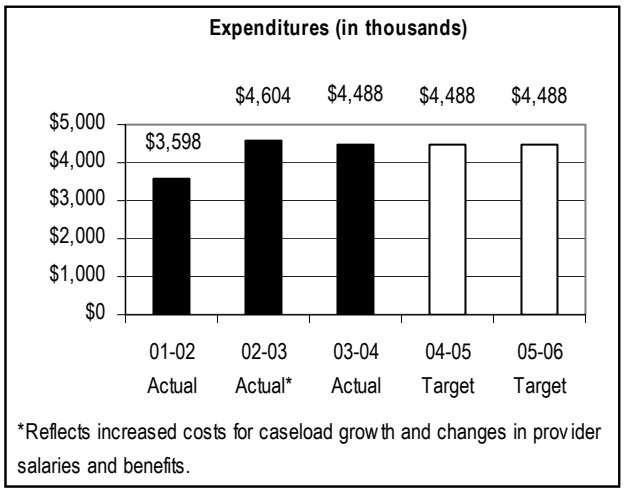
IHSS Public Authority GF (6900B)

Budget Unit Locator

County
  Health
    Health Services Agency
      Aging and Adult Services
        Conservatorship Program
        Community-Based Programs
        IHSS Public Authority
▷ **IHSS Public Authority GF**

Budget Unit Description

This budget unit contains the General Fund contribution to the Public Authority for In-Home Supportive Services (IHSS). The amount budgeted here in Other Charges is transferred to the Public Authority for IHSS budget as Interfund Revenue.



Net County Cost

This budget unit's FY 2004-05 Adopted Budget is funded 100% by the General Fund as it represents the General Fund contribution to the Public Authority for In-Home Supportive Services. This amount represents 50.7% of the local match requirements for the services and Public Authority portions of the IHSS program.

FY 2004-05 Funding Adjustments

No change.

FY 2005–06 Funding Adjustments

No change.

IHSS Public Authority GF (6900B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

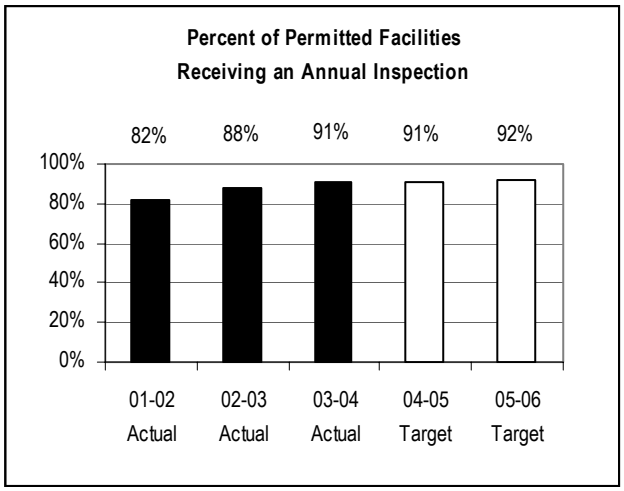
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
REQUIREMENTS						
Other Charges	4,604,077	4,487,523	4,487,523	4,487,523		4,487,523
TOTAL REQUIREMENTS	4,604,077	4,487,523	4,487,523	4,487,523		4,487,523
NET COUNTY COST	4,604,077	4,487,523	4,487,523	4,487,523		4,487,523

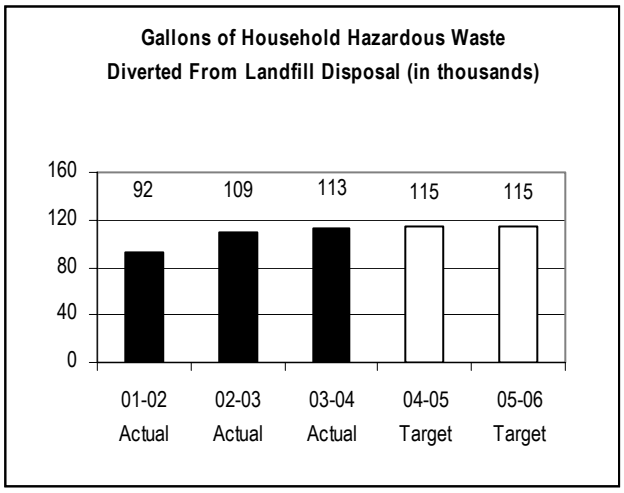
Environmental Health Services (5900B)

Program Locator

County
Health
Health Services Agency
▷ **Environmental Health Services**

Headline Measures





Program Outcome Statement

Environmental Health Services provides regulatory oversight, enforcement, emergency response, and educational services for businesses, public agencies, and residents of San Mateo County in order to protect public health and the environment against hazardous chemicals and chemical pollution, food borne illnesses, substandard housing, disease transmitting organisms, communicable disease from water contamination, solid waste, and sewage disposal.

Services and Accomplishments

Environmental Health Services (EHS) manages a group of programs that provide services to businesses, public agencies and residents of San Mateo County. Programs include Retail Food Inspection, Housing and Vector Control, Hazardous Waste, and Water/Land Use. These programs provide inspections, regulatory oversight, enforcement, permit issuance, emergency response, public education and outreach, and information and advice.

The following are major accomplishments in the current year:

- Received a State grant of $280,000 to begin implementation of a five-year waste tire program that will include approximately 860 tire facility inspections per year
- Completed construction of a new Household Hazardous Waste facility on Tower Road, funded by a grant from the California Integrated Waste Management Board
- Implemented an Administrative Enforcement Order program to quickly address businesses that violate hazardous waste/ materials regulations
- Enhanced the Division website to accept on-line Household Hazardous Waste appointments
- Received a State grant of $250,000 to investigate bacterial contamination in Pilarcitos and Gazos creeks

Story Behind Baseline Performance

Regulation and inspection of businesses are a high priority, with inspection frequency varying between programs from a minimum of one inspection per year to one inspection every four years. A valuable measure of how well inspection objectives are being achieved is the percentage of permitted facilities in the County being inspected on an annualized basis, as shown in Headline Measure 1. At present this inspection rate is 90%, a slight increase over previous years. The growth of regulations, additional State mandates, and data management needs have hindered the ability to complete all annualized inspection requirements. EHS projects that the current rate will continue to increase as standardized inspection processes are implemented across all programs and inspection techniques in the housing program are improved.

The success at diverting household hazardous waste from landfill disposal demonstrates commitment to protecting public health and the environment against hazardous chemicals and chemical pollution. The Household Hazardous Waste program continues to increase its collection at 11 different locations throughout the county, with an estimated 110,000 gallons of hazardous waste being diverted in FY 2003-04. The program's success as seen in Headline Measure 2 is attributable to the completion of a dedicated centrally located collection facility which allows for a regular weekly schedule, development of additional collection facilities, and an active public education and outreach campaign.

Performance trends indicate that waste collection will remain constant over the coming years, while the number of households

served will continue to grow. EHS staff will thoroughly analyze this reduction in per household waste to better target resources over the coming years. It will investigate possible factors affecting this trend—such as the majority of its clients being repeat users who have reduced the magnitude of their household waste, or collection facility capacity constraints that prevent clients from disposing all their waste at each visit.

EHS has been involved in a Statewide project to develop and implement a Field Inspection System (FIS) that will allow staff to electronically capture field inspection information. This system will likely improve program efficiency and its performance measurement collection techniques. EHS has worked closely with other counties throughout the State to evaluate and test software and hardware for the implementation of FIS. Staff also has begun performing inspections of businesses that generate waste tires, to reduce the amount of illegal tire piles throughout the State.

Major challenges over the next two years will be:

- Maintaining staffing and service levels in programs not directly funded by permit fees, such as Groundwater Protection, Vector Control, Solid Waste, and Household Hazardous Waste
- Accommodating increased State mandates and regulations with no associated funding mechanisms
- Maintaining a proactive Land Use program with an unstable funding base
- Meeting increased demand for data reporting from the public and private sectors
- Retaining the Division's base of knowledge in the face of pending retirements and budget reductions

Program Priorities

Environmental Health Services will meet performance targets by doing the following:

Inspect at least 91% of Permitted Facilities Annually

- Conduct a workload assessment to determine if increasing levels of regulation have affected the ability to conduct annual inspections
- Continue program auditing to ensure standardization amongst inspectors
- Improve inspections in all housing programs with emphasis on completing apartment, detention facility and mobile home park inspections

Divert at least 115,000 Gallons of Household Hazardous Waste from Landfill

- Increase disposal opportunities to the public with the opening of the new Tower Road facility
- Evaluate additional outreach opportunities

Maintain a Customer Satisfaction Rating of 90%

- Evaluate and respond to each survey
- Establish sufficient office coverage to ensure timely response to public calls and visits

Respond to 90% of Complaints Within the Required Time Period

- Audit complaint database monthly
- Track complaints received on Fridays and evaluate revising the methodology for calculating response time

Evaluate Expansion of the Field Inspection Units

- Through the pilot project in the Food Inspection program, establish criteria and implementation schedule for other EHS programs

Implement Science-Based Inspection Criteria in the Food Inspection Program

- Continue to work closely with the State and other counties to promote the adoption of a Statewide food code
- Continue to evaluate the need and feasibility of reestablishing the wholesale food program

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of permitted facilities regulated	15,476	15,694	16,481	15,715	15,715
Number of emergency response calls	52	49	45	50	50
Number of complaints received	1,183	1,416	1,970	1,400	1,400
How Well We Do It (Quality)					
Percent of permitted facilities receiving an annual inspection	82%	88%	91%	91%	92%
Percent of complaints responded to within within the required time period	85%	86%	85%	90%	92%
Percent of customers rating services good or better	91%	90%	90%	90%	90%
Is Anyone Better Off? (Outcome)					
Number of households served by Hazardous Materials / gallons of household hazardous waste diverted from landfill disposal	12,203 / 91,596	12,875 / 109,058	13,400 / 112,540	14,000 / 115,000	14,600 / 115,000
Percent of total days that ocean beaches were open for use	97%	94%	92%	96%	96%

Environmental Health Services (5900B) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	75.0	76.0	76.0	75.0	(1.0)	73.0
Funded FTE	74.8	75.8	75.1	74.8	(0.3)	72.8
Total Requirements	9,853,803	10,056,118	10,692,083	10,965,841	273,758	10,899,799
Total Sources	9,617,614	10,221,331	10,608,335	10,398,181	(210,154)	10,332,139
Net County Cost	236,189	(165,213)	83,748	567,660	483,912	567,660
NCC Breakdown						
Mandated Services			83,748	567,660	483,912	567,660

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $567,660 or 5.3%, of which $567,660 or 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include Solid Waste, Vector Control, Household Hazardous Waste and Emergency Response Programs.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Lead Hazard Reduction Grant**

Environmental Health has entered into an agreement with the State Department of Health Services to implement the Lead Hazard Reduction Compliance and Enforcement Program. This program expands the Division's role in lead investigations and enforcement for children whose blood lead levels are elevated but do not meet the criteria for case management. This agreement runs from February 1, 2004 through June 30, 2006. Portions of salary costs for existing staff will be charged against the grant funding for services performed within the agreement's scope of work.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
36,024	36,024	0	0	0	0

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; increased charges for services and decreased Land Use permit fee revenue; decrease in various services and supplies accounts, offset by an increase in Intrafund Transfers as a result of consolidation to a single OBM program; and a reduction in Intergovernmental Revenue due to completion of grant projects for Household Hazardous Waste Capital Improvement, Coastal Conservancy, and Pilarcitos Creek cleanup. The Solid Waste, Vector Control, Household Hazardous Waste and Emergency Response Programs are financially supported through Solid Waste Funds, which were cut by 20% in FY 2003-04. FY 2004-05 funding for these programs will be held flat by transferring Net County Cost from Public Health.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(347,415)	(564,628)	701,125	0	483,912	0

3. **Deletion of Industrial Hygienist Position**

In the prior Fiscal Year, a new Hazardous Materials Specialist IV-Unclassified position was created (funded for one year by Employee and Public Services on a trial basis to prevent an employee layoff) to provide Industrial Hygiene-related services to the County and the public on a fee-for-service basis. It has now been determined that this position, which is currently vacant, cannot be sustained through fees and therefore it has been eliminated. Industrial hygiene services must now be contracted through outside professionals.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(101,120)	101,120	0	0	(1)

4. **Adjustments to Fund Balance**

Fund Balance has been increased and set aside for completing construction of the permanent Household Hazardous Waste Collection facility on Tower Road, plus the handheld inspection, scanning and training projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
101,237	69,547	0	31,690	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(210,154)	(560,177)	802,245	31,690	483,912	(1)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

5. **Adjustments to Fund Balance**

Prior year end Fund Balance, and the corresponding appropriations described above, are deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(215,892)	(215,892)	0	0	0	0

6. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and higher benefit costs; increases in charges for services and licensing fees; and elimination of prior one-time charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
149,850	333,642	0	0	183,792	0

7. **Elimination of Vacant Positions**

Two positions that are anticipated to become vacant through retirements will be eliminated. Automation has made the duties of one of these positions more efficient; the remaining responsibilities will be consolidated among existing staff.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(183,792)	0	0	(183,792)	(2)

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(66,042)	(66,042)	0	0	0	(2)

Environmental Health Services (5900B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

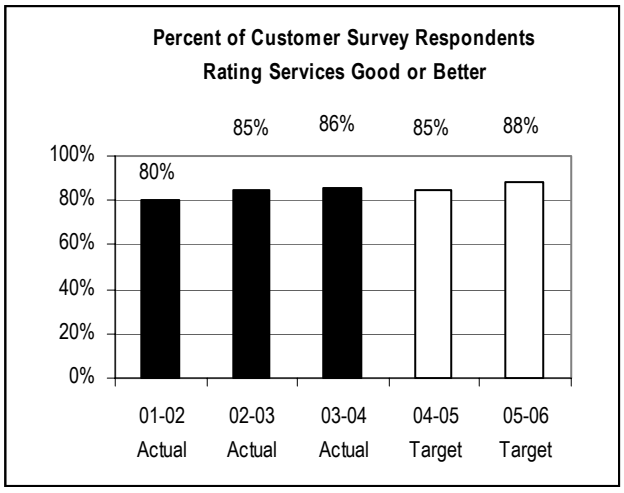
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	703,996	872,079	822,671	680,750	(141,921)	798,956
Fines, Forfeitures and Penalties	51,856	78,405	49,878	49,999	121	49,999
Intergovernmental Revenues	1,353,344	1,438,426	2,191,681	1,742,243	(449,438)	1,702,243
Charges for Services	6,546,202	6,664,906	6,506,031	6,785,878	279,847	6,857,522
Interfund Revenue			76,795	76,795		76,795
Miscellaneous Revenue	68,082	269,441	140,000	140,000		140,000
Other Financing Sources	110,000	76,795				
Total Revenue	8,833,480	9,400,052	9,787,056	9,475,665	(311,391)	9,625,515
Fund Balance	784,134	821,279	821,279	922,516	101,237	706,624
TOTAL SOURCES	9,617,614	10,221,331	10,608,335	10,398,181	(210,154)	10,332,139
REQUIREMENTS						
Salaries and Benefits	6,014,728	7,085,557	7,539,370	7,751,885	212,515	7,961,735
Services and Supplies	2,864,770	2,257,039	2,592,227	1,893,170	(699,057)	1,833,170
Other Charges	172,381	515,403	586,600	632,043	45,443	597,073
Fixed Assets	9,526	7,294				
Other Financing Uses	50,720	379,078	300,000	180,922	(119,078)	
Gross Appropriations	9,112,125	10,244,372	11,018,197	10,458,020	(560,177)	10,391,978
Intrafund Transfers	(42,457)	(863,188)	(1,001,048)	(198,803)	802,245	(198,803)
Net Appropriations	9,069,669	9,381,184	10,017,149	10,259,217	242,068	10,193,175
Contingencies/Dept Reserves	784,134	674,934	674,934	706,624	31,690	706,624
TOTAL REQUIREMENTS	9,853,803	10,056,118	10,692,083	10,965,841	273,758	10,899,799
NET COUNTY COST	236,189	(165,213)	83,748	567,660	483,912	567,660
AUTHORIZED POSITIONS						
Salary Resolution	75.0	76.0	76.0	75.0	(1.0)	73.0
Funded FTE	74.8	75.8	75.1	74.8	(0.3)	72.8

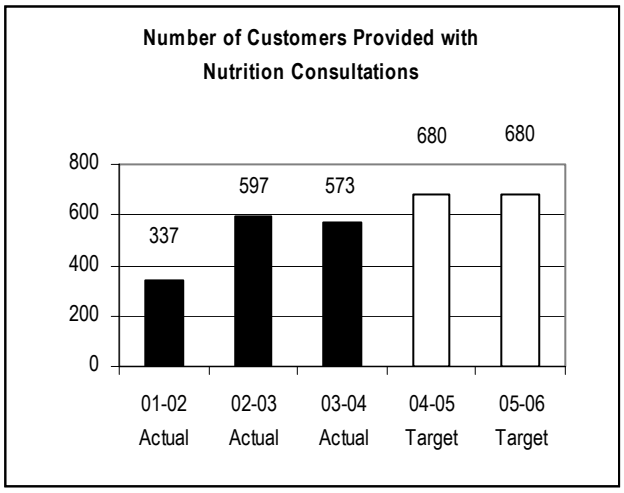
Food and Nutrition Services (6000B)

Program Locator

County
Health
Heath Services Agency
▷ **Food and Nutrition Services**

Headline Measures





Program Outcome Statement

Food and Nutrition Services provides quality meals and services in a customer-oriented and cost-effective manner, in order to support the nutritional well being of children, adult and juvenile detainees and at-risk populations of San Mateo County within County-operated and affiliated community programs.

Services and Accomplishments

Food and Nutrition Services prepares meals and/or provides nutrition services at:

- Canyon Oaks Youth Center
- Maguire Correctional Facility
- Women's Correctional Center (WCC)
- Medium Security Transition Facility (MTSF)
- Hillcrest Juvenile Facility
- Glenwood Boy's Ranch
- Various community-based childcare centers
- San Mateo County Headstart Program
- Edison Clinic/AIDS Program

Food and Nutrition Services has been restructured recently in response to closure of the Men's Correctional Center and transfer of the San Mateo Medical Center food operations to that budget.

The following are major accomplishments in the current year:

- Received contract award to provide meals to all Head Start programs throughout the County
- Implemented food services service program at Canyon Oaks Youth Center

Story Behind Baseline Performance

Headline Measure 1 shows that customer satisfaction, a major goal of Food and Nutrition Services, has improved by 5% over the past two years. This indicates that services are being seen by customers as very responsive to their needs. The current 85% customer satisfaction rating is considered very good within the food service industry; the target is to improve to 88% over the next two years.

A second major goal is to promote healthy eating and positively impact nutrition-related prevention of chronic disease. The increasing incidence of nutrition-related health problems including diabetes and obesity has resulted in more dietitian time required in County institutional facilities. Early intervention is provided in the form of nutrition education and consultation aimed at reducing chronic disease among customers. Headline Measure 2 tracks the number of customers being provided with nutritional education and/or consultations. The volume has increased by nearly 90% over the past two years to an estimated 631 customers in FY 2003-04, even though the customer base has varied due to facility closures, program transfers, and down-sizing of budgets.

A third major goal is provide services in a cost-effective manner. This year, major food and supply contracts will be let for bid to maximize savings in meal costs. In addition, inmates assist in correctional kitchens to help contain costs and additional customers are being actively pursued to spread fixed costs over a wider base. With the new Youth Services Center campus being completed in FY 2005-06, planning is underway for future implementation of an automated food service management system to tie all food service units together and maximize efficiencies.

Major challenges over the next two years will be:

- To maintain mandated food and nutrition related standards while meeting the County's overall budget target of containing costs at current year levels
- To provide meals that are enjoyed by a customer base that varies widely in terms of demographics, age, and ethnicity

Program Priorities

Food and Nutrition Services will meet performance targets by doing the following:

Maintain an Aggregate Customer Satisfaction Rating of 85%

- Research, test, and implement new recipes and food trends
- Improve communications with customers through periodic meetings
- Provide opportunities for regular customer feedback
- Retain adequate staff by providing ongoing training
- Update equipment

Provide Nutritional Consultations to 680 Customers as well as Additional Nutrition Education Services

- Research and integrate current nutrition information into program services
- Provide community education programs as requested by customers
- Distribute newsletters and current nutrition information to customers
- Explore providing nutrition related services to childcare centers
- Research and identify nutrition services gaps in high-risk populations

Increase Cost-Effectiveness of Food Services Operations

- Follow the competitive bidding process for food and supplies
- Provide budget monitoring reports to managers and supervisors
- Plan for implementation of automated food service management system to integrate all food service units, in conjunction with development of new Youth Services Center campus
- Develop internal performance measurement benchmarking statistics

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of meals served:					
- Child Care Centers/Head Start	116,541	286,400	277,934	286,000	286,000
- Sheriff's Facilities	1,280,246	1,255,616	1,348,306	1,351,000	1,351,000
- Juvenile Probation Facilities	243,254	255,624	276,452	231,000	231,000
- Canyon Oaks Youth Center (1)	---	---	11,879	21,000	21,000
- Total	2,274,179	2,285,202	1,914,571	1,889,000	1,889,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better:					
- Child Care Centers/Head Start	93%	82%	90%	85%	95%
- Sheriff's Facilities	75%	85%	78%	85%	85%
- Juvenile Probation Facilities (2)	84%	---	86%	85%	85%
- Canyon Oaks Youth Center (1)	---	---	89%	85%	88%
- Aggregate Total	80%	85%	86%	85%	88%
Is Anyone Better Off? (Outcome)					
Number of customers provided with nutrition consultations	337	597	573	680	680

(1) Canyon Oaks facility opened in August, 2003.

(2) Survey not conducted in FY 2002-03.

Food and Nutrition Services (6000B) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	72.0	35.0	35.0	35.0		35.0
Funded FTE	69.8	32.3	31.3	32.3	1.0	32.3
Total Requirements	3,233,986	736,560	795,439	803,960	8,521	843,960
Total Sources	3,271,732	748,820	795,439	803,960	8,521	843,960
Net County Cost	(37,746)	(12,261)				

Program Net County Cost

This program operates as an Internal Service Department and has no Net County Cost. Its operations are fully funded by services charges to users.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Purchase of State Food Service Equipment**

The State Department of Rehabilitation is terminating its cafeteria operation at the Hall of Justice and Records. The County's Food and Nutrition Services (FNS) program is purchasing the existing food service equipment at a depreciated rate, with funds to be transfered from Non-Departmental General Fund Reserves. FNS will also coordinate the preparation of an RFP to select a new service provider.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	30,000	(30,000)	0	0	0

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; deletion of one-time Fixed Assets purchases; and adjustment of services and supplies to meet changes in levels of service—reduced services are estimated for Probation facilities due to proposed closure of one unit at Hillcrest and one unit at Glenwood; increased services in Sheriff's Office facilities are estimated due to population growth at both Maguire and Women's Correctional Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,521	6,982	1,539	0	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,521	36,982	(28,461)	0	0	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Deletion of One-Time Equipment Purchase**

One-time purchase of the equipment discussed above is deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(30,000)	30,000	0	0	0

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and higher benefit costs; deletion of one-time Fixed Assets purchases; adjustment of Services and Supplies based on a projected 3% - 5% inflationary increase; and adjustments to revenues and Intrafund Transfers to offset these increased costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
40,000	200,694	(160,694)	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
40,000	170,694	(130,694)	0	0	0

Food and Nutrition Services (6000B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Interfund Revenue	2,125,554			12,600	12,600	12,600
Miscellaneous Revenue	1,021,828	705,772	752,391	748,312	(4,079)	788,312
Total Revenue	3,147,382	705,772	752,391	760,912	8,521	800,912
Fund Balance	124,350	43,048	43,048	43,048		43,048
TOTAL SOURCES	3,271,732	748,820	795,439	803,960	8,521	843,960
REQUIREMENTS						
Salaries and Benefits	5,133,987	2,450,574	2,370,934	2,510,022	139,088	2,630,216
Services and Supplies	3,451,918	2,334,862	2,333,216	2,324,823	(8,393)	2,375,323
Other Charges	359,419	95,402	96,533	90,868	(5,665)	90,868
Fixed Assets	38,575	28,946	88,048		(88,048)	
Gross Appropriations	8,983,899	4,909,785	4,888,731	4,925,713	36,982	5,096,407
Intrafund Transfers	(5,749,913)	(4,173,225)	(4,093,292)	(4,121,753)	(28,461)	(4,252,447)
Net Appropriations	3,233,986	736,560	795,439	803,960	8,521	843,960
TOTAL REQUIREMENTS	3,233,986	736,560	795,439	803,960	8,521	843,960
NET COUNTY COST	(37,746)	(12,261)				
AUTHORIZED POSITIONS						
Salary Resolution	72.0	35.0	35.0	35.0		35.0
Funded FTE	69.8	32.3	31.3	32.3	1.0	32.3

Mental Health Services (6100B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	39,713,792	42,610,912	45,341,535	46,781,010	1,439,475	41,231,010
Charges for Services	21,523,910	23,785,328	24,910,547	24,571,729	(338,818)	19,021,729
Interfund Revenue		2,000				
Miscellaneous Revenue	71,061	132,379	60,000	87,232	27,232	87,232
Other Financing Sources	35,484	35,174	50,000	50,000		50,000
Total Revenue	61,344,247	66,565,793	70,362,082	71,489,971	1,127,889	60,389,971
Fund Balance	3,965,788	5,384,659	5,384,659	5,406,721	22,062	5,401,887
TOTAL SOURCES	65,310,035	71,950,452	75,746,741	76,896,692	1,149,951	65,791,858
REQUIREMENTS						
Salaries and Benefits	21,741,590	25,476,904	26,492,844	27,767,642	1,274,798	29,049,419
Services and Supplies	37,765,497	37,781,373	41,144,680	40,506,825	(637,855)	29,242,469
Other Charges	13,230,491	13,688,720	13,891,059	14,355,980	464,921	14,355,980
Gross Appropriations	72,737,578	76,946,996	81,528,583	82,630,447	1,101,864	72,647,868
Intrafund Transfers	(1,169,945)	(1,840,785)	(2,393,779)	(2,368,549)	25,230	(2,368,549)
Net Appropriations	71,567,633	75,106,212	79,134,804	80,261,898	1,127,094	70,279,319
Contingencies/Dept Reserves	3,940,788	5,373,295	5,373,295	5,406,721	33,426	5,401,887
TOTAL REQUIREMENTS	75,508,421	80,479,507	84,508,099	85,668,619	1,160,520	75,681,206
NET COUNTY COST	10,198,386	8,529,055	8,761,358	8,771,927	10,569	9,889,348
AUTHORIZED POSITIONS						
Salary Resolution	296.0	295.0	295.0	295.0		295.0
Funded FTE	280.1	274.1	275.6	274.2	(1.4)	274.2

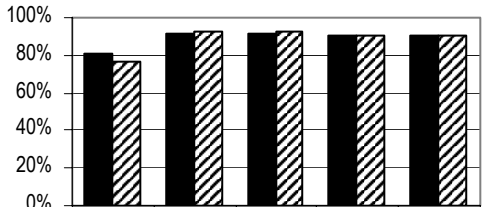
Mental Health Administration (6110P)

Program Locator

County
Health
Heath Services Agency
Mental Health Services
▷ **Mental Health Administration**
Mental Health Youth Services
Mental Health Adult Services

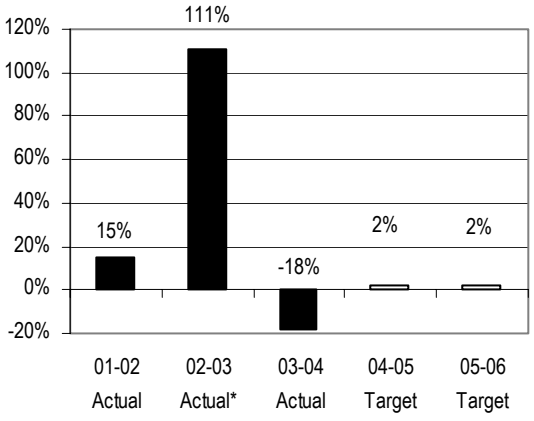
Headline Measures

Percent of Staff Satisfaction and Familiarity With Mission/Strategic Initiatives



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
Satisfaction	81%	91%	91%	90%	90%
Familiarity with Mission	77%	93%	93%	90%	90%

Percent of Increase In Third Party Revenues and Client Fees Over Prior Year



*Increased insurance billings and more aggressive claiming practices resulted in atypical one-time increase.

Program Outcome Statement

Mental Health Administration provides direction and leadership while defining the priorities of Mental Health Services; works collaboratively with all Health Services Agency programs, other provider agencies, and contracted vendors to ensure service quality and compliance with local, state, and federal requirements; and provides general administrative support for all Mental Health programs including personnel services, budget, finance activities, research and evaluation, and contract administration.

Services and Accomplishments

The primary functions of Mental Health Administration are to provide staff and contract providers with the resources necessary to carry out the Mental Health Division's mission, and to ensure that operations are both efficient and cost-effective. The functional units of Mental Health Administration include senior management, quality assurance/quality improvement, fiscal services, management information systems and accounts receivable, managed care operations, personnel, research and evaluation, and contracts.

Mental Health Administration operates from a five-year Strategic Plan for improvement in the mental health service delivery system that was developed in 2002. The goals include ensuring that mental health services are: (1) accessible and culturally appropriate, predictable, and perceived as being allocated fairly on the basis of client need; (2) cost effective, financially viable, and less reliant on County General Fund support; (3) in compliance with State and Federal Medicaid and other regulations; (4) focused on quality and "best practices;" and (5) accountable through ongoing use of performance indicators and client outcomes.

The following are major accomplishments in the current year:

- Developed and implemented authorization procedures based on State requirements and a standard clinical tool to improve clinical and financial risk management for costly services to high risk clients
- Expanded the use of data through development of new reports that allow supervisors and line staff to track their progress in meeting requirements
- Established the Network of Care for Mental Health website (described as a best practice for community mental health systems in the President's New Freedom Commission final report) as a source of mental health information and resources for the general public, providers, consumers, and their family members
- Completed a staff and provider agency assessment and plan for cultural competence and implemented a study of Latino Access that was identified as a model program by the State Department of Mental Health at the statewide Cultural Competence Summit XI

Story Behind Baseline Performance

Staff satisfaction, which showed significant improvement in FY 2002-03 as indicated in Headline Measure 1, may level off somewhat in the next few years due to concerns about the budget and specific programmatic reductions as well as changes required to manage within current budget constraints. The FY 2002-03 increase in staff familiarity with mission was based on specific outreach by Mental Health Administration to supervisors and line staff following completion of the Strategic Plan for Mental Health. The focus in the last year has shifted to outreach regarding implementation of specific initiatives with the plan.

Mental Health Administration oversees the preparation and control of the Mental Health Services budget, and is concerned with maximizing the amount of third party revenue and client fees collected to maintain the financial viability of all mental health programs. New fee structures and fee collection policies have been developed, and County staff and providers have been trained to maximize revenue. The very large increase in third party revenues and client fees of 111% in FY 2002-03 seen in Headline Measure 2, achieved through increased insurance billing and more aggressive claiming practices, is not expected to be repeated; however, it is estimated that the increased revenue level will be maintained and grow at a rate of approximately 2% over each of the next two years.

Major challenges over the next two years will be:

- To continue providing mandated levels of service within the constraints of decreasing State funding. For example, Mental Health services to Special Education Pupils (SEP) remains an area of financial risk in FY 2004-05. AB 3632 (1984) created a mandate that county mental health programs provide services as specified in each student's "Individual Education Plan." These services cost approximately $5 million to provide in San Mateo County and were claimed through the SB 90 process until the State deferred all SB 90 claims in FY 2002-03. The Governor's proposed FY 2004-05 budget provides for San Mateo's allocation at the $2 million dollar level, leaving a projected funding gap of $1 million. CSAC and other organizations continue to advocate for the transfer of this mandate liability back to the State and development of a viable long term funding solution.
- To implement numerous new policies and procedures to satisfy extensive new State and Federal compliance requirements for prevention of fraud and abuse
- To transition the Mental Health Medi-Cal program from a case rate reimbursement structure back to fee-for-service basis similar to other counties
- To expand utilization and risk management strategies based on standard clinical criteria, tools and procedures

Program Priorities

Mental Health Administration will meet performance targets by doing the following:

Achieve 90% Staff Satisfaction and Familiarity with Mission/Strategic Initiatives

- Implement "Cultural Competence Plan" objectives for FY 2004-05 to include completion of the Latino access and retention quality improvement study and planned staff training
- Review client access and discharge processes including the development of recovery-focused community support alternatives to ensure appropriate service utilization and client flow through the mental health system

Increase Third Party Revenues and Client Fees by 2% Over the Prior Year

- Continue to monitor staff and provider agency follow through to maximize third party revenues and ensure that clients are enrolled for Medi-Cal/Healthy Families/Healthy Kids benefits
- Complete implementation of client fee collections policy using updated client fee schedule

Improve Business Services Capabilities

- Continue to participate with a statewide Coalition to select and purchase a new mental health information system that improves clinical services capacity and complies with HIPAA and other State and Federal requirements
- Design and begin phased roll-out of the new system

Continue to Improve System and Program Level Reports

- Ensure availability of data regarding service utilization, client satisfaction, and outcomes achieved
- Provide supervisors with caseload data for all staff, including productivity and documentation compliance reports

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of new/renewed contracts coordinated and administered	301	271	290	300	300
Number of Representative Payee accounts administered	343	321	320	350	350
How Well We Do It (Quality)					
Percent increase in third party revenues and client fees over prior year (1)	15%	111%	-18%	2%	2%
Percent of customer survey respondents (Managed Care Provider) rating services good or better (2)	89%	0%	94%	94%	94%
Number of days to complete contracts development process	106	82	82	60	60
Is Anyone Better Off? (Outcome)					
Percent of staff who are familiar or very familiar with mission/strategic initiatives	77%	93%	93%	90%	90%
Percent of staff who are satisfied or very satisfied	81%	91%	91%	90%	90%
Percent of clinical staff participating in advanced training in clinical documentation	---	---	---	75%	75%

(1) FY 2002-03 increase due to insurance billing practices review, more aggressive claims filing, and exclusion of Medi-Cal funding for the purpose of calculating this measure. While this atypical increase is not expected to be repeated in FY 2003-04, the increased revenue level will be maintained.

(2) Data not collected in FY 2002-03.

Mental Health Administration (6110P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	30.0	30.0	30.0	31.0	1.0	31.0
Funded FTE	29.3	29.1	29.4	30.1	0.7	30.1
Total Requirements	9,785,244	11,740,138	11,576,942	12,539,639	962,697	12,652,863
Total Sources	8,934,648	11,059,780	11,100,421	12,267,167	1,166,746	12,262,333
Net County Cost	850,596	680,358	476,521	272,472	(204,049)	390,530
NCC Breakdown						
State Grants Match			90,199		(90,199)	
Realignment MOE			147,751		(147,751)	
Mandated Services				149,616	149,616	244,062
Non-Mandated Services			238,571	122,856	(115,715)	146,468

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $272,472 or 2.2%, of which $272,472 or 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Transfer of Supervising Mental Health Clinician**

A Supervising Mental Health Clinician is transferred in from Mental Health Youth Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	106,232	0	0	106,232	1

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; increased in-house administration and data processing charges; increased ISD charges related to deployment of more computers; and increased malpractice insurance cost as well as contract costs due to Network of Care maintenance. Increased revenue is largely due to redistribution of realignment funding among the three Mental Health OBM programs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,133,320	823,039	0	0	(310,281)	0

3. **Adjustments to Fund Balance**

Year end Fund Balance has been increased and set aside in Reserves, designated for audit reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
33,426	0	0	33,426	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,166,746	929,271	0	33,426	(204,049)	1

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Fund Balance**

Prior one-time year end increase in Fund Balance, and the corresponding appropriation in Reserves discussed above, has been deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(4,834)	0	0	(4,834)	0	0

5. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and higher benefit costs; and minor decreases in Services and Supplies. Revenue is projected to be flat due to a return to fee-for-service Medi-Cal reimbursement with the ending of the County's federal waiver for Medi-Cal in July 2005, along with Federal and State compliance efforts and a focus on cost containment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	118,058	0	0	118,058	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

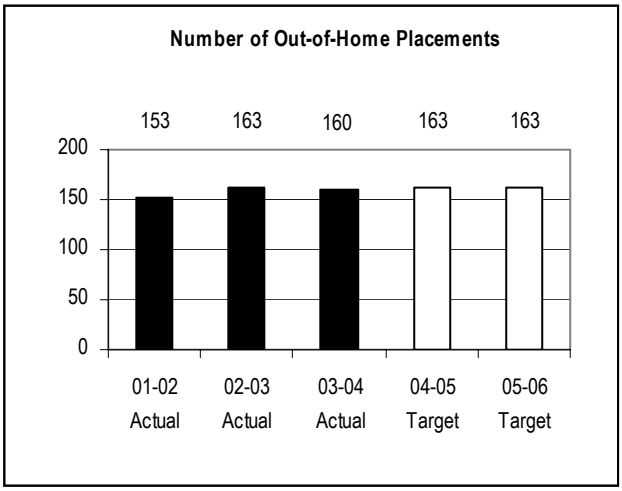
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(4,834)	118,058	0	(4,834)	118,058	0

Mental Health Youth Services (6130P)

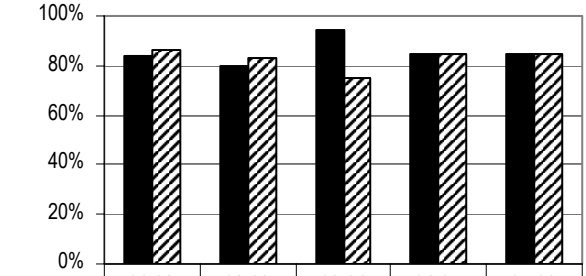
Program Locator

County
Health
Heath Services Agency
Mental Health Services
Mental Health Administration
▷ **Mental Health Youth Services**
Mental Health Adult Services

Headline Measures



Percent of Survey Respondents Who Agree or Strongly Agree That They Are Satisfied With Services Received



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
Parents	84%	80%	94%	85%	85%
Youth	86%	83%	75%	85%	85%

Data Development Measures

Program staff are working on the development of a future headline measure that will monitor compliance with the AB 3632 mandate that county mental health programs provide services as specified in each student's "Individual Education Plan." The average number of days from referral to completion of mandated assessments will be tracked. Data are expected to be available by the end of FY 2004-05.

Program Outcome Statement

Mental Health Youth Services provides a wide range of mental health and therapeutic support services to children, adolescents and their families in collaboration with schools, other agencies and the community in order to promote individual and family strengths, maintain youth in their homes and schools, and ensure mental health, well-being and safety for those youth and families served.

Services and Accomplishments

Mental Health Youth Services provides comprehensive mental health services in County clinics, schools, Juvenile Hall, and clients' homes to provide the support needed to maintain our youth in the community. Mental Health Youth Services has successfully collaborated for many years with partner agencies—Juvenile Probation, Human Services Agency and schools. Program priorities, as reflected in the headline measures, include the effect of interventions on youths' emotional well being and behavior and ultimately on the success of maintaining youth in the community and avoiding group home level placements.

The Canyon Oaks Youth Center, a 12-bed residential facility for seriously emotionally ill adolescents (ages 12-17), accepted its first youth placement in August of 2003. The primary goal is to stabilize and return youth to the community or provide them with a lower level of care within the shortest possible time. Priority for first admissions was for youth who were placed in out-of-county residential treatment facilities; in FY 2003-04 there were nine such youth placed in Canyon Oaks.

The following are major accomplishments in the current year:

- Secured a State waiver and began operating Canyon Oaks Youth Facility
- Fully complied with new State Medicaid requirements for Day Treatment Services and Therapeutic Behavioral Services

Story Behind Baseline Performance

Headline Measure 1 monitors progress toward the important goal of decreasing the number of youth in out-of-home placements at the group home level, and maintaining these youth in the community with their parents and caregivers. This has required increased collaborative, intensive community-based services. The Wrap-Around Program, a collaborative model with funding from the State

Department of Social Services, has been implemented for several years in partnership with Juvenile Probation and the Human Services Agency to target up to 20 youth who are at risk of being placed in high level group homes. This program also provides intensive community-based services to ensure the successful transition of youth from group home level placements to their homes in the community. Funds that would have gone towards the cost of placement are instead being used to develop and implement individualized, strength-based, culturally competent and family focused plans to keep these youth in the community. This program has also been working collaboratively with the Girl's Juvenile Drug Court Expansion Program, a program targeting adolescent females who are wards of the court with substance abuse issues, most of whom also have significant mental health issues. These adolescents are all at risk of placement in group homes.

Customer satisfaction is indicated In Headline Measure 2 by the percent of survey respondents (youth and parents) who agree or strongly agree that they are satisfied with services, replacing "Percent decrease in sustained criminal charges." The State-mandated tool for satisfaction has recently been changed and prior year results may not be directly comparable. Data collected in the fall of 2003, using the new tool, show that parents currently have higher satisfaction with services received than do youth; however, this rate is projected to decrease next year because of budget cutbacks and associated reductions in services.

Major challenges over the next two years will be:

- To ensure that comprehensive services continue to be provided to mandated and targeted youth populations, despite anticipated budget reductions
- To restructure AB 3632 services in collaboration with the County Office of Education and local school districts to assure mandated mental health special education services are provided within available resources
- To redesign mental health services to youth involved with the Child Welfare or Juvenile Probation in collaboration with Child Welfare Services and Juvenile Probation to increase effectiveness and to serve target populations within available resources

Program Priorities

The Mental Health Youth Services program will meet performance targets by doing the following:

Maintain Out-Of-Home Placements at 163 or Less

- Shorten the length of stay in group home placements through placement of SED youth at Canyon Oaks
- Expand the use of the Wrap Around Program as an alternative to placement or to shorten the length of stay for Juvenile Probation or Child Welfare involved youth

Maintain 85% Parent and Youth Satisfaction with Services Provided

- Centralize access processes and expand communication, increasing parent understanding of available services
- Sustain access to services through restructuring geographic access and language capabilities

Improve Staff Recruitment and Retention

- Continue to focus on staff recruitment and retention to maximize a qualified and diverse staff
- Continue pilot project on flexible staff schedules
- Continue to collaborate with Employee and Public Services on outreach at local university job fairs

Maximize Funding Opportunities

- Increase funding for youth services by referring all eligible families to apply for Medi-Cal, Healthy Families and Healthy Kids

Maximize Effectiveness and Cost Effectiveness of Services

- Select and implement one nationally recognized clinical Evidence Based Practice for youth (specific measure to be determined)
- Implement and monitor use of CALOCUS survey as a tool to assess appropriate level and intensity of care
- Re-design and consolidate AB 3632 program and Juvenile Justice services to ensure effective utilization of services and compliance with program regulations

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of clients served:					
- Intensive	719	784	711	700	700
- Non-Intensive	1,292	1,408	1,451	1,300	1,300
- Early Intervention	246	459	452	220	220
Number of assessments:					
- Intensive [1]	180	247	219	165	165
- Non-Intensive [1]	522	564	663	509	509
- Early Intervention [1]	158	366	370	165	165
How Well We Do It (Quality)					
Percent of survey respondents who agree or strongly agree that they are satisfied with services received:					
- Parents	---	---	94%	85%	85%
- Youth	---	---	75%	85%	85%
Percent of survey respondents who agree or strongly agree that the client is better at handling daily life:					
- Parents	84%	80%	77%	75%	75%
- Youth	86%	83%	71%	75%	75%
Average number of days from referral to completion of AB 3632 mandated assessments (data development)	---	---	---	---	---
Is Anyone Better Off? (Outcome)					
Average monthly census of out-of-home placements at the group home level Countywide by Mental Health, Probation and Human Services Agency	153	163	160	163	163
Average monthly census of out-of-home placements at the group home level by Mental Health	10	9	11	11	11
Percent decrease in sustained criminal charges [2]	74%	57%	64%	70%	70%
Implementation of nationally recognized clinical Evidence-Based Practice	---	---	---	1	1

[1] Lower targets are due to anticipated decreases in funding and number of providers.

[2] Reflects only those criminal charges that a judge has determined to be valid and do not subsequently change.

Mental Health Youth Services (6130P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	141.0	142.0	142.0	141.0	(1.0)	141.0
Funded FTE	133.3	131.1	132.2	130.2	(2.0)	130.2
Total Requirements	13,380,137	14,488,220	17,777,130	17,629,224	(147,906)	18,168,501
Total Sources	9,316,372	11,239,444	14,489,042	14,618,677	129,635	14,618,677
Net County Cost	4,063,765	3,248,776	3,288,088	3,010,547	(277,541)	3,549,824
NCC Breakdown						
State Grants Match			63,215		(63,215)	
State EPSDT Match			40,500	145,000	104,500	145,000
Realignment MOE			265,951		(265,951)	
COLAs for Providers				158,009	158,009	158,009
Mandated Services			1,072,710	1,763,425	690,715	2,194,847
Non-Mandated Services			1,845,712	944,113	(901,599)	1,051,968

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $3,010,547 or 17.1%, of which $2,865,547 or 95.2% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include unfunded portions of Mental Health/Probation services at Hillcrest, Pre to Three program, Daly City Youth Health Center, Family Service Agency and yearly contribution to the out-of-home placement fund collaborative.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Children and Youth Services System of Care**

As part of the Agencywide reorganization of the Children and Youth Services System of Care, two vacant positions are deleted and two new positions added in order to provide more effective oversight of children's mental health services and staff. The deleted positions are a Mental Health Program Specialist and a Residential Counselor II; the new positions to be added are a Supervising Mental Health Clinician and a Clinical Services Manager. There is no change in the number of overall positions; the small increase in salary cost is funded by an estimated increase in Realignment Sales Tax - Mental Health revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
49,644	49,644	0	0	0	0

2. **Transfer of Supervising Mental Health Clinician**

A Supervising Mental Health Clinician is transferred to Mental Health Administration.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(106,232)	0	0	(106,232)	(1)

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; increased facility rent expense; increased independent contract expense for child psychiatrists; decreased interagency agreements for placement contracts and flexible fund contracts based on utilization; and minor changes in other Services and Supplies.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
91,355	(16,548)	(74,770)	0	(182,673)	0

4. **Adjustments to Fund Balance**

Fund balance previously budgeted to support carryover capital expense was expended in FY 2003-04 and is eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(11,364)	0	0	0	11,364	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
129,635	(73,136)	(74,770)	0	(277,541)	(1)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

5. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and higher benefit costs, and a decrease in Extra Help. Revenue is projected to be flat due to a return to fee-for-service Medi-Cal reimbursement with the ending of the County's Federal Medi-Cal waiver in July 2005, as well as implementation of Federal and State compliance and cost containment efforts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	539,277	0	0	539,277	0

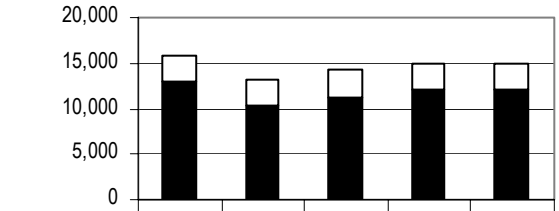
Mental Health Adult Services (6140P)

Program Locator

County
Health
Heath Services Agency
Mental Health Services
Mental Health Administration
Mental Health Youth Services
▷ **Mental Health Adult Services**

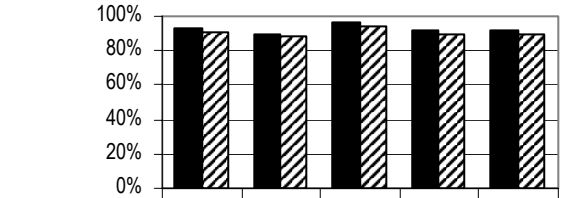
Headline Measures

Psychiatric Inpatient and Psychiatric Emergency Services Days



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
PES	2,862	2,984	3,118	3,000	3,000
Psychiatric Inpatient	12,919	10,222	11,167	12,000	12,000

Percent of Customer Survey Respondents Indicating They Have Benefitted From Mental Health Treatment



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
Deal More Effectively with Daily Problems	93%	90%	96%	92%	92%
Better Control of Their Life	91%	88%	94%	90%	90%

Program Outcome Statement

In partnership with community-based organizations, Mental Health Adult Services provides a continuum of services and support to seriously mentally ill San Mateo County residents 18 years and older, focusing on each individual's strengths. The overriding goals of this program are individual recovery, improved well-being and overall quality of life, and independent living in the community.

Services and Accomplishments

Mental Health Adult Services provides a continuum of services based upon client need. Outpatient services for lower acuity clients include outreach, individual and group therapy, case management, housing and benefits, rehabilitation, supported education, supported employment, medication management, and peer support. Services for high acuity clients include Psychiatric Emergency Services (PES), hospital inpatient and other locked facility services.

The following are major accomplishments in the current year:

- Revised policies and practices regarding usage of private hospital and County resources
- Created a centralized placement and review team to assist PES and acute units with more efficient discharge planning and linkage to outpatient resources

Story Behind Baseline Performance

Psychiatric inpatient hospital and Psychiatric Emergency Services represent the highest-cost services along the continuum of care for seriously mentally ill adults and older adults. The more financial resources devoted to high cost services, the less resources are available for community-based services that promote client self-sufficiency, wellness and recovery. The goal is that neither psychiatric inpatient days nor PES utilization will increase by a statistically significant amount during future measurement periods. Performance against this goal is shown in Headline Measure 1. Mental Health Services has made a concerted effort to examine the effectiveness of PES and psychiatric inpatient treatment services. In response to these efforts, a collaborative endeavor was begun between Mental Health Services and Medical Center staff. This effort brought almost immediate reductions in the utilization of inpatient services. The Medical Center has also increased its bed capacity from twenty-four to thirty-four beds. Building on these efforts, some resource management staff are being redirected to provide an intensive linkage with PES to assist in diverting PES clients from hospital admissions and to assist with hospital discharges to decrease overall institutional placements.

The combination of improving the system efficiency while increasing its capacity to provide services has diminished the relevance of our established outcome indicators, and a new goal for the next year is to refine or develop certain replacement measures. A review of the percentage of administrative days and tracking the continued decrease in length of stay are recommended as improved indicators

of overall system efficiencies. These factors, plus a planned reduction in use of contracted private hospital beds, leads to the slight projected increase in Medical Center psychiatric inpatient days during FY 2003-04. The estimated increase in PES visits can be attributed to a decrease in resources available for community-based contract services that have traditionally provided alternatives to PES. Increasing demand and shrinking resources have led to more consumers without insurance or private MH providers who have come to utilize PES as the default treatment provider.

Consumer and family member participation will continue to be expanded in program development and service delivery as the program works toward a client-directed system of care. There will be two indicators that will be used to assess consumer feedback. The first is the ongoing monitoring of the State-mandated Mental Health Statistics Improvement Program (MHSIP) and the second being direct feedback from consumer and family member focus groups. Customer satisfaction with access to Mental Health services and the services provided, as indicated by the point-in-time MHSIP responses, is approximately 95% for both measures. In addition, the MHSIP focuses on the beneficial impact mental health treatment is having on customers by asking survey respondents if they agree with two outcome statements describing the results of the services they received: "I deal more effectively with daily problems" and "I am better able to control my life." As seen in Headline Measure 2, positive responses are currently 95%. However, these high satisfaction levels are projected to decrease with anticipated budgetary and consequent service level reductions.

In addition to the MHSIP surveys, regional focus groups were conducted asking three basic questions of consumers, family members and staff: "What helps," What doesn't," and "What would be better?" The responses are being tabulated and a task force will review and make recommendations toward improving the overall satisfaction and implementation of wellness and recovery based service provisions.

Major challenges over the next two years will be:

- To maintain and improve outpatient service systems despite decreasing resources
- To provide services to consumers in the least restrictive treatment levels by using intensive case management services

Program Priorities

Adult Mental Health Services will meet performance targets by doing the following:

Maintain Utilization of Acute Hospital to 12,000 or Fewer Days and Psychiatric Emergency Services (PES) to No More than 3,000 Days

- Continue to conduct a retrospective review of all TARS (Treatment Authorization Requests) for private psychiatric hospital utilization by Medi-Cal clients
- Continue to work with private hospital staff to ensure timely discharges and appropriate placements
- Collaborate with San Mateo Medical Center to maximize utilization and decrease Administrative Days

Maintain Customer Satisfaction at an Aggregate Rating of 90%

- Continue to utilize MHSIP data to improve service delivery system
- Complete wellness/recovery focus groups, obtaining system feedback for change

Maximize Efficiency and Cost Effectiveness of Services

- Select and implement one nationally recognized clinical Evidence Based Practice for adults (specific measure to be determined)
- Implement and monitor use of LOCUS assessment instrument as a tool to assess appropriate level and intensity of care
- Conduct staff training on case presentation
- Initiate Wellness Recovery Task Force and develop an action plan with specific objectives

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of clients served:					
- Intensive level of service	2,575	2,578	2,631	2,576	2,576
- Outpatient level of service	7,582	7,309	7,218	7,355	7,355
- LPS Conservatorship	392	369	374	392	392
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better	94%	94%	95%	92%	92%
Percent of customer survey respondents rating access to mental health services good or better	95%	94%	96%	85%	85%
Is Anyone Better Off? (Outcome)					
Number of Psychiatric Inpatient and Psychiatric Emergency Services (PES) days:					
- Psychiatric Inpatient (1)	12,919	10,222	11,167	12,000	12,000
- PES	2,862	2,984	3,118	3,000	3,000
Percent of customer survey respondents indicating they have benefited from mental health treatment:					
- Able to deal more effectively with daily problems	93%	90%	96%	92%	92%
- Better able to control their life	91%	88%	94%	90%	90%
Implementation of nationally recognized clinical Evidence-Based Practices	---	---	---	1	1

(1) Decrease due to both reduced availability of inpatient beds at SMMC and focused efforts at decreasing client length of stay. As inpatient capacity has increased, volume of these services is expected to grow in FY 2004-05.

Mental Health Adult Services (6140P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	125.0	123.0	123.0	123.0		123.0
Funded FTE	117.5	113.9	114.0	113.8	(0.1)	113.8
Total Requirements	52,343,041	54,251,149	55,154,027	55,499,756	345,729	44,859,842
Total Sources	47,059,016	49,651,228	50,157,278	50,010,848	(146,430)	38,910,848
Net County Cost	5,284,025	4,599,921	4,996,749	5,488,908	492,159	5,948,994
NCC Breakdown						
Federal Grants Match			20,735	27,674	6,939	27,674
State Grant Match-MIOCR			56,982		(56,982)	
State Managed Care Match			232,059		(232,059)	
Realignment MOE			1,063,805	1,477,507	413,702	1,477,507
Proposition 172 MOE			229,049	317,583	88,534	326,152
Mandated Services			1,501,910	2,989,721	1,487,811	3,350,935
Non-Mandated Services			1,892,209	676,423	(1,215,786)	766,726

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $5,488,908 or 9.9%, of which $3,666,144 or 66.8% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include indigent and non-target population psychiatric care at SMMC, geriatric client care placements at Institutes for Mental Disease (IMD) resulting from closure of the geropsychiatric unit at SMMC, and pharmacy costs for IMD residents that are no longer claimable to Medi-Cal.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases, annualization of mid-year position changes, and negotiated labor increases; inflationary increases in pharmacy costs; reduction in hospital expense; reduction in intrafund transfer from the Human Services Agency for Prop 36; and increased State hospital and IMD expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,570	1,268,719	100,000	0	1,365,149	0

2. **Reduction in Telecare Contract**

The use of Gladman Hospital will be eliminated from the Telecare contract. The impact of this reduction will be the elimination of two beds for clients who are at high risk due to having a concurrent medical condition or developmental disability and who are difficult to place in one setting where their various needs can be managed. Telecare's Cordilleras and/or other existing IMD and skilled nursing placements will be used to

care for these clients. This will require greater monitoring and utilization management efforts to assure appropriate care and client flow through subacute resources.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(213,401)	0	0	(213,401)	0

3. **Reduction of Private Hospital Use**

Adult psychiatric inpatient utilization at private hospitals will be reduced from an average daily census of four to two. This will impact approximately 73 adult mental health clients who will now receive services at San Mateo Medical Center's inpatient unit, which will require greater efforts at utilization management and discharge planning by both SMMC and Mental Health staff in order to provide the capacity for the extra patients. Alternatively, some of these 73 clients may be diverted to other levels of care as appropriate.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(409,589)	0	0	(409,589)	0

4. **Reduction of Pharmacy Costs**

Pharmacy costs will be reduced by monitoring and controlling prescribing practices, increasing the use of multi-source generic drugs, and making the formulary more restrictive. This will maximize savings in drugs for indigent clients, for whom no reimbursement is received; however, some of the changes will also affect Medi-Cal clients, reducing the federal Medi-Cal reimbursement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(150,000)	(400,000)	0	0	(250,000)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(146,430)	245,729	100,000	0	492,159	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

5. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and higher benefit costs, and a decrease in Extra Help; elimination of Medi-Cal pharmacy costs and associated revenue; and a small reduction in contracts. All other costs remain flat. Revenue, other than for pharmacy, is projected to be flat due to a return to fee-for-service Medi-Cal reimbursement with the ending of the County's Federal waiver Medi-Cal for in July 2005, as well as implementation of Federal and State compliance and cost containment efforts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(11,100,000)	(10,639,914)	0	0	460,086	0

Public Health Services (6200B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

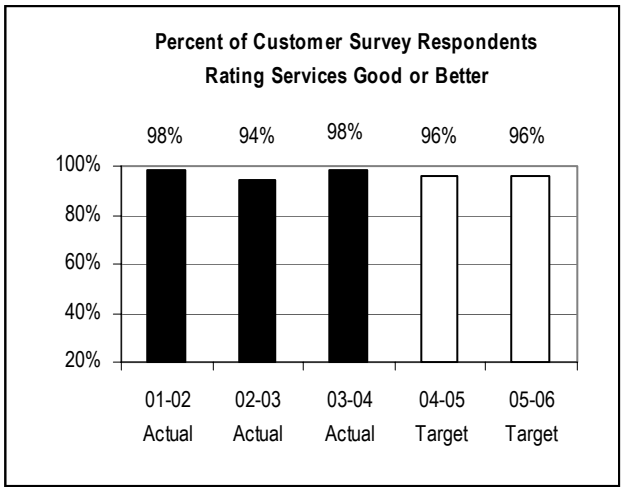
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	12,393	11,966	14,000	14,000		14,000
Use of Money and Property			75,000	75,000		75,000
Intergovernmental Revenues	17,410,484	17,909,484	18,759,119	19,375,334	616,215	19,465,334
Charges for Services	3,348,520	2,652,688	3,213,969	3,864,917	650,948	4,018,692
Interfund Revenue	793,388	339,087	666,074	727,364	61,290	727,364
Miscellaneous Revenue	1,945,949	2,189,056	2,417,156	2,148,533	(268,623)	2,163,533
Total Revenue	23,510,735	23,102,281	25,145,318	26,205,148	1,059,830	26,463,923
Fund Balance	1,013,791	1,069,987	1,069,987	1,640,380	570,393	1,640,380
TOTAL SOURCES	24,524,526	24,172,268	26,215,305	27,845,528	1,630,223	28,104,303
REQUIREMENTS						
Salaries and Benefits	19,728,542	21,373,898	23,738,045	24,490,359	752,314	25,924,012
Services and Supplies	6,898,532	7,138,676	7,345,168	6,265,050	(1,080,118)	6,312,433
Other Charges	3,320,144	3,249,541	4,199,947	4,669,791	469,844	4,667,539
Fixed Assets		24,367	150,000	150,000		
Other Financing Uses			5,073		(5,073)	
Gross Appropriations	29,947,218	31,786,482	35,438,233	35,575,200	136,967	36,903,984
Intrafund Transfers	(646,910)	(779,608)	(1,484,413)	(1,009,449)	474,964	(1,009,449)
Net Appropriations	29,300,308	31,006,873	33,953,820	34,565,751	611,931	35,894,535
Contingencies/Dept Reserves	588,624	635,194	635,194	681,500	46,306	681,500
TOTAL REQUIREMENTS	29,888,932	31,642,067	34,589,014	35,247,251	658,237	36,576,035
NET COUNTY COST	5,364,406	7,469,799	8,373,709	7,401,723	(971,986)	8,471,732
AUTHORIZED POSITIONS						
Salary Resolution	275.0	272.0	272.0	273.0	1.0	273.0
Funded FTE	263.4	256.0	259.2	255.6	(3.6)	255.6

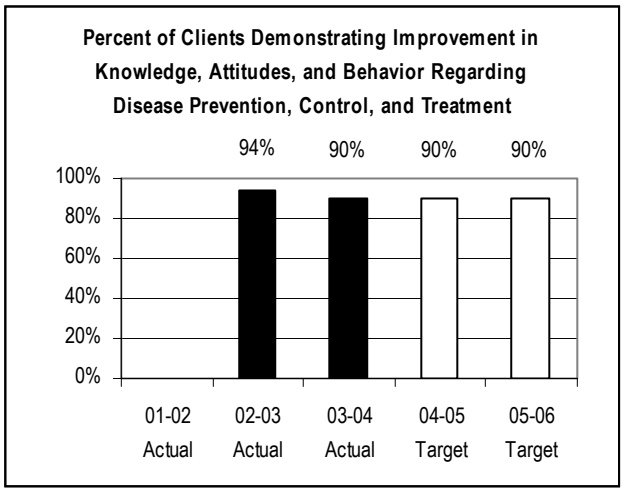
Health Promotion and Disease Control (6220P)

Program Locator

County
Health
Heath Services Agency
Public Health Services
▷ **Health Promotion and Disease Control**
Family Health Services

Headline Measures





Program Outcome Statement

Health Promotion and Disease Control (HP&DC) provides clinical, laboratory, supportive, and prevention services; outreach and education; data collection and analysis; and disease control surveillance and outbreak response. Services are provided to individuals, families, organizations and communities in San Mateo County. HP&DC focuses on those affected by, or vulnerable to, communicable or chronic disease in order to prevent, identify and treat those diseases; promote healthy behaviors; and build community capacity to respond to health issues.

Services and Accomplishments

Health Promotion and Disease Control (HP&DC) is composed of a group of Public Health programs that provide multi-disciplinary services to individuals, families, organizations, and communities in San Mateo County. HP&DC primarily focuses on those affected by, or vulnerable to, communicable or chronic disease. Programs included in HP&DC are the AIDS Program, Disease Control and Prevention Unit (DCPU), Mobile Clinic, Public Health Education, Public Health Laboratory and Vital Statistics.

The following are major accomplishments in the current year:

- Developed and implemented a smallpox vaccination pilot program
- Developed bioterrorism response capabilities
- Developed and implemented a Knowledge, Attitude and Behavior survey
- Developed and implemented a system to track client contacts throughout the entire program and a database to record these contacts

Story Behind Baseline Performance

HP&DC programs provide direct services, including medical treatment, case management and social services, health and prevention outreach, home visits to assist tuberculosis patients and their families, smoking cessation counseling, and screening for a variety of communicable diseases. Prevention activities include one-on-one prevention and school-based interventions. Each program has a number of specific goals unique to that program, with many program goals mandated by State or Federal law. Performance measures for these programs focus on prevention or treatment of disease, and promotion of good health. An important indicator of service efficiency and quality shown in Headline Measure 1 is customer satisfaction, which is currently running at 96%. In addition, 95% of survey respondents indicate they are better off because of the services they receive. Targets for certain measures have been revised to reflect reductions in staffing and new methodologies for obtaining service data. While some targets have been reduced, the accuracy of the data reported has improved as a result of a new database.

Program staff has developed a new measure, which provides a better indication of overall program success, to replace Emergency Room visits. The new Headline Measure 2 reflects the percentage of clients who report that their knowledge, attitudes, and behavior have or will change as a result of the services received. This data is captured through KAB (knowledge, attitude and behavior) surveys, which have been developed to measure how customers view the effects of services upon their lives. In addition, staff will continue to refine the HP&DC database, which has been developed to track clients and the units of service provided to them. Staff are also working to improve data capturing capabilities by developing standardized measures in order to count unduplicated clients across multiple programs. This goal has already been achieved for the number of service contacts; the next step is to develop unduplicated data for the number of clients served.

Major challenges over the next two years will be:

- To continue providing a high level of service given anticipated reductions in intergovernmental revenue that includes an 8% cutback in total funding for the AIDS Program from Federal (Ryan White CARE) and State sources, and further cuts to other State grant programs such as communicable disease control including tuberculosis and STDs
- To absorb recently added program responsibilities such as bioterrorism preparedness and defense activities and smallpox vaccination, while continuing to provide traditional public health services within the same level of staffing and budgetary resources

Program Priorities

Health Promotion and Disease Control will meet performance targets by doing the following:

Achieve a 90% Rate of Clients Demonstrating Improvement in Knowledge, Attitudes, and Behavior Regarding Disease Prevention, Control, and Treatment

- Continue refining the Knowledge, Attitudes and Behavior survey instrument
- Distribute the survey to appropriate client/contact populations for completion in April and October
- After data input, analyze results by unit to determine need for program changes or improvements

Continue to Achieve a 95% Customer Satisfaction Rating

- Distribute the San Mateo County Cares Survey to all clients contacted by staff of the Health Promotion and Disease Control Program in January, 2005
- After data input, analyze results by unit to determine need for program changes or improvements

Improve Efficiency and Utilization of Services

- Continue to improve ability of staff to use current technology and expand technology resources by completing survey of individual staff training needs and followup with enrollments in specific computer trainings indicated
- Use the recently completed staff training needs survey to plan training activities geared toward improving competency
- Continue developing systems through Community Oriented Health Services (COHS) that integrate program services into local partnerships to increase outreach to community residents by increasing staff involvement in partnership efforts and assisting community partners in identifying resource alternatives and applying for funding

Strengthen Program Evaluation Capabilities

- Complete implementation of KAB surveys
- Establish a program-wide quality improvement group to oversee the continuing standardization of methodologies used to obtain and report client specific data
- Complete development of the capability to capture discrete (unduplicated) data on clients served

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of clients served by selected programs:					
- AIDS Program Clinical Services	576	546	565	550	550
- Mobile Clinic Clinical Services	2,975	1,463	3,024	3,500	3,500
- Smoke Free Start	158	351	436	400	400
- STD Control	1,872	1,325	1,674	1,700	1,700
- TB Control	641	811	508	430	430
- Vital Statistics (births and deaths)	10,445	10,004	10,327	11,000	11,000
Number of service contacts	206,385	236,248	224,309	193,440	193,440
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better	98%	94%	98%	96%	96%
Percent of customer survey respondents rating response time as good or better	96%	93%	95%	95%	95%
Is Anyone Better Off? (Outcome)					
Percent of clients who indicate they are better off because of the services they receive from HP&DC	---	90%	95%	95%	95%
Percent of clients demonstrating improvement in knowledge, attitudes, and behavior regarding disease prevention, control and treatment	---	94%	90%	90%	90%

Health Promotion and Disease Control (6220P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	119.0	115.0	115.0	119.0	4.0	119.0
Funded FTE	115.8	112.3	113.0	114.5	1.5	114.5
Total Requirements	13,507,370	14,562,524	17,063,137	17,299,260	236,123	17,988,490
Total Sources	13,129,851	13,098,229	13,890,031	15,199,688	1,309,657	15,353,463
Net County Cost	377,519	1,464,295	3,173,106	2,099,572	(1,073,534)	2,635,027
NCC Breakdown						
Realignment MOE			1,492,929	1,492,929		1,492,929
AIDS Program MOE			373,703	373,703		373,703
Mandated Services			1,306,474	232,940	(1,073,534)	768,395

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $2,099,572 or 12.9%. Of this amount, 0% is discretionary

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Health Promotion and Disease Control (HPDC) Reorganization**

The Health Services Agency is reorganizing HPDC to integrate and expand Public Health operations within the Edison Clinic at the San Mateo Medical Center. This will include establishment of a Center for Excellence for infectious and other communicable diseases with an initial emphasis on STD screening, diagnostic, and treatment services. The table below reflects only the adjustments within this budget unit, although the reorganization also includes position and funding changes to the Health Services Administration and Family Health Services programs. Agencywide, this initiative represents a net staffing increase of four positions, which are fully offset by Medi-Cal fees-for-services and categorical grant funding with no additional Net County Cost. The four new positions include one Public Health Nurse, one Staff Nurse, one Patient Services Assistant, and one Medical Services Assistant. Three additional positions—two Staff Nurses and a Senior Public Health Nurse—represent transfers from the other organizational units. In addition, a Clinical Services Manager will be added, offset by deletion of a Health Services Manager I position next Spring.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
832,708	832,708	0	0	0	7

2. **Transfer in Financial Services Manager (FSM)**

An FSM II is transferred in from Health Services Administration, along with Realignment revenue to cover the cost, to focus on Public Health revenue enhancement and budget issues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
134,512	134,512	0	0	0	1

3. **Purchase of Laboratory Equipment**

Purchase of additional Public Health Laboratory equipment will reduce turnaround times on certain lab tests from one week to 1-2 days, enabling physicians to start specific patient treatments sooner. Funding is from an estimated increase in State Medi-Cal revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
150,000	150,000	0	0	0	0

4. **Termination of Youth Social Marketing Program**

The State has terminated funding for the Youth Social Marketing Program. A vacant Community Program Specialist and related Services and Supplies appropriations have been deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(155,000)	(155,000)	0	0	0	(1)

5. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; reductions in contract expenses and interagency agreements related to completion of grants for the South Coast Collaborative and from the Center For Substance Abuse Treatment; deletion of one-time Fixed Assets purchases; increase in information technology costs; and reduction in Intrafund Transfers due to adjustments between OBM programs. Revenues have increased resulting primarily from additional Federal funding for bioterrorism activities, revenue reallocation between OBM programs, and increases in funding from Smoke Free Start and Robert Wood Johnson foundation grants.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
358,280	(739,691)	423,607	46,306	(628,058)	0

6. **Reductions in the AIDS Program**

One vacant Psychiatric Social Worker position and one vacant Community Worker position have been deleted. In addition, the case management contract with AIDS Community Resource Consortium (ACRC) will be terminated. Higher caseloads of approximately 20 clients per Social Worker or Counselor for the existing case management and mental health staff are anticipated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(195,476)	0	0	(195,476)	(2)

7. **Revenue Adjustments in Ryan White and HOPWA Contracts**

A net revenue decrease of $135,843 results from a reduction in the Ryan White Title I CARE award (which is part of the $3.9 million federal reduction for the San Francisco Emergency Metropolitan Area), partially offset by an increase in Housing Opportunities for Persons with AIDS (HOPWA). Appropriations are reduced by an equal amount including: elimination of one vacant Community Worker; a 5% reduction in three CARE-funded contracts for food, dental and substance use services; and a reduction in Extra Help. These decreases will reduce capacity in the dental, food and substance use programs resulting in longer client wait times or a tightening of eligibility requirements. In addition, caseloads will increase at the AIDS Program Edison Clinic for Client Services and the Health Outreach Team.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(135,843)	(135,843)	0	0	0	(1)

8. **Increase in Realignment Revenue**
VLF Realignment revenue is increased based on a 3.5% growth assumption.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
125,000	0	0	0	(125,000)	0

9. **Deferral of Information Technology Work at Public Health Laboratory**
Planned I/T installations at the Public Health Laboratory are being temporarily deferred while review of potential consolidation with the Hospital Laboratory is in progress.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(125,000)	0	0	(125,000)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,309,657	(233,790)	423,607	46,306	(1,073,534)	4

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

10. **Adjustments for Annualized Cost of HPDC Reorganization**
Full year operation of the reorganized HPDC Unit, which was approved in the FY 2004-05 September Revisions, is included.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
303,775	303,775	0	0	0	0

11. **Deletion of One-Time Capital Equipment Purchases**
One-time Laboratory capital purchases from FY 2004-05 have been deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(150,000)	(150,000)	0	0	0	0

12. **Adjustments to Provide Current Level of Services**
Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	535,455	0	0	535,455	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

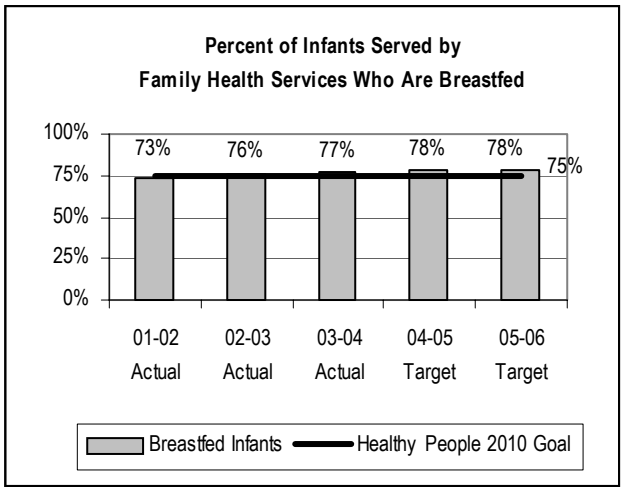
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
153,775	689,230	0	0	535,455	0

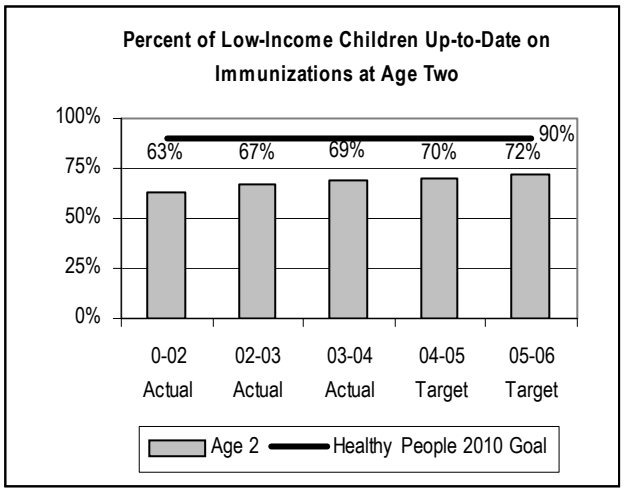
Family Health Services (6240P)

Program Locator

County
Health
Heath Services Agency
Public Health Services
Health Promotion and Disease Control
▷ **Family Health Services**

Headline Measures





Program Outcome Statement

Family Health Services promotes and improves the health and well being of children and families by joining with individuals, organizations, and communities to provide case management, prevention and treatment services, outreach, and education of clients and providers.

Services and Accomplishments

Family Health Services (FHS) provides multi-disciplinary services to mainly low-income families. The direct services offered to clients include medical therapy, office-based nutritional consultation, home visiting, parent education classes and telephone case management. Program staff also act as consultants to health care providers, collaborate with community agencies and schools, and lead efforts to improve health in the community.

The following are major accomplishments in the current year:

- Prenatal to Three achieved long-term funding as part of the First 5 Strategic Initiative on Early Brain Development
- Supported progress towards implementation of an immunization registry at San Mateo Medical Center
- Continued participation and leadership in the Children's Report Initiative
- San Mateo County Child Abuse Council awarded Prenatal to Three parenting classes a *2004 Friends of the Child* award
- CCS moved to CMS.Net, an electronic case management and billing system
- The WIC Breastfeeding Care Center obtained a 3-year grant from First 5

Story Behind Baseline Performance

Service efficiency and quality is indicated by a summary measure in the January 2003 customer satisfaction survey and from continuous quality improvement work (CQI) at the program level. In the customer survey, 98% of the 1,066 respondents rated overall satisfaction with services as good or excellent.

Breastfeeding provides a child and mother with many health advantages and is an excellent indicator of the quality of parenting at the population level and of parenting support in the community. Breastfeeding decreases the incidence of childhood illnesses such as ear infection, diarrhea and childhood lymphoma and has been linked to cognitive gains. Breastfeeding also has a positive impact on maternal health, helping with weight reduction after delivery and decreasing the risk of breast cancer. Finally, it provides natural opportunities for the development of attachment between the mother and child. The Women, Infants and Children (WIC) program in FHS provides the data used for this performance measure. As seen in Headline Measure 1, 78% of newborns receiving Family Health Services are presently being breastfed, showing that programs continue to perform well in the promotion and support of breastfeeding. It is projected that the current performance level will be maintained, exceeding the goal of a 75% breastfeeding rate developed by the U.S. Department of Health and Human Services as part of *Healthy People 2010*, a national health objective.

Headline Measure 2, the immunization rate for low income children is at 68% in the public clinics and requires improvement in order to reach the *Healthy People 2010* goal of 90%. FHS staff is committed to improving the rate of immunization even though numerous

structural barriers make this a challenge. FHS staff help clients gain access to vaccination services, supply vaccines to providers, and directly provide some vaccinations. FHS staff is also supporting plans to implement an immunization registry in San Mateo County. By joining the Bay Area Immunization Registry, which is widely used by all public and private providers, San Mateo County would experience improvements in the timeliness of services; less duplication of effort; an expected increase in immunization rates of 2% to 3% a year, which would result in an immunization rate of approximately 88% by the benchmark year of 2010; and ultimately decreased rates of preventable infectious diseases.

The number of customers served by Field Nursing and Pre-3 have decreased over the last year because of staffing reductions and development of more stringent definitions of a case management client encounter. Changes seen in Child Health and in CCS performance indicators are also due to ongoing adjustments in data calculation. CCS has now automated portions of workload measures reporting, which will make the data more consistent in future years. In Child Health, data calculation of certain measures has also stabilized.

Major challenges over the next two years will be:

- To accommodate increases in caseload due to the economic downturn without the capability of adding staff
- To implement an immunization registry with associated creation of an immunization registry coordinator position
- To formalize operation of the Pediatric Death Review Team
- To implement work plans to reduce health disparities within FHS programs

Program Priorities

Family Health Services will meet performance targets by doing the following:

Maintain an Infant Breastfeeding Rate of 78%

- Initiate breastfeeding “cross-program” staff training efforts in FHS
- Support San Mateo Perinatal Council breastfeeding education efforts at September 2004 conference
- Implement breastfeeding support component in each FHS program

Improve Immunization Rate to 70% of Children at Age Two

- Initiate immunization “cross-program” staff training
- Support efforts to initiate an immunization registry at San Mateo Medical Center
- Continue participation in Bay Area Immunization Registry

Maintain a Customer Satisfaction Rating of 98%

- Seek external funding to strengthen programs focusing on nutrition and physical activity, early brain development, family centered care, parent education, youth development and mental health
- Sponsor staff training in best practices for working with families
- Improve ability of staff to use current technology and expand technology resources by completing survey of individual staff training needs and followup with enrollments in specific computer trainings indicated
- Explore feasibility of electronic case management systems for programs currently utilizing paper records
- Assure adherence to Health Insurance Portability and Accountability Act (HIPAA) requirements related to confidentiality, privacy and data security through staff training

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of customers served:					
- Field Nursing and Maternal, Child and Adolescent Health	2,405	2,388	2,078	1,800	1,800
- Prenatal to Three	6,764	3,336	3,575	3,500	3,500
- Women, Infants and Children	19,050	22,231	25,599	23,330	23,330
- California Children Services	4,480	1,747	2,541	2,186	2,230
- Child Health and Disability Prevention	3,732	3,101	2,696	2,752	2,752
- Lead	185	69	76	86	86
- California Nutrition Network	10,938	15,750	12,532	13,152	13,152
Number of service contacts	366,836	306,806	325,477	322,561	322,561
How Well We Do It (Quality)					
Percent of customer survey respondents rating services as good or better	98%	98%	96%	98%	98%
Percent of customers receiving services in a timely manner	83%	80%	88%	85%	85%
Is Anyone Better Off? (Outcome)					
Number and percent of children served who are breastfed (Healthy People 2010 goal is 75%)	2,294 / 73%	2,273 / 76%	2,469 / 77%	2,340 / 78%	2,340 / 78%
Number and percent of low-income children up-to-date on immunizations at age two (Healthy People 2010 goal is 90%) (1)	372 / 63%	374 / 67%	444 / 69%	384 / 70%	392 / 72%

(1) Data taken from sample at the clinics.

Family Health Services (6240P)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	156.0	157.0	157.0	154.0	(3.0)	154.0
Funded FTE	147.6	143.7	146.2	141.1	(5.2)	141.1
Total Requirements	16,381,562	17,079,543	17,525,877	17,947,991	422,114	18,587,545
Total Sources	11,394,675	11,074,039	12,325,274	12,645,840	320,566	12,750,840
Net County Cost	4,986,888	6,005,504	5,200,603	5,302,151	101,548	5,836,705
NCC Breakdown						
Federal Grants Match			1,700,486	1,560,929	(139,557)	1,717,022
State Grants Match			1,905,946	1,966,595	60,649	2,163,255
Child Care Services MOE			1,407,312	1,569,082	161,770	1,725,990
Non-Mandated Services			186,859	205,545	18,686	230,438

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $5,302,151 or 29.4%. Of this amount, 3.9% is discretionary. Discretionary Services include Mandated Services with no specified maintenance-of-effort (MOE) requirements, as well as the following discretionary services: public health prevention and education-based nursing services to the community.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Children and Youth Services System of Care**

The Health Services Agency has undertaken a comprehensive review of children's health services programs and the systems that support those services. The proposed changes are designed to produce an improved system of care by: 1) addressing concerns identified in the *Healthy San Mateo 2010* report and Health Disparities Summit; 2) improving management and supervisory capacity in youth mental health services; 3) providing a more independent structure within the Children's Health Initiative (CHI); 4) better integrating categorical funding programs and bringing greater clinical perspective to Family Health Services programs; and 5) accommodating caseload growth in the Women, Infants, and Children (WIC) program. The table below reflects only the adjustments within this budget unit, although the initiative also includes position and funding changes in the Health Services Administration and Mental Health Youth Services programs. Agencywide, the total cost of approximately $173,000 and one net additional position—a Community Program Specialist added to the CHI program in Health Services Administration—are fully offset by First 5 San Mateo and private funding, plus State funding in the Child Health and Disability Prevention Program (CHPDP) and WIC, with no additional Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
39,288	39,288	0	0	0	0

2. **Staffing Adjustments**

A net reduction of one position results from several staffing adjustments. A Supervising Physician is transferred in to California Childrens Services from Correctional Health, and a Senior Public Health Nurse and a Staff Physician are transferred to the HPDC program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(115,720)	(115,720)	0	0	0	(1)

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; reductions in contract expenses reflecting termination of contractual services for the Global software package, termination of agreement with Board of Education, and decreased usage of independent contractors; increase in information technology costs; and reduction in Intrafund Transfers due to adjustments between OBM programs. Revenues have decreased due to reallocation between the OBM programs and termination of foundation grants.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(202,661)	390,753	51,357	0	644,771	0

4. **Adjustments in California Childrens Services (CCS)**

In CCS, budget adjustments include: an increase in diagnostic, therapy and treatment expenses due to high costs of pharmacy and treatment for children with complex yet treatable medical conditions; increased revenue due to a higher reimbursement ratio of Medi-Cal to non-Medi-Cal caseload and from the State share in diagnostic, therapy and treatment costs; and elimination of one vacant Fiscal Office Specialist position made possible by the recent CCS computer system conversion to CMS-net.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
346,590	138,600	0	0	(207,990)	(1)

5. **Adjustments in Women, Infant and Children (WIC) Program**

Revenue has increased primarily due to higher caseload and cost of living adjustments (COLA) reimbursed by the State. With the transfer of one Program Services Manager position from Health Promotion and Disease Control program to WIC, and the resultant adjustment in the organizational and program structures of the unit, one vacant Dietician position will be eliminated without adverse effect in terms of service performance and delivery.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
253,069	(82,164)	0	0	(335,233)	(1)

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
320,566	370,757	51,357	0	101,548	(3)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

6. **Adjustments to Provide Current Level of Services**

Budget Adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; reduction in information technology costs; and additional revenue from various grants reflecting increased Federal matching due to salary and benefit adjustments.

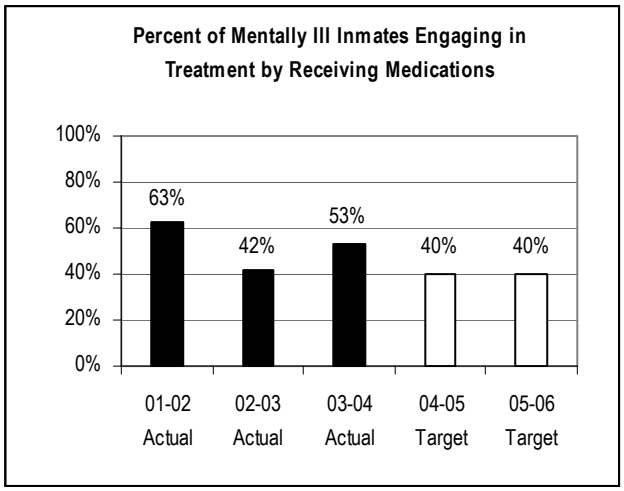
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
105,000	639,554	0	0	534,554	0

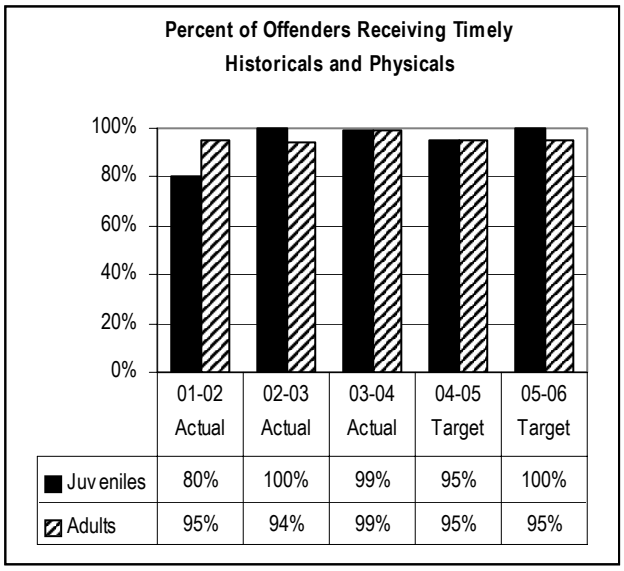
Correctional Health Services (6300B)

Program Locator

County
Health
Heath Services Agency
▷ **Correctional Health Services**

Headline Measures





	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
Juveniles	80%	100%	99%	95%	100%
Adults	95%	94%	99%	95%	95%

Program Outcome Statement

Correctional Health Services provides comprehensive and timely physical health, mental health and chemical dependency treatment services to the incarcerated population of San Mateo County, thus contributing to the health and safety of the community as a whole.

Services and Accomplishments

Correctional health services provided to residents of the Maguire jail system and Hillcrest juvenile hall include physical health, which begins with an initial health assessment including screenings for communicable and chronic diseases and mental illness; mental health care services including evaluation, treatment and crisis intervention services; and chemical dependency treatment services.

The Lifeskills program and Options project are two primary programs for work with the seriously mentally ill inmates. Lifeskills provides sub-acute day treatment services for the incarcerated mentally ill, and Options provides intensive community support to mentally ill offenders who are released with supervised probation.

The Choices program, which provides intensive chemical dependency treatment in a therapeutic community, has been very successful in reducing the rate of recidivism among participants. A study conducted in 2000 revealed that females completing Choices were 2.7 times less likely to have been arrested, convicted, incarcerated or picked up for probation violations than those who dropped out of the program. A similar study for the men's facility is in progress.

The following are major accomplishments in the current year:

- Maintained accreditation in the adult detention facility—services beyond State Title 15 requirements—by the Institute of Medical Quality (IMQ) since 1998, distinguishing San Mateo County as one of the best correctional health programs in California
- Successfully completed intensive case management and dual diagnosis clinical services in the three-year Options project funded by a Board of Corrections grant
- Expanded Choices total beds from 104 to 126 with no additional counseling staff
- Developed a suicide prevention program for the Sheriff's correctional facilities
- Decreased Emergency Room usage from 179 visits in 2001 to 79 visits in 2003
- Decreased the number of inpatient hospital days from 316 in 2001 to 198 in 2003

Story Behind Baseline Performance

The mentally ill are protected by law from involuntary treatment except for the rare patients who meet strict criteria as "gravely disabled" pursuant to the Lanterman Petris Short Act (LPS). A major goal of working with this population in the correctional facilities is to engage them in voluntary treatment that will continue when they are

released. Headline Measure 1 indicates that approximately 40% of mentally ill inmates are currently engaging in treatment by receiving medications. Budgetary reductions will result in the loss of two to three acute care beds currently leased from Santa Clara County. These beds have allowed initiation of treatment for many mentally ill inmates who are reluctant to comply. The impact is that the current performance level will be difficult to maintain.

An important program goal is to complete medical histories and screenings within 96 hours of incarceration for juveniles and by the 14th day of incarceration for adults, which is being achieved 95% of the time as shown in Headline Measure 2. From this initial assessment, a plan of care that includes consideration of all aspects of the patient's health-related needs is initiated.

The number of seriously mentally ill inmates continues to increase—in fact, the Maguire facility is now considered the largest treatment facility for the seriously mentally ill in the County. This in turn drives up the cost of providing services due to the cost of medications and the increased intensity of services required. In addition, the majority of services provided by Correctional Health Services are not reimbursable by health insurance or other State and Federal funding. In FY 2002-03, approximately 86% of the Correctional Health Services budget represented Net County Cost. Continuing budget reductions have had a tremendous impact on the level of physical and mental health services Correctional Health is able to provide to inmates. This includes the possibility of losing accreditation for health services in the Maguire facility, and termination of the Options program for seriously mentally ill inmates beginning April 1, 2004 due to elimination of State funding.

Major challenges over the next two years will be:

- To maintain Institute of Medical Quality (IMQ) accreditation while absorbing additional budget reductions

Program Priorities

Correctional Health Services will meet performance targets by doing the following:

Perform 95% of Histories and Physicals in a Timely Manner
- Complete juvenile exams within 96 hours of incarceration
- Complete adult exams by the 14th day of incarceration

Maintain the Number of Mentally Ill Inmates Engaging in Treatment by Receiving Medications At a Minimum of 40%
- Increase efforts within the Lifeskills program to encourage acceptance of medications by mentally ill participants
- Increase efforts to engage mentally ill inmates in treatment

Maintain 80% Completion Rate in Choices Program
- Monitor completion rate and provide periodic feedback to counselors to maintain 20% turnover rate

Maintain Jail Accreditation
- Meet the health care component of Title 15 standards at both facilities
- Continue to prepare Hillcrest for accreditation
- Develop methods of reducing time necessary to complete required physicals
- Develop methods of reducing time necessary to complete required TB assessments
- Review accreditation standards to determine which "non-essential" standards can be avoided without jeopardizing overall accreditation

Participate in the Development of New Juvenile Facility
- Attend planning meetings and provide input to architects and program planners

Increase Community and Funding Support for Therapeutic Community, Jail-Based Programs
- Continue to present educational workshops at State forensic health conferences
- Continue to invite correctional staff from other counties to visit the Choices program
- Continue to offer information and assistance to other counties wanting to start similar programs

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of histories and physical screenings	3,917	3,991	9,844[1]	3,672	3,700
Number of mentally ill inmates	1,100	1,585	1,858	1,500	1,500
How Well We Do It (Quality)					
Percent of participants who complete the Choices Program	80%	83%	82%	80%	80%
Is Anyone Better Off? (Outcome)					
Number and percent of mentally ill inmates engaging in treatment by receiving medications	693 / 63%	668 / 42%	991 / 53%	725 / 40%	725 / 40%
Percent of offenders receiving timely histories and physicals:					
- Juveniles (within 96 hours of incarceration)	80%	100%	99%	95%	100%
- Adults (by the 14th day of incarceration)	95%	94%	99%	95%	95%
Number and percent of aggressive incidents in Choices Program compared to overall jail population:					
- Choices	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%
- Maguire	291 / 2%	293 / 2%	290 / 3%	300 / 2%	300 / 2%

[1]Increase reflects procedural change to perform the screenings at intake. Out-year targets will be revised during FY 2004-05 OBM development.

Correctional Health Services (6300B)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	61.0	55.0	55.0	57.0	2.0	57.0
Funded FTE	56.8	52.1	53.3	52.0	(1.3)	52.0
Total Requirements	5,271,316	5,168,530	5,249,797	5,529,142	279,345	5,503,184
Total Sources	884,154	913,582	839,886	1,119,231	279,345	915,409
Net County Cost	4,387,162	4,254,949	4,409,911	4,409,911		4,587,775
NCC Breakdown						
Mandated Services			4,191,428	4,191,428		4,263,656
Non-Mandated Services			218,483	218,483		324,119

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $4,409,911 or 82.8%. Of this amount, 93% is Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Enhance Mental Health Staffing**

Inmate mental health services have been provided through a contract for four beds at the Santa Clara County Correctional Treatment Center (CTC) for inmate placement. Following a recent rate increase of over 600% per bed, the Health Services Agency has explored alternate service delivery options including: 1) reopening the San Mateo County CTC, which was closed in 1996 due to budget constraints, using County employees; 2) reopening the County CTC with contract services; and 3) enhancing mental health staffing to enable intervention and other efforts aimed at maintaining the mental health of inmates without requiring inpatient care. Option 3 was recommended as a September Revision and approved by the Board. This includes a net increase of four staff—addition of two Marriage and Family Therapist II positions, one Psychologist II, one Supervising Psychologist, and a Radiology Technician II, partially offset by deletion of a vacant Licensed Psychology Technician. The estimated cost for FY 2004-05 is $740,814 based on a December startup. Of this amount, $200,000 in available Fund Balance will be transferred to Correctional Health from Health Services Administration, Intrafund Transfers will provide an additional $175,125 to be achieved through internal savings throughout the Agency, and the remaining balance of $365,685 reflects the previously budgeted Net County Cost share.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
200,000	375,125	(175,125)	0	0	4

2. **Staffing Reassignments and Reductions**

A vacant Supervising Physician is transferred to the California Children's Services program in Public Health and the appropriation is moved to drugs and pharmaceuticals. A filled Medical Service Assistant II (MSA) position has been deleted and FTE decreases for a Senior Psychologist and a Supervising Mental Health Clinician have been made. The MSA position provides direct patient care and support for the nursing staff; eliminating this position will preclude assistance to inmate patients who require assistance with activities of daily living, place greater burden on the nursing staff for routine work, and cause delays in responding to routine health service requests from inmates. The FTE reductions (a total

of 0.4 FTE reduction for the two positions combined) will result in less oversight and supervision for the CHOICES program and 0.2 FTE less staff availability for mental health services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
23,112	(121,599)	0	0	(144,711)	(2)

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; increase in Extra Help and Overtime to reflect actual use requirements in a 24/7 operation; adjustments in contracts including an increase in the Santa Clara inpatient psychiatric contract; decrease in the cost of drugs and pharmaceuticals assuming implementation of the 340B program; savings realized from lower than anticipated inpatient and outpatient clinic utilization; and decreased revenue from Inmate Welfare Trust accounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,394	361,862	0	(117,472)	242,996	0

4. **Adjustments to Fund Balance**

Fund Balance has been increased based on updated year-end projections.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
54,839	3,822	0	0	(51,017)	0

5. **Reduction of Dental Services**

The dental services contract is reduced from two days per week to one, which will cause delays in providing care and reduce dental services to an emergency care basis only.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(47,268)	0	0	(47,268)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
279,345	571,942	(175,125)	(117,472)	0	2

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

6. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	222,329	(44,465)	0	177,864	0

7. **Adjustments to Fund Balance**

Prior year end Fund Balance, and the corresponding appropriations described above, are deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(203,822)	(203,822)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

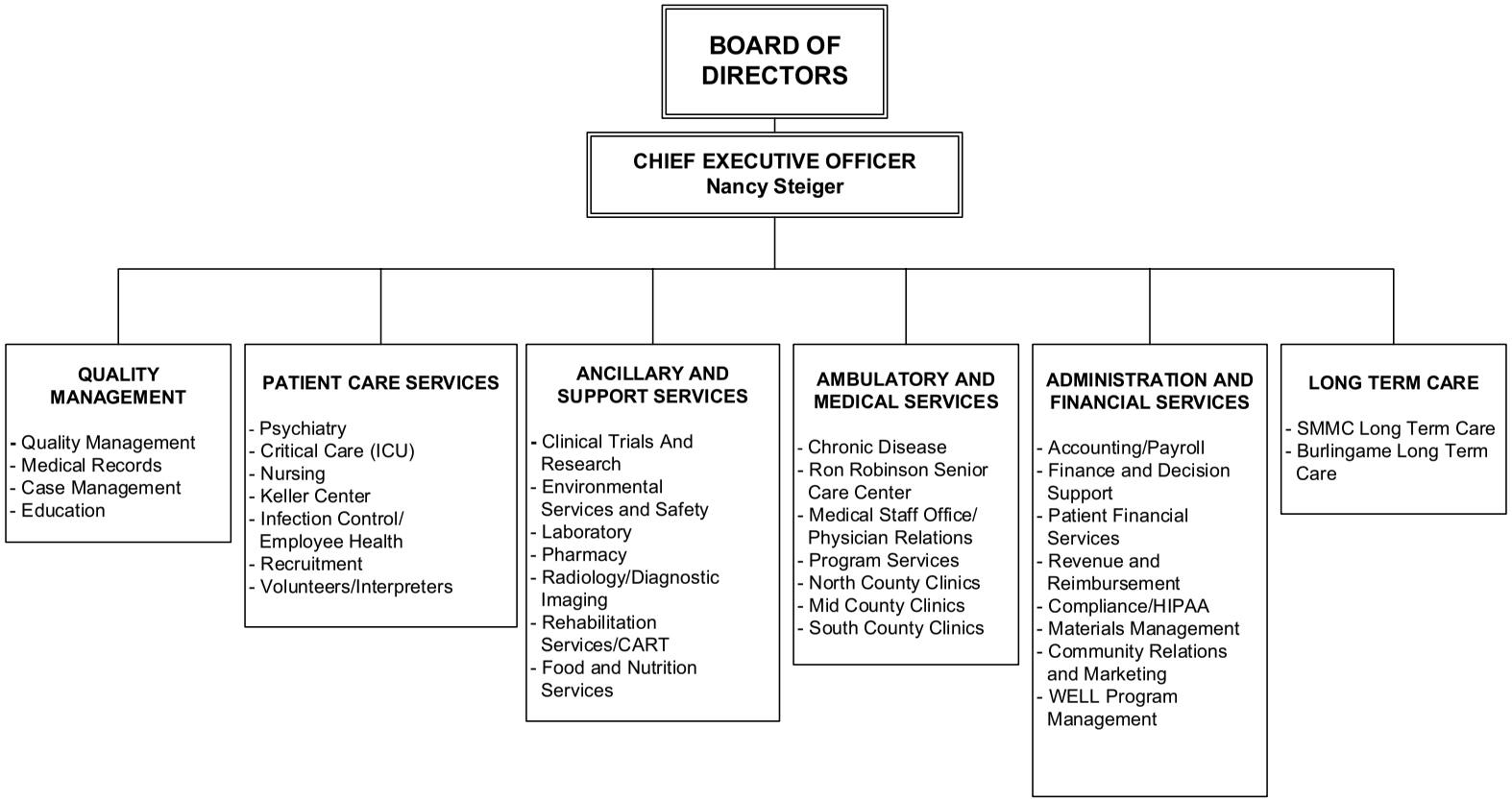
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(203,822)	18,507	(44,465)	0	177,864	0

Correctional Health Services (6300B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

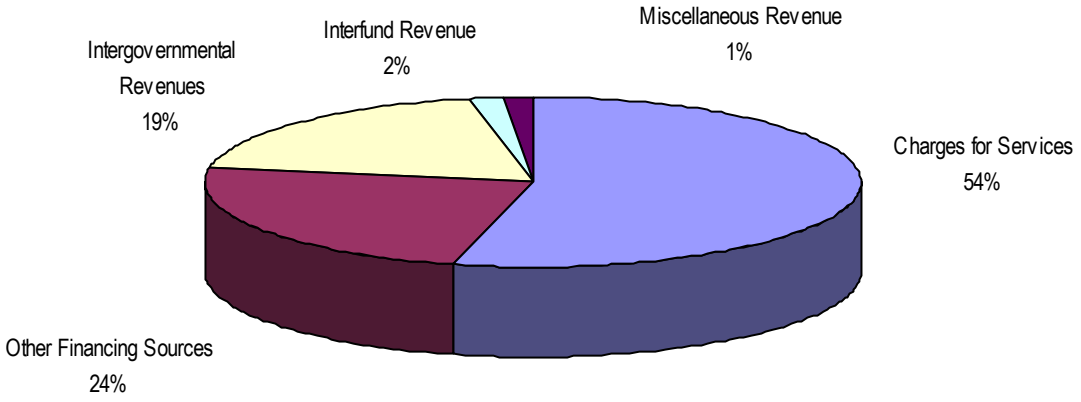
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	186,276	322,125	238,029	341,141	103,112	341,141
Charges for Services	620	897	429	429		429
Interfund Revenue	470,144	420,645	444,654	366,048	(78,606)	366,048
Miscellaneous Revenue	60,602	52,443	39,302	39,302		39,302
Total Revenue	717,642	796,110	722,414	746,920	24,506	746,920
Fund Balance	166,512	117,472	117,472	372,311	254,839	168,489
TOTAL SOURCES	884,154	913,582	839,886	1,119,231	279,345	915,409
REQUIREMENTS						
Salaries and Benefits	5,360,795	5,658,822	5,380,041	6,189,722	809,681	6,412,051
Services and Supplies	1,779,732	1,554,590	1,652,287	1,691,138	38,851	1,487,316
Other Charges	108,287	490,789	718,189	441,599	(276,590)	441,599
Gross Appropriations	7,248,813	7,704,201	7,750,517	8,322,459	571,942	8,340,966
Intrafund Transfers	(1,994,446)	(2,653,143)	(2,618,192)	(2,793,317)	(175,125)	(2,837,782)
Net Appropriations	5,254,368	5,051,058	5,132,325	5,529,142	396,817	5,503,184
Contingencies/Dept Reserves	16,948	117,472	117,472		(117,472)	
TOTAL REQUIREMENTS	5,271,316	5,168,530	5,249,797	5,529,142	279,345	5,503,184
NET COUNTY COST	4,387,162	4,254,949	4,409,911	4,409,911		4,587,775
AUTHORIZED POSITIONS						
Salary Resolution	61.0	55.0	55.0	57.0	2.0	57.0
Funded FTE	56.8	52.1	53.3	52.0	(1.3)	52.0

SAN MATEO MEDICAL CENTER

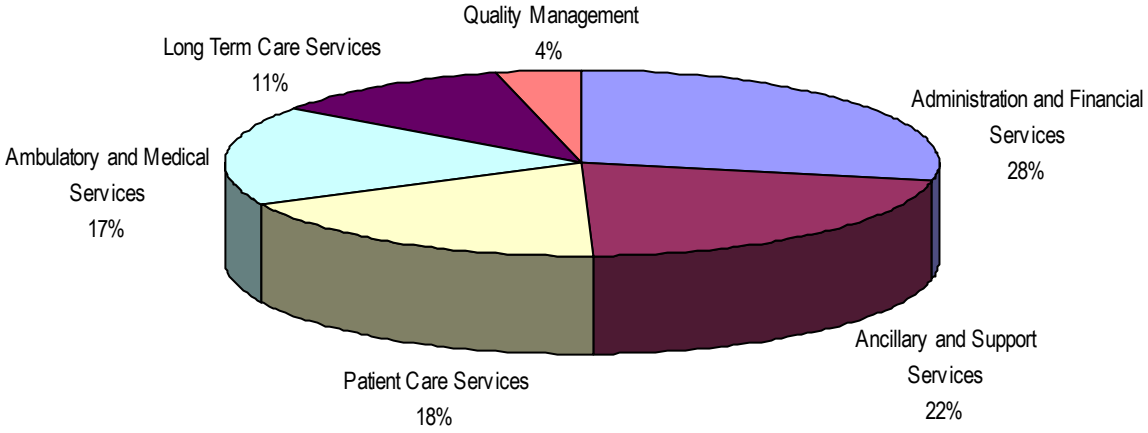


San Mateo Medical Center

FY 2004-05 Adopted Sources



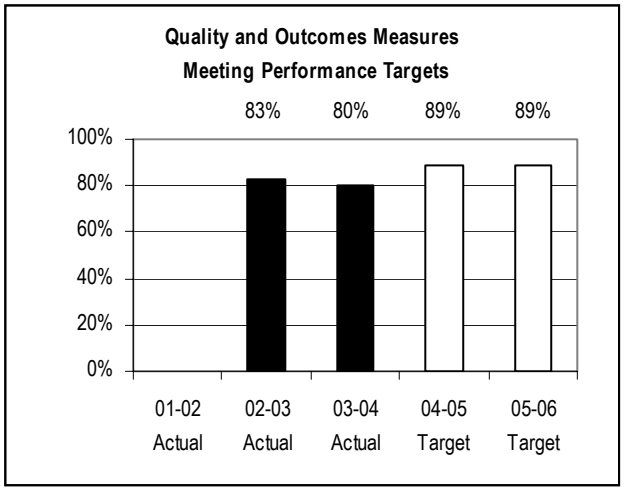
FY 2004-05 Adopted Requirements

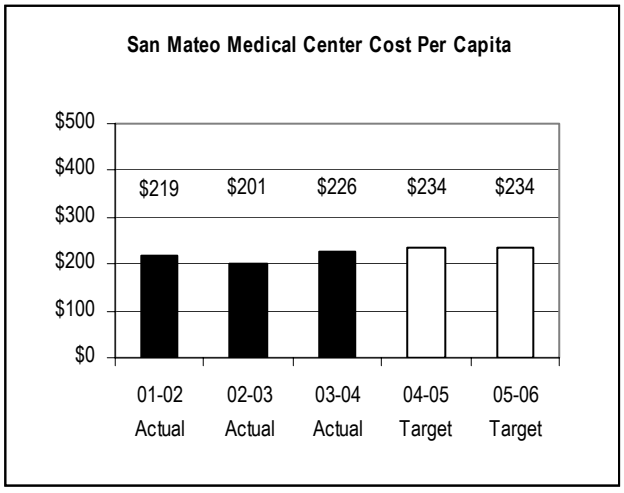


Department Locator

County
Health
Health Services Agency
▷ **San Mateo Medical Center—Operating Budget**
San Mateo Medical Center Capital Purchases
General Fund Contributions to Medical Center

Department Measures





Department Mission Statement

The mission of the San Mateo Medical Center (SMMC) is to open doors to excellence in health care. To live its mission, SMMC offers its services to all residents of San Mateo County, regardless of ability to pay. SMMC serves the entire community; by setting a standard of excellence, SMMC aspires to be the best public hospital and clinic system.

SMMC works to improve the health of the community by:

- Providing holistic care—body, mind and spirit
- Promoting the effective use of technology
- Ensuring best practices-clinical quality, highest and best use of resources
- Providing timely access to care
- Ensuring cultural competency
- Expanding an already robust and compelling philanthropy program
- Serving as an employer of choice, with a waiting list of employees
- Continually improving the research and education components
- Maintaining a culture of service, innovation, satisfaction and safety
- Providing an integrated delivery system
- Providing community care management with chronic disease management programs
- Improving financial strength

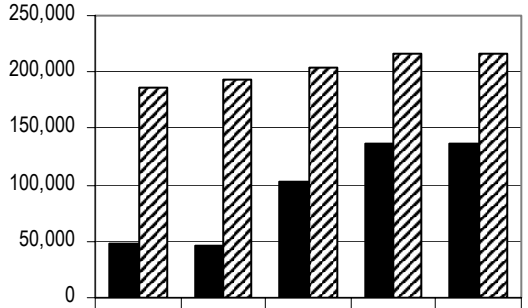
Contributions to Shared Vision 2010 Goals

The San Mateo Medical Center contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 1:** SMMC serves a diverse population at the Medical Center and in the twelve accessible, community-based clinics across the county, providing over 200,000 ambulatory visits to over 40,000 residents.
- **Goal 2:** SMMC employees volunteer and contribute to numerous organizations including Chope Champions, the Charitable Contributions Campaign, and the San Mateo Medical Center Foundation, providing volunteer opportunities to the community through the Auxiliary, and American Heart Association.
- **Goal 5:** SMMC is the safety net hospital for County residents and provides Emergency, Psychiatric, Acute Inpatient Medical/ Surgical Services, Ancillary Services and Ambulatory Services to anyone without regard for ability to pay. Holistic care includes prevention, early diagnosis and treatment of disease.
- **Goal 7:** The Keller Center for Family Violence Intervention serves victims of violent crime not only at the time of crime, but also during the recovery period. Staff has provided numerous community outreach/educational classes and testifies to ensure perpetrators are prosecuted, thereby assuring a safer community.

- **Goal 8:** SMMC helps the vulnerable through prevention, early detection and treatment, providing services for the aged, disabled, mentally ill and at-risk youth. SMMC has broadened its service offerings for the fastest growing segment of the County's population, seniors, through assuming management of Burlingame Long Term Care and opening the new Ron Robinson Senior Care Center.
- **Goal 9:** SMMC works with the Human Services Agency, Shelter Network and Samaritan House to place homeless patients in safe housing upon discharge.
- **Goal 14:** An active recycling program has been established at SMMC to help preserve our natural resources.
- **Goal 19:** SMMC actively participates in volunteer, internship and training programs for students interested in healthcare. SMMC serves as a training site for nursing students, radiology technology students, and psychiatry residents. Through the Hospital Consortium and countywide task forces, SMMC is actively working to increase training opportunities in San Mateo County.
- **Goal 20:** The County and Medical Center Vision are promoted consistently throughout SMMC programs, services and communication mechanisms.
- **Goal 21:** SMMC works in collaboration with the Sheriff to ensure a safe environment; with the Human Services Agency on housing and drug and alcohol problems; with Health Services on mental health issues, long term care and public health; and with the Shelter Network and Samaritan House on housing.

Patient Volume at San Mateo Medical Center



	01-02 Actual	02-03 Actual	03-04 Actual*	04-05 Target	05-06 Target
Inpatient Days	47,634	45,687	103,609	136,915	136,915
Outpatient Visits	186,259	194,019	204,264	216,553	216,553

*Includes Burlingame Long Term Care and Ron Robinson Senior Care Center.

Story Behind Baseline Performance

The San Mateo Medical Center includes the following programs:

- Administration and Financial Services
- Quality Management
- Patient Care Services
- Ancillary and Support Services
- Long Term Care Services
- Ambulatory and Medical Services

Accomplishments that have contributed to improved performance and progress this past year include:

- Opened the Ron Robinson Senior Care Center on March 15, 2004. The Center fills a void in health care services for senior citizens of San Mateo County by providing both primary care and complete geriatric assessment of physical and mental health needs. The Center is projected to provide over 3,200 patient visits in FY 2003-04, increasing to over 13,600 in FY 2004-05, its first full year of operation.
- Assumed operation of the Burlingame Long Term Care facility to prevent bankruptcy and the potential displacement of those seniors to facilities across the state. Since fully assuming operations on October 15, 2003, SMMC has diligently worked to increase capacity in order to reap programmatic and financial benefits. Of a total 281 licensed beds, the average daily census is expected to reach 172 for FY 2003-04, increasing to 249 in FY 2004-05.
- Increased capacity utilization, with over 2,000 surgeries expected to be performed in FY 2003-04, nearly a 4% increase over the previous year. Discharges increased over 5%, from 3,610 to nearly 3,800. Administrative days are expected to be reduced to 5,000, down from 5,522 the previous year, a reduction of over 9%. Outpatient clinic volume increased over 5% from last year, and is projected to reach 203,000 visits.
- Improved payor mix due to an increase in clinic visits covered by Healthy Kids, accounting for a 4% decrease in self-pay and county indigent categories.
- Continued the "Workforce Engage" program for employee satisfaction that was initiated in FY 2002-03. Compared to last year's average satisfaction score, this year the organization registered a 5% improvement as a result of work by three task forces: Human Resource Development, Recognition, and Communication. Employee satisfaction will continue to be an important focus at SMMC, as it contributes to recruitment and retention.
- Began a robust philanthropy initiative to generate capital contributions totaling $12M. To date, the San Mateo Medical Center Foundation has received a generous gift of $4M from George and Adelaide Keller for the development of a Labor and Delivery Service. The gift is a challenge donation that will be matched through Foundation fundraising efforts.

Major challenges over the next two years will be:

- To achieve compliance with new nursing ratios established by the State and made effective beginning January 1, 2004, which will require more nurses effective January 1, 2005, increasing staffing costs and further exacerbating recruitment challenges
- To maintain an adequate workforce. It is estimated that by the year 2010, there will be a need for three million new health care workers. The labor force is aging, careers in health care are seen as less attractive and many hospital workers are dissatisfied with their work. Many SMMC employees are nearing retirement age, further challenging staffing and recruitment efforts.
- To meet SMMC's mission and financial health objectives. State budget cuts, particularly those that decrease Medi-Cal eligibility, will have a significant negative impact. Rationing of care could be an outcome.
- To continue to improve efficiency and innovate to fulfill SMMC's mission, faced with rising numbers of uninsured citizens and a lean budget outlook
- To manage increases in drug costs and medical supplies, which continue to significantly outpace inflation and reimbursement rates
- To navigate increased competition among area hospitals. New hospitals and increased competition for patients will likely make it more difficult to diversify payor mix, thereby limiting the ability to diversify funding sources for improving the financial health of SMMC. Increased competition for employees will add to the difficulties in attracting and retaining employees.
- To fund new technology and develop new lines of business within the challenging fiscal and competitive environment
- To respond to often unpredictable organizational challenges brought about by the economy and bioterrorism/disasters

Department Priorities

The San Mateo Medical Center will meet performance targets by doing the following:

Cultivate Growth and Development
- Implement operational plan for Burlingame Long Term Care
- Develop and implement formalized programs for seniors
- Develop operational plans for labor and delivery services
- Provide an expanded array of imaging services
- Further expand volume of patients served
- Improve customer service

Enhance Utilization of Human Resources
- Develop new recruitment strategies and approaches for hard-to-fill positions
- Continue management training program and communications initiatives

Assure Service Excellence
- Improve patient satisfaction levels
- Refine key clinical indicators

Improve Quality Assessment/Utilization Management
- Reduce administrative days
- Move to a state of ongoing regulatory readiness
- Monitor WELL program-specific utilization
- Conduct evaluations of high cost outsourced services for potential cost reduction and conversion to in-house programs

Ensure Financial Strength
- Achieve net income target
- Improve the revenue management cycle
- Reduce the Net County Cost of indigent care

Budget Reduction Summary

The following adjustments were made to meet balance the Medical Center budget:

- Revenue estimates for SB1255 and AB915 funding were removed until State negotiations are completed
- Overtime was reduced by $1,200,000 resulting in 9.2 less Full Time Equivalent positions
- Extra Help was reduced by $1,400,000 resulting in 22.4 less Full Time Equivalent positions
- Contract Services was reduced by $2,900,000; the majority of this expense is for contract physicians, which means that available physician hours will need to be reduced, resulting in less access to care

These reductions were made to balance the budget in view of the uncertainty of potential new SB1255 and AB915 funding, which has been deferred in this budget. An estimated $7 million in additional funding would be realized if the County terminated the SMMC's Medi-Cal contract with the Health Plan of San Mateo. Negotiations with the State are ongoing. Should the State increase funding to the Health Plan and ultimately to the Medical Center, these reductions could be restored.

San Mateo Medical Center (6600D)
ALL FUNDS

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	9	15,079		28,463	28,463	28,748
Use of Money and Property	4,972	17,837	1,900	1,368	(532)	1,382
Intergovernmental Revenues	24,984,267	28,993,752	26,778,059	34,763,494	7,985,435	36,665,820
Charges for Services	63,337,896	84,392,743	86,596,436	98,423,793	11,827,357	103,294,595
Interfund Revenue	4,414,559	2,333,214	7,341,332	3,083,220	(4,258,112)	3,153,444
Miscellaneous Revenue	11,423,347	2,731,774	3,585,773	2,626,693	(959,080)	3,539,868
Other Financing Sources	43,514,222	54,165,685	46,171,281	43,402,000	(2,769,281)	43,402,000
Total Revenue	147,679,272	172,650,085	170,474,781	182,329,031	11,854,250	190,085,857
Fund Balance	(3,307,280)	(2,813,509)	(2,813,509)		2,813,509	
TOTAL SOURCES	144,371,992	169,836,576	167,661,272	182,329,031	14,667,759	190,085,857
REQUIREMENTS						
Salaries and Benefits	71,068,928	91,788,490	93,521,719	103,227,058	9,705,339	108,195,642
Services and Supplies	45,362,516	49,212,887	41,164,692	48,273,297	7,108,605	50,176,442
Other Charges	18,231,558	18,719,105	18,723,333	20,898,002	2,174,669	21,767,893
Fixed Assets	300,000		4,388,429		(4,388,429)	15,206
Other Financing Uses	12,222,499	10,230,222	9,818,477	9,930,674	112,197	9,930,674
Gross Appropriations	147,185,501	169,950,704	167,616,650	182,329,031	14,712,381	190,085,857
Net Appropriations	147,185,501	169,950,704	167,616,650	182,329,031	14,712,381	190,085,857
Non-General Fund Reserves	(2,813,510)	(114,128)	44,622		(44,622)	
TOTAL REQUIREMENTS	144,371,991	169,836,576	167,661,272	182,329,031	14,667,759	190,085,857
NET COUNTY COST	0	0	0	0		0
AUTHORIZED POSITIONS						
Salary Resolution	885.0	1,232.0	1,206.0	1,216.0	10.0	1,216.0
Funded FTE	811.5	1,110.1	1,039.8	1,096.4	56.7	1,096.4

TOTAL SOURCES

Total Sources increased by $14,667,759 or 8.7% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Taxes
There is an increase of $28,463 in this funding source due to the transfer of cafeteria operations from Health Services to the Medical Center. This revenue source represents the sales tax on food/catering sales.

Intergovernmental Revenues
There is an increase of $7,985,435 in this funding source, primarily due to updated revenue projections to more conservatively estimate SB 855 (Disproportionate Share Hospital Payments) and SB 1732 (Construction Renovation Reimbursement Program) revenues; removal of State fee-for-service revenue; increased Long Term Care Supplemental funding resulting from the increased census at Burlingame Long Term Care; and increased funding from the Health Plan of San Mateo.

Charges for Services
There is an increase of $11,827,357 in this funding source, primarily due to reduction of bad debt and adjustments in Contractual Allowances revenue; increased patient volume, including higher census at Burlingame Long Term Care and visits at the Ron Robinson Senior Care Center; reductions in WELL program revenue pending identification of solutions to address reduced appropriations for the Medical Marijuana program; and increases in Med-Cal Inpatient Per Diems, Medi-Care Case Rates and co-pay revenue.

Interfund Revenue
There is a decrease of $4,258,112 in this funding source primarily due to updated revenue projections to more conservatively estimate SB 855 and SB 1732 revenues and the elimination of one-time funding for capital purchases. New capital purchases have been appropriated in a separate budget unit.

Miscellaneous Revenue
There is a decrease of $959,080 in this funding source, primarily due to reduced revenue from accounts sent to Revenue Services for collection.

Other Financing Sources
There is a decrease of $2,769,281 in this funding source, primarily due to the removal of one-time return of loan repayment to the General Fund as a result of prior year audit adjustments.

Fund Balance
There is an increase of $2,813,509 in this funding source. Negative Fund Balance has been eliminated.

TOTAL REQUIREMENTS

Total Requirements increased by $14,667,759 or 8.7% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits
There is a net increase of $9,705,339 in this expenditure category. The May Recommended Budget provided for a net increase of 27 positions to meet new State-mandated nursing staff ratios, add staffing related to increased census at Burlingame Long Term Care with full operation of that facility, convert four positions from Extra Help to permanent status, and delete vacant management positions to meet budget targets. June and September Revisions included a net reduction of 17 vacant positions for reconciliation to the Master Salary Ordinance, as well as adjustments to overtime, contracted personnel services, and Extra Help. In addition, significant increases are included for negotiated labor increases and retirement costs.

Services and Supplies
There is an increase of $7,108,605 in this expenditure category primarily due to expenses related to the increased census at Burlingame Long Term Care, adjustments in contractual services associated with revised revenue estimates for SB 855 and SB 1732 discussed above, medical and pharmaceuticals inflation, and annualized costs for the cafeteria.

Other Charges
There is an increase of $2,174,669 in this expenditure category due to increased facility improvement projects and lease payments, and increased depreciation reflecting additional capital purchases. Facilities Maintenance charges and Depreciation expense have been reduced in Ancillary Services. Revenue Collection charges are anticipated to increase as a result of additional accounts being referred to Employee and Public Services.

Fixed Assets
There is a decrease of $4,388,429 in this expenditure category due to the elimination of one-time funding for capital purchases. New capital purchases are now appropriated in a separate budget unit.

Other Financing Uses
There is an increase of $112,197 in this expenditure category, which reflects adjustments to debt service payments for the Medical Center, North County Clinic, and the Acute Psych Unit in accord with the current payment schedule.

Contingencies/Departmental Reserves
There is a decrease of $44,622 in this expenditure category. No operating reserves have been established in the budget.

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources increased by $7,756,826 or 4.3% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Intergovernmental Revenues
There is an increase of $1,902,326 in this funding source using a general inflation factor of 5%.

Charges for Services
There is an increase of $4,870,802 in net patient revenue using a general inflation factor of 5%.

Interfund Revenue
There is an increase of $70,224 in this funding source using a general inflation factor of 2%.

Miscellaneous Revenue
There is an increase of $913,175 in this funding source, reflecting an accounting adjustment as part of balancing the budget and also use of a general inflation factor of 2%.

TOTAL REQUIREMENTS

Total Requirements increased by $7,756,826 or 4.3% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits
There is an increase of $4,968,584 in this expenditure category due to negotiated labor increases and annualization of position changes from the prior year.

Services and Supplies
There is an increase of $1,903,145 in this expenditure category using a general inflation factor of 4%.

Other Charges
There is a increase of $869,891 in this expenditure category using a general inflation factor of 4%.

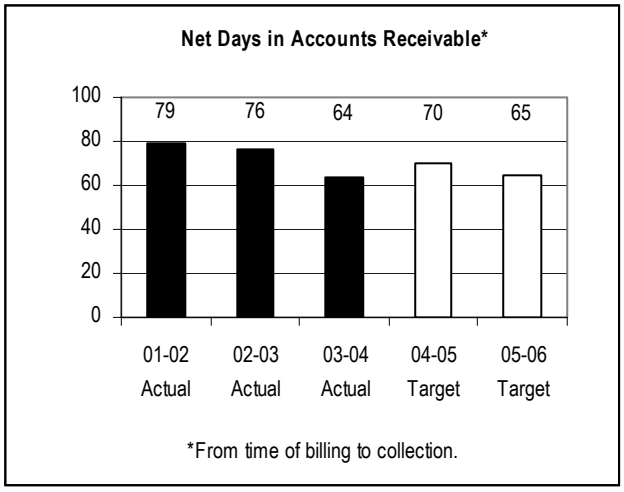
Fixed Assets
There is a increase of $15,206 in this expenditure category due to equipment purchases for Burlingame Long Term Care.

Administration and Financial Services (6601B)

Program Locator

County
Health
San Mateo Medical Center—Operating Budget
▷ **Administration and Financial Services**
Quality Management
Patient Care Services
Ancillary and Support Services
Long Term Care Services
Ambulatory and Medical Services

Headline Measures



Data Development Measures

Program staff are developing a second Headline Measure to track the net income target for SMMC. This measure will illustrate the Medical Center's ability to generate net income that can be used to invest in capital equipment.

Program Outcome Statement

The Administration and Financial Services Division of the San Mateo Medical Center (SMMC) provides internal staff support to a wide range of external and internal customers—including managers, employees, patients and physicians—by performing administrative and financial activities to assist SMMC management in controlling expenses and maximizing reimbursements, monitoring and controlling the cost of providing health care to indigents, implementing timely billing and collection processes, and helping ensure the future viability of the Medical Center by maintaining a positive net income stream.

Services and Accomplishments

The Administration and Financial Services Division provides services and products such as accounting, contracting, business planning, billing and collections, and budgeting. In addition, administrative activities include strategic planning and goal development.

The following are major accomplishments in the current year:

- Ended FY 2002-03 with a significant positive net income of $6.3 million, which reduced prior year negative Fund Balance
- Kept net Account Receivable Days at the budgeted level of 70 days
- Implemented an on-line financial reporting system
- Implemented a materials management system

Story Behind Baseline Performance

Net income for the Medical Center is dependent on its ability to secure favorable contracts with its payors, maximize State and Federal funding sources, and minimize its overall cost structure. SMMC's ability to contain and reduce Medi-Cal and indigent care reimbursement is based on its success in growing and providing services funded by other payor sources. Much of the fiscal infrastructure has been improved over the last few years in order to assist the Medical Center in negotiating better provider and payor contracts, providing more timely financial information to management and improving budgeting tools.

Approximately 57% of SMMC's revenue is derived from outside payors, 32% from the County, and 11% from other internal and external funding sources. Over the last year, the Division has been working to improve the billing and collection process in order to maximize reimbursement from outside payors and patients. This is being done through better utilization of the Patient Accounting System and improved management of Account Receivables (AR), as measured by the number of net AR days. As shown in Headline Measure 1, the FY 2003-04 estimate is 70 days, a reduction of four days or 5.4% from the previous year. The goal over the next two years is to further reduce this to 65 days.

Administration and Financial Services assists in controlling the County's cost for providing medical care to the indigent population of San Mateo County. SMMC is responsible for providing the entire continuum of medical services that a patient requires, whether the services are provided at the Medical Center or by other providers. Over the last year, the Division has been working to provide better information relative to the County's cost of providing indigent care, while assisting SMMC's Case Management Services in helping to better control both internal and external medical costs. A WELL (Wellness, Education, Linkage, Low Cost) Program oversight committee is reviewing eligibility criteria as well as the co-pay fee scale. A WELL Program cost center will be established to improve revenue and expenditure tracking.

Major challenges over the next two years will be:

- To reduce indigent health care costs in the face of State budget proposals to reduce Medi-Cal funding and SMMC's inability to receive SB 1255 supplemental funding due to its participation in a Medi-Cal managed care plan with the Health Plan of San Mateo
- To maintain no growth in General Fund Contributions for operations
- To fund new technology and facility projects without adequate cash reserves and net income
- To manage the amount of bad debt write-offs associated with patients who no longer have medical insurance due to unemployment
- To ensure adequate capital for strategic initiatives

Program Priorities

Administration and Financial Services will meet performance targets by doing the following:

Achieve Net Income Target of 0% (Break-Even)

- Implement improved reporting tools including productivity and decision support to stay within budget expense targets
- Improve the daily capture of departmental charges
- Negotiate new payor contracts
- Improve current reimbursement levels from State and Federal payors

Reduce Net Accounts Receivable Days to 70

- Utilize the Siemen's Patient Account System more effectively by implementing upgrades and financial control parameters
- Improve payment posting and cash collections
- Establish productivity targets and goals for Patient Financial Services

Maintain No Growth in General Fund Contributions for Operations

Document current indigent volume and costs, and set targets for future levels

- Develop an MOU with the County for payment of indigent care medical care
- Provide indigent medical care that is competitive with prevailing market rates
- Develop a WELL Program cost center

Ensure Adequate Capital for Strategic Initiatives

- Reduce cost to collect from a current rate of $.08 of every dollar collected to $.05
- Increase first-time clean processing of claims to 80%
- Collect 25% of co-pays at time of service
- Achieve a ratio of 96% cash collected versus total billed to patients
- Meet cash flow margin target of 9.2%

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of patients registered	264,073	270,535	281,346	289,787	298,480
How Well We Do It (Quality)					
Net Days in Accounts Receivable	79	74	64	65	65
Annual Net Income Target (data development)	---	---	---	---	---
Is Anyone Better Off? (Outcome)					
Overall score of Workforce Engage survey (highest rating is 4)	---	---	3.52	3.59	3.59
Patients converted from undetermined payor to an insurance category (data development)	---	---	---	---	---

Administration and Financial Services (6601B) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	604.0	130.0	128.0	126.0	(2.0)	126.0
Funded FTE	544.2	128.8	122.4	125.5	3.1	125.5
Total Requirements	34,901,976	46,765,120	49,869,279	51,014,866	1,145,587	52,800,875
Total Sources	68,274,493	(29,300,011)	(41,087,017)	(50,179,631)	(9,092,614)	(53,919,736)
Net County Cost	(33,372,518)	76,065,131	90,956,296	101,194,497	10,238,201	106,720,611

Program Net County Cost

Gross Patient Charges revenue (before contractual allowances and estimated writeoffs) is budgeted within individual program cost centers where services are rendered; contractual write-offs by payor category are centrally budgeted in this program. The County's General Fund contributions to the San Mateo Medical Center are also centrally budgeted as revenue sources in this budget. These contributions are appropriated in the separate General Fund budget unit 5850B—Contributions to Medical Center.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Updated Revenue Estimates - SB855 and SB1732**

Earlier funding estimates are revised to more conservatively estimate anticipated revenue from certain sources such as SB 855 (Disproportionate Share Hospital Payments) and SB 1732 (Construction Renovation Reimbursement Program), resulting in a total decrease of

approximately $2.7 million to SMMC overall. In order to balance the budget at zero Net County Cost, expenditure reductions are being made in each of the Divisions, including reductions in contracted services and delayed capital purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,730,138)	(1,771,386)	0	0	958,752	0

2. **Reduction in Medical Marijuana Funding**

The Medical Marijuana clinical study was initiated over five years ago and is near completion. The General Fund contribution for this project has been reduced from the current funding level of $428,000 to $250,000, which should sustain the project through January 2005. In this budget unit, an adjustment to WELL Program revenue has been made pending identification of solutions to address the reduced funding level for this project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
178,000	0	0	0	(178,000)	0

3. **Position Reconciliation to Master Salary Ordinance**

June Revisions included preliminary adjustments within Salaries and Benefits that are now being updated based on additional information. Staffing level adjustments and reconciliation of budgeted positions to the Master Salary Ordinance result in a total SMMC reduction of 17 vacant positions; the table below reflects only adjustments within this budget unit. Position reductions are being offset by increased appropriations for Overtime and Extra Help expenses, with no increase in Net County Cost. Revenue consists of reduced Contractual Allowances.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
30,852	1,412,098	0	0	1,381,246	(5)

4. **Removal of Fee-for Service Revenue from State**

The requested budget submitted by the Medical Center in April contained revenue assumptions predicated on the termination of the Health Plan of San Mateo (HPSM), which would result in the County's ability to enter into contracts directly with the State to access other federal supplemental programs (SB1255 and AB915) and receive higher fee-for-service daily (per diem) reimbursement rates. The assumptions related to supplemental federal program funding were removed, given advocacy efforts in progress at the time with the State to provide relief to counties with County Organized Health Systems (COHS) like HPSM. Revenue of approximately $1.6 million from higher fee-for-service rates was not removed because negotiations with the State were still pending, and it was thought that once rates were negotiated and an agreement received from the State, a higher rate could be obtained from HPSM if it continued to stay in operation. Since that time, the Governor included a 3% increase in Medi-Cal reimbursement rates for COHSs in his proposed May Revised budget. The County also agreed to extend HPSM termination until June 30, 2005 and the Health Plan Commission approved a $2 million allocation to the County from the 3% increase in Medi-Cal rates. Approximately $400,000 of the $2 million will be received in FY 2003-04. This revision removes the fee-for-service State revenue assumption, and the following revision adds the FY 2004-05 revenue from HPSM.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,600,000)	0	0	0	1,600,000	0

5. **Health Plan of San Mateo (HPSM) Revenue Adjustment**

The HPSM received an increase of 3% in Medi-Cal reimbursement rate as part of the Governor's May Revise budget. The Health Commission voted to allocate $2 million of this additional revenue to the Medical Center, of which $1.6 million will be added in FY 2004-05. The difference of $400,000 will be received in the current fiscal year and will be used to reduce amounts borrowed from the General Fund.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,600,000	0	0	0	(1,600,000)	0

6. **WELL Program (Wellness, Education, Linkage, Low Cost) Revenue Adjustment**

Additional revenue is projected from reimbursements that WELL Program indigent patients ultimately secure from insurance or other payor sources. Based on current year actuals, this is a conservative estimate of revenue expected from this previously unbudgeted source.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
178,000	0	0	0	(178,000)	0

7. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; appropriations adjustments based on the transfer of WELL Management to this program; and the elimination of one-time Fixed Assets. New capital purchases are now budgeted separately from operations in budget unit 6750B. In addition, as part of efforts to improve the information available for this department, the Medical Center budget is now presented by programmatic and support function—Administration and Finance, Quality Management, Patient Care, Ancillary and Support, Long Term Care, and Ambulatory/Outpatient Care. Initial accounting allocations include Gross Charge revenue being spread among the programs, while contractual writeoffs are consolidated in this program (total revenue for the Medical Center is balanced with expenditures). Positions have been reallocated among these six programs with no net overall fiscal impact.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(33,513,985)	4,240,893	0	(44,622)	37,710,256	1

8. **Adjustments to Fund Balance**

Negative Fund Balance has been eliminated. Actual Fund Balance will be included in September after year-end closing activities are completed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,503,766	0	0	0	(4,503,766)	0

9. **Additional Positions Related to Burlingame Long Term Care (BLTC)**

Two positions have been added to the Central Processing unit to meet increased billing workload related to full operation of BLTC. A new Medical Services Assistant II will assist with the volume increase at BLTC. An existing Medical Services Assistant II has been transferred from BLTC to provide better supervision and reporting.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	122,184	0	0	122,184	2

10. **Adjustments to Gross Patient Charges**

Gross Charges have been updated to include projected patient volume increases of 5% in clinic visits due to full operation of the Ron Robinson Senior Center, and a 33% volume increase for BLTC with an projected increase in annual Average Daily Census from 172 to 249.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
35,027,929	0	0	0	(35,027,929)	0

11. **Adjustments to Contractual Write-Offs**

Contract write-offs have been adjusted based on increases in Gross Charges, reduction of bad debt, and actual collection rates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(7,059,785)	0	0	0	7,059,785	0

12. **Other Staffing Adjustments**

A Patient Services Assistant II has been added to assist with utilization management. A vacant Clinical Services Manager has been deleted. In addition, appropriations have been set aside for requested position changes that will be reviewed as part of the June Revisions process.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(80,000)	362,368	0	0	442,368	0

13. **Adjustments to Balance Budget**

Continuation of the County's Medi-Cal contract with the Health Plan of San Mateo (HPSM) is an open policy issue that will be heavily influenced by upcoming budget actions at the State level. Requested increases of $7 million in supplemental State and Federal funding from SB 1255 and AB 915—which would be realized if the County terminates the contract—have been deferred pending a final decision. This is partially offset by an increase of $1.4 million in HPSM funding resulting from three actions recently taken by the Health Plan (reducing the Medicare deductible paid to contract hospitals by 50%, shifting 20% of inpatient days provided at Stanford to SMMC Primary Care providers, and increasing the acute per diem rates for inpatient days at SMMC). Other actions to achieve zero Net County Cost at the Department level include a reduction of $2.9 million in contractual services expenses; an increase in Debt Service of $184,014; and a net decrease of $459,962 in Salaries and Benefits costs including Extra Help, Overtime, and other salary adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(5,627,253)	(3,175,948)	0	0	2,451,305	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(9,092,614)	1,190,209	0	(44,622)	10,238,201	(2)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

14. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases. Revenue adjustments are based on projected patient volume growth, and estimated inflationary increases ranging from 1% to 2% in certain revenue categories. Appropriation adjustments include estimated inflation increases ranging from 1% to 4%.

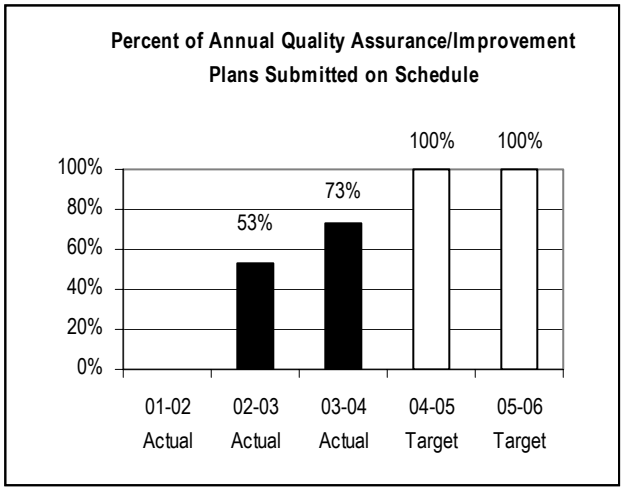
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,740,105)	1,786,009	0	0	5,526,114	0

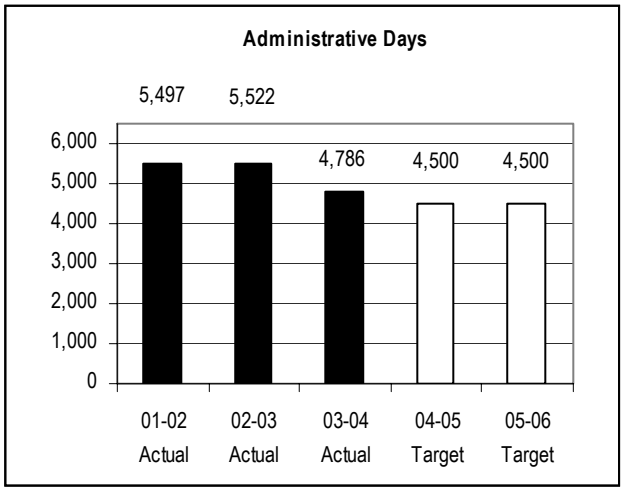
Quality Management (6605B)

Program Locator

County
Health
San Mateo Medical Center—Operating Budget
Administration and Financial Services
▷ **Quality Management**
Patient Care Services
Ancillary and Support Services
Long Term Care Services
Ambulatory and Medical Services

Headline Measures





Program Outcome Statement

The Quality Management (QM) Division supports all San Mateo Medical Center (SMMC) divisions in achieving their quality assurance and improvement goals by: developing and monitoring annual departmental Quality Assurance/Improvement Plans; encouraging cross-divisional performance improvement initiatives; coordinating the compliance with regulatory standards; organizing the reporting of quality indicators to national and local agencies; and providing case management, education, and information management support.

Services and Accomplishments

The Quality Management (QM) Division supports the SMMC in achieving its quality-related goals. The focus is on the Annual Quality Assurance/Improvement Plans of each individual SMMC division. These Quality Plans include monitoring, improvement, patient satisfaction, and peer monitoring activities. This support is provided through assistance with developing and implementing the Quality Plans; data collection, analysis, presentation, and interpretation; and guidance and leadership in incorporating regulatory standards. QM also manages reporting to outside agencies. In addition, at the hospital level, QM ensures that high quality root cause analyses, and failure modes and effects analyses, are performed according to regulation.

The following are major accomplishments in the current year:

- Developed 15 Annual Quality Assurance/Improvement Plans
- Implemented two Patient Evaluation of Performance in California (PEP-C) surveys
- Implemented and led a Constant Regulatory Readiness process in advance of unannounced hospital regulatory surveys to begin in 2006
- Participated in numerous local and national quality reporting initiatives including the National Quality Initiative, the Leapfrog Group, the California Intensive Care Outcomes Study (CALICO), and the University Healthcare Consortium Patient Safety Benchmarking Consortium
- Implemented a hospital-wide culture of patient safety survey
- Completed evaluations of two high cost outsourced contract services—MRI and cardiac—for cost effectiveness and potential conversion to in-house programs

Story Behind Baseline Performance

Goal 5 of the SMMC Strategic Plan is to measurably improve the quality of care delivered at the Medical Center. Working with the various divisions, QM has facilitated the development of 15 Quality Plans that are being monitored for achievement of performance goals. These Quality Plans are updated annually and submitted for performance monitoring each quarter. Two additional Quality Plans will be developed in FY 2004-05. The on-time submittal rate for Quality Plans has improved from 53% in FY 2002-03 to an estimated

80% for the current fiscal year. A future enhancement is to refine the Quality Plans to enable monitoring the percent of quality improvement goals being achieved. It is anticipated that this data will become a Headline Measure beginning in FY 2005-06.

A key quality improvement tool that was started in FY 2002-03 is surveys designed to assess patient satisfaction. The Patient Evaluation of Performance in California (PEP-C) survey, an assessment tool widely used throughout California hospitals, measures inpatient satisfaction in medical, surgical and obstetrics (to begin with the new OB service line in FY 2005-06). One of the primary goals is to improve hospital care by helping hospitals focus their quality improvement efforts. The survey includes a comprehensive set of questions about the patient's experience that focus on seven major categories or "domains." The overall rating in the first survey done in FY 2002-03 was 13 out of a possible total of 24; areas identified for improvement included patient education, involvement of family and friends, and pain management. Results have been shared with physicians and nurses, and interventions have been adopted such as a service excellence initiative, nurse manager rounding, and selection of PEP-C champions in the hospital units surveyed. The FY 2003-04 survey is ongoing. In addition to the annual surveys, QM has contracted for ongoing surveys to gauge the effectiveness of interventions in a timely manner.

Programs are underway to improve Utilization Management and ensure that SMMC resources are used efficiently and effectively in providing medical care, including reduction of Administrative Days and review of the highest cost outsourced services. Patients who no longer have medical necessity to be hospitalized, but do not have a supportive and/or safe environment to be released to, are placed on "Administrative Days" status. Working in conjunction with Patient Care Services, Case Management focuses on reducing Administrative Days in both the Acute Medical (2AB) and Psychiatric (3AB) units. There has been a 13% reduction over the past three years, and the goal is a further reduction of 10% by FY 2004-05. Outsourced service evaluations have been completed for cardiac services and MRI, the latter of which was converted to an on-site mobile facility contract operation.

Major challenges over the next two years will be:

- To obtain required data from a paper chart-based medical record system
- To accommodate the need to participate in a proliferation of local and national quality reporting initiatives

Program Priorities

Quality Management will meet performance targets by doing the following:

Ensure that 100% of Quality Plans are Submitted On Schedule

- Assign QM staff to work directly with appropriate Medical Center staff in the preparation of quarterly reports

Improve Overall PEP-C Inpatient Satisfaction Survey Rating to 18

- Provide results of patient satisfaction surveys to physicians, nursing staff, and managers along with strategies for improving the ratings
- Contract for more frequent patient satisfaction assessments to provide more timely feedback to staff

Reduce Administrative Days by 10%

- Institute regular hospital/LTC meetings with an emphasis on reducing Administrative Days
- Work closely with Mental Health Services in reducing administrative days in the 3AB Psychiatric Unit
- Expedite admission of pending Medi-Cal patients to Long Term Care

Ensure Constant Regulatory Readiness

- Continue with JCAHO preparation plans for Spring 2004 survey
- Move to an ongoing policy revision and monitoring function by Summer 2004

Conduct Evaluations of High Cost Outsourced Services for Potential Cost Reduction and Conversion to In-House Programs

- Complete review of radiation service in July 2004
- Complete review of retinal service in September 2004
- Complete review of lithotripsy service in November 2004

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of Quality Assessment/ Improvement Plans being monitored	5	5	15	15	17
Number of Root Cause Analyses conducted	4	3	6	8	10
How Well We Do It (Quality)					
Percent of departmental Quality Assessment/Improvement Plans submitted on schedule	---	53%	73%	100%	100%
Number of Administrative Days	5,497	5,522	7,786	4,500	4,500
Is Anyone Better Off? (Outcome)					
Overall rating in PEP-C inpatient satisfaction survey (rating scale 1 to 24, higher scores are better)	---	13	16	17	18

Quality Management (6605B) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	—	57.0	60.0	55.0	(5.0)	55.0
Funded FTE	—	56.8	58.6	55.1	(3.5)	55.1
Total Requirements	5,014,814	6,036,195	6,099,685	6,849,947	750,262	7,157,248
Total Sources	30,872	54,819	29,000	30,275	1,275	31,331
Net County Cost	4,983,942	5,981,376	6,070,685	6,819,672	748,987	7,125,917

Program Net County Cost

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administration and Finance budget. These contributions are appropriated in General Fund budget unit 5850B—Contributions to Medical Center. Quality Management is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at capitated rates that are below charges) are budgeted centrally in Administration and Financial Services.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Updated Revenue Estimates - SB855 and SB1732**

Earlier funding estimates are revised to more conservatively estimate anticipated revenue from certain sources such as SB 855 (Disproportionate Share Hospital Payments) and SB 1732 (Construction Renovation Reimbursement Program), resulting in a total decrease of

approximately $2.7 million to SMMC overall. In order to balance the budget at zero Net County Cost, expenditure reductions are being made in each of the Divisions, including reductions in contracted services and delayed capital purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	56,332	0	0	56,332	0

2. **Position Reconciliation to Master Salary Ordinance**

June Revisions included preliminary adjustments within Salaries and Benefits that are now being updated based on additional information. Staffing level adjustments and reconciliation of budgeted positions to the Master Salary Ordinance result in a total SMMC reduction of 17 vacant positions; the table below reflects only adjustments that are applicable to this budget unit. Position reductions are being offset by increased appropriations for Overtime and Extra Help expenses, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	39,372	0	0	39,372	(2)

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; and increased contract transcription services. In addition, as part of efforts to improve the information available for this department, the Medical Center budget is now presented by programmatic and support function: Administration and Finance, Quality Management, Patient Care, Ancillary and Support, Long Term Care, and Ambulatory/Outpatient Care. Positions have been reallocated among these six divisions with no net impact at the department level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,275	710,970	0	0	709,695	(3)

4. **Adjustments to Balance Budget**

Reductions have been made in Extra Help and Overtime appropriations across all programs to balance the Medical Center budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(56,412)	0	0	(56,412)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,275	750,262	0	0	748,987	(5)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

5. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases. Revenue adjustments are based on projected patient volume growth, and estimated inflationary increases ranging from 1% to 2% in certain revenue categories. Appropriation adjustments include estimated inflation increases ranging from 1% to 4%.

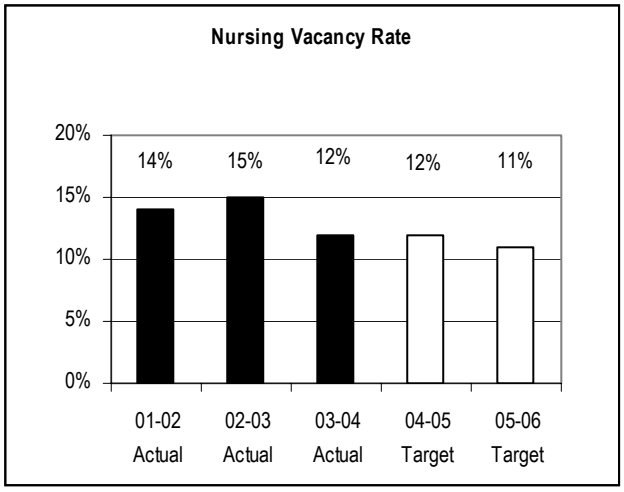
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,056	307,301	0	0	306,245	0

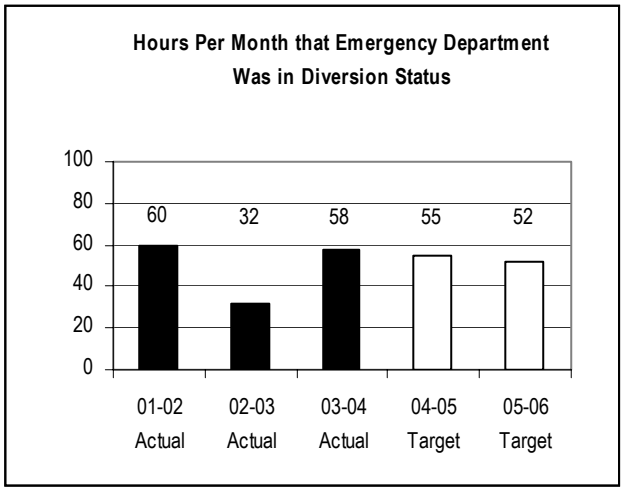
Patient Care Services (6610B)

Program Locator

County
Health
San Mateo Medical Center—Operating Budget
Administration and Financial Services
Quality Management
▷ **Patient Care Services**
Ancillary and Support Services
Long Term Care Services
Ambulatory and Medical Services

Headline Measures





Program Outcome Statement

Patient Care Services provides all inpatient services at San Mateo Medical Center (SMMC) to promote patient health and well-being, and return patients to their homes or another level of care when their functionality allows this transition.

Services and Accomplishments

Patient Care Services includes the Intensive Care Unit (ICU), Medical/Surgical, Psychiatric, and Medical and Psychiatric Emergency Rooms. SMMC has a total licensed occupancy of 164 beds for inpatient services—93 Medical/Surgical beds, 34 Psychiatric beds, 7 ICU beds, and 30 unspecified beds that have been earmarked for new obstetrics (OB) service, to be referred to as the Women's and Children's Services unit. Contract physicians provide services for the Emergency Department and surgical specialties.

The following are major accomplishments in the current year:

- Secured approval by the Hospital Board of the business plan to open a Women's and Children's Services unit in August 2005 and selected Packard Children's Hospital as a tertiary partner
- Developed a recruitment and retention plan focusing on hard-to-fill positions
- Included medical staff participation in SMMC goal setting and Strategic Plan development
- Filled key medical staff positions in psychiatry and surgical services
- Implemented new State Nursing Ratio requirements

Story Behind Baseline Performance

Continuous movement of patients in and out of the Emergency Department (ED) and inpatient units promotes efficient and cost effective inpatient services. Effort is being concentrated on increasing the number of patients served and decreasing the length of stay. Working as a multidisciplinary team, nursing, medical staff, discharge planning, and Ancillary and Support Services departments work together to admit and discharge patients in a timely and safe manner. The number of discharges is seen as a key indicator of success. Increased discharges indicates greater patient access, greater service efficiency in treating and releasing patients, and increased revenue potential. Discharges have increased 18% over the past three years, and the goal is an additional 9% increase by FY 2004-05.

Maintaining adequate nursing staff to meet patient care requirements is another key factor that helps maximize the flow of patients through the ED or clinics into the inpatient units and decreases the rates of ED diversion, surgery cancellation, patient transfer and quality of care issues. However, State mandated nurse to patient ratios were raised in January, 2004 to the following: for Critical Care and Postanesthesia, 1:2 or fewer patients; for the Emergency Department, 1:4 patients; and in the Medical/Surgical and Psychiatric units, the ratio is 1:6 patients. This regulation will make it very difficult to maintain the nursing vacancy rate goal of 12%, which is being tracked in Headline Measure 1.

Diversion Status, which is shown as Headline Measure 2, means the ED is effectively closed to new patients due to complete occupancy of monitored beds and no available ICU or medical surgical beds

because of high patient volume or insufficient staffing. ED Diversion can lead to a decreased census and/or unfavorable payor mix in the Medical Center and raise community issues relating to ambulance traffic patterns, particularly if other ER facilities are also on diversion.

In coordination with Quality Management Division, two patient outcome measures—percent of patients with pneumonia that have received a vaccination and percent of patients with congestive heart failure that are being treated with ACE inhibitor medication—have been developed and included in this program plan. Chosen from a suggested list of indicators from JCAHO, they are the most closely related to patient needs and most useful in improving patient care.

Major challenges over the next two years will be:

- To recruit and retain adequate nursing staff to comply with State nursing ratio requirements, in spite of the general nursing shortage and marketplace competition wherein private sector salary and benefit packages are commonly more attractive
- To recruit and retain qualified physicians
- To control outside labor and premium pay costs in nursing and other hard-to-fill positions
- To open the Women's and Children's Services on time, within Office of Statewide Health Planning (OSHPOD) constraints

Program Priorities

Patient Care Services will meet performance targets by doing the following:

Maintain a Monthly Nursing Vacancy Rate of No More Than 12%

- Conduct continuous recruitment, interviewing, hiring, and retention of nursing staff
- Continue targeted advertising and recruitment for hard-to-fill areas such as the ICU and Operating Room
- Explore foreign nurse recruitment through partnering with registries
- Continue to utilize permanent placement registry

Hold ED Diversion Status to No More Than 193 Hours Per Month

- Implement ED flow Quality Improvement Project

Open Women's and Children's Services Unit by August 2005

- Finalize work plan including architectural design and equipment list development
- Finalize operational plan for the new service line
- Continue fundraising efforts through the SMMC Foundation

Improve the Vaccination Rate for Patients with Pneumonia to 50%

- Implement quality enhancing tools such as clinical pathways

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of inpatient days	25,829	24,007	23,074	24,451	24,451
Average Daily Census (ADC)	71	66	63	67	72
Number of discharges	3,206	3,461	3,395	3,620	3,620
Number of surgeries	1,852	1,988	2,110	2,141	2,141
Number of births[1]	---	---	---	---	800
Number of Emergency Room visits	20,132	32,007	29,524	32,700	32,700
How Well We Do It (Quality)					
Nursing vacancy rate	14%	15%	12%	12%	11%
Number and percent of inpatient days by payor:					
- County - Medi-Cal/Medicaid - Other Payor Sources	4,260 / 16% 20,832 / 81% 737 / 3%	4,821 / 20% 18,372 / 77% 814 / 3%	4,083 / 18% 18,579 / 80% 607 / 2%	3,912 / 16% 19,980 / 82% 559 / 2%	3,423 / 14% 20,469 / 84% 559 / 2%
Is Anyone Better Off? (Outcome)					
Hours per month that Emergency Department was in Diversion Status	60	32	58	55	52
Percent of OB patients transferred for high risk care [1]	---	---	---	---	---
Percent of patients with pneumonia that have received a pneumococcal vaccination	---	29%	0%	50%	75%
Percent of patients with congestive heart failure that are being treated with ACE Inhibitor medication	---	100%	89%	100%	100%

[1]Women's and Children's Services to begin in August 2005.

Patient Care Services (6610B)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	—	254.0	242.0	250.0	8.0	250.0
Funded FTE	—	208.8	197.2	206.0	8.8	206.0
Total Requirements	28,990,415	30,733,635	24,989,976	33,093,088	8,103,112	34,339,328
Total Sources	1,156,860	59,300,095	64,002,591	69,706,282	5,703,691	73,177,973
Net County Cost	27,833,555	(28,566,460)	(39,012,615)	(36,613,194)	2,399,421	(38,838,645)

Program Net County Cost

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administration and Finance budget. These contributions are appropriated in General Fund budget unit 5850B—Contributions to Medical Center. Patient Care Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at capitated rates that are below charges) are budgeted centrally in Administration and Financial Services.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Updated Revenue Estimates - SB855 and SB1732**

Earlier funding estimates are revised to more conservatively estimate anticipated revenue from certain sources such as SB 855 (Disproportionate Share Hospital Payments) and SB 1732 (Construction Renovation Reimbursement Program), resulting in a total decrease of approximately $2.7 million to SMMC overall. In order to balance the budget at zero Net County Cost, expenditure reductions are being made in each of the Divisions, including reductions in contracted services and delayed capital purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(683,153)	0	0	(683,153)	0

2. **Position Reconciliation to Master Salary Ordinance**

June Revisions included preliminary adjustments within Salaries and Benefits that are now being updated based on additional information. Staffing level adjustments and reconciliation of budgeted positions to the Master Salary Ordinance result in a total SMMC reduction of 17 vacant positions; the table below reflects only adjustments that are applicable to this budget unit. Position reductions are being offset by increased appropriations for Overtime and Extra Help expenses, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	32,101	0	0	32,101	(7)

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases. In addition, as part of efforts to improve the information available for this department, the Medical Center budget is now presented by programmatic and support function: Administration and Finance, Quality Management, Patient Care, Ancillary and Support, Long Term Care, and Ambulatory/Outpatient Care. Positions have been reallocated among these six divisions with no net impact at the departmental level. Revenue adjustments include transfer

of ER Gross Charges to this budget. Registry expense is increased as a result of the new nursing ratio requirements. Gross Charges have been updated to include the 10% price increase as well as increased patient volume assumptions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,703,691	6,306,795	0	0	603,104	(2)

4. **Additional Positions to Meet New Nursing Ratio Requirements**

To meet the new State Nursing Ratio requirements, 18 positions have been added: two Staff Nurses and one Staff Physician for Psychiatric Emergency Services; three Staff Nurses for Inpatient Acute Psych; two Staff Nurses for the Intensive Care Unit; five Staff Nurses for the Emergency Room; and a net of five positions (eight Staff Nurses added and three vacant Medical Services Assistant IIs deleted) in the Medical Surgical unit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	2,132,928	0	0	2,132,928	18

5. **Other Staffing Adjustments**

At the Infusion Center, a Staff Nurse has been added and a Medical Services Assistant II deleted. A vacant Clinical Services Manager II-Nursing has been deleted in Nursing Administration/Recruitment. Two Respiratory Therapist IIs have been reclassified to level III. In addition, appropriations have been set aside for requested position changes that will be reviewed as part of the June Revisions process.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	42,688	0	0	42,688	(1)

6. **Increase in Emergency Room (ER) Physician Contract**

The contract for the ER physicians is being increased based on a continued growth in ER visits, which have increased approximately 50% over the past two years.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	479,476	0	0	479,476	0

7. **Startup Costs for New Women's and Children's Services OB Service Line**

Appropriations have been included in Salaries and Benefits and Services and Supplies for construction and startup costs for the new OB services line.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	800,000	0	0	800,000	0

8. **Adjustments to Balance Budget**

Reductions have been made in Extra Help and Overtime appropriations across all programs to balance the Medical Center budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(1,007,723)	0	0	(1,007,723)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,703,691	8,103,112	0	0	2,399,421	8

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

9. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases. Revenue adjustments are based on projected patient volume growth, and estimated inflationary increases ranging from 1% to 2% in certain revenue categories. Appropriation adjustments include estimated inflation increases ranging from 1% to 4%.

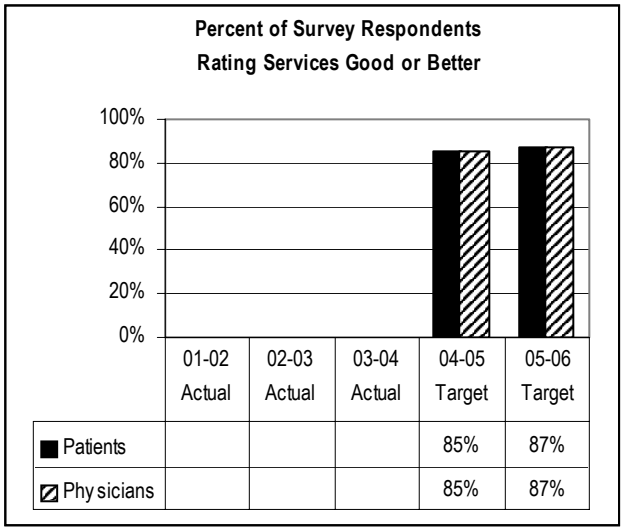
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,471,691	1,246,240	0	0	(2,225,451)	0

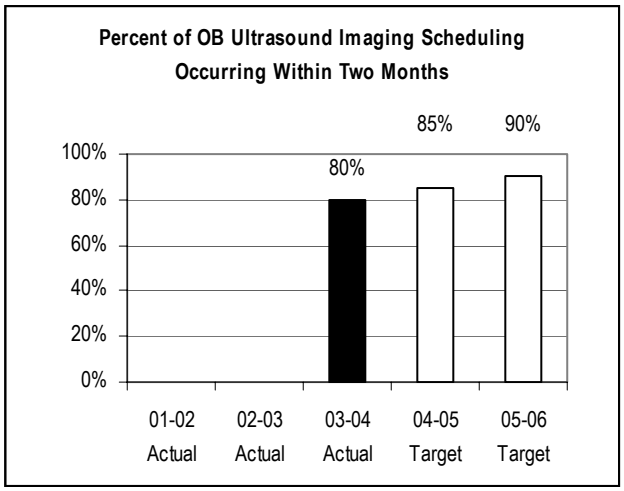
Ancillary and Support Services (6640B)

Program Locator

County
Health
San Mateo Medical Center—Operating Budget
Administration and Financial Services
Quality Management
Patient Care Services
▷ **Ancillary and Support Services**
Long Term Care Services
Ambulatory and Medical Services

Headline Measures





Program Outcome Statement

The Ancillary and Support Services Division supports all programs at SMMC by performing all non-surgical and non-nursing functions in order to facilitate the provision of quality health care for San Mateo County's residents.

Services and Accomplishments

The Ancillary and Support Services Division consists of five clinical patient treatment areas—Imaging, Laboratory, Pharmacy, Rehabilitation and Creative Arts Therapy, and Food and Nutritional Services—as well as five support areas including Clinical Trials and Research, Environmental Services, Facilities and Engineering, Security, and Biomedical Engineering.

Ancillary and Support Services support SMMC medical and nursing staff and provide pre- and post-diagnostic inpatient, outpatient and long term care services to residents of San Mateo County. In addition, the Division partners with other County programs in achieving mutual performance objectives.

The following are major accomplishments in the current year:

- Implemented a Pharmacy Management Program including outpatient formulary, 340B program of reduced pricing for indigent outpatients, automated medication system including robotic dispensing, and a pharmaceutical patient assistance program
- Implemented an on-site Mobile MRI program
- Added point-of-care lab services line for all clinics and phlebotomy lab services for North County and Fair Oaks clinics
- Implemented the transfer of Medical Center-related food and nutrition services from the Health Services Agency
- Expanded service lines to include patient load from the 281-bed Burlingame Long Term Care Center
- Implemented information technology upgrades and completely new state of the art systems, which created efficiencies in results reporting, turnaround time and accuracy of data

Story Behind Baseline Performance

Ancillary and Support Services has significantly improved upon its performance in the past year. New service lines have been implemented and existing lines expanded to meet patient health care needs. All service areas have managed an increase of 10 - 20% in outpatient services volume with the same or slightly more staff.

SMMC has embarked on an initiative to monitor quality performance and improvement. As a part of the annual Quality Improvement Plan, Ancillary Services measures the satisfaction of its clients, both patients and physicians. The baseline metric is to be established in FY 2003-04 and monitored on a monthly basis. Results are reported to various medical and staff committees and via newsletters. Lab and Imaging will be the focus of Headline Measure 1, with the

expectation that scores will meet or exceed 85% satisfaction. Verbal and oral survey results will be collected and analyzed, with an attempt to address the diverse language needs of the patient population. Ultimately, the goal is to assess perception of services provided.

Timely patient care is an essential component of providing appropriate medical treatment. Non-invasive medical information can prevent the need for more invasive and costly surgical treatment. In an effort to assure timely turnaround time, the Imaging Department will review availability of scheduling for Ultrasound Imaging, with the expectation that it will occur within two months after the appointment is ordered. Equipment, volume and staffing are the variables, which can determine scheduling and patient flow, all of which will be considered in management and improvement of the process. As demand for imaging services increases, Headline Measure 2 will assist SMMC in assessing the provision of timely quality care.

Major challenges over the next two years will be:

- To recruit and retain critical, hard-to-fill positions within limited resources and in competition with often more attractive compensation packages at non-public hospitals in SMMC's marketplace
- To respond to increasingly frequent and more stringent surveys by JCAHO, Centers for Medicare and Medicaid Services (CMS) and other regulatory bodies within existing level of staff resources
- To keep pace with costly and rapid changes in medical technology through selective capital investment of limited funds

Program Priorities

Ancillary and Support Services will meet performance targets by doing the following:

Complete 85% of Emergency Department Lab Tests Within One Hour

- Monitor turnaround times to establish baseline standard
- Report results to Quality Improvement Committee, physicians and staff

Perform 85% of OB Ultrasound Imaging Scheduling Within Two Months

- Monitor time from ordering of exam to appointment scheduled
- Review staffing and recruitment to match increase in volume

Improve Turnaround Time on Outpatient Prescriptions to Less Than 72 Hours

- Monitor time required to fill prescriptions
- Review industry benchmarks and productivity standards

Achieve Patient Satisfaction Levels of 85% for Patients and Physicians

- Provide results of patient satisfaction surveys to physicians, nursing staff and departmental managers
- Develop recommendations for improving the ratings

Implement Initial Stages of Picture Archiving and Communications Systems (PACS) in the Radiology Department

- Conduct phased implementation of digital imaging project for transmission of large image files from point to point on a Local or Wide Area Network, enabling digital viewing and storage of radiology images
- Purchase technology for the initial roll out PACS in MRI, CT and Mammography

Expand Laboratory Services to Include Burlingame Long Term Care Campus

- Convert lab services from outsourced contracts to in-house operation to achieve economies of scale and improve efficiency and quality
- Evaluate additional outreach opportunities

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of lab tests	213,345	266,568	304,245	343,797	378,177
Number of imaging procedures	31,989	35,696	41,421	44,210	49,515
How Well We Do It (Quality)					
Percent of Emergency Department lab tests completed within one hour	---	---	80%	85%	90%
Percent of OB Ultrasound imaging scheduling occurring within two months	---	---	80%	85%	90%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better					
- Patients	---	---	---	85%	87%
- Physicians	---	---	---	85%	87%

Ancillary and Support Services (6640B) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	—	236.0	228.0	232.0	4.0	232.0
Funded FTE	—	232.1	210.5	228.2	17.6	228.2
Total Requirements	29,654,519	37,433,109	36,304,038	39,218,495	2,914,457	40,991,766
Total Sources	4,546,416	55,261,535	54,980,608	60,130,233	5,149,625	63,074,926
Net County Cost	25,108,103	(17,828,426)	(18,676,570)	(20,911,738)	(2,235,168)	(22,083,160)

Program Net County Cost

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administration and Finance budget. These contributions are appropriated in General Fund budget unit 5850B—Contributions to Medical Center. Ancillary and Support Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at capitated rates that are below charges) are budgeted centrally in Administration and Financial Services.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Updated Revenue Estimates - SB855 and SB1732**

Earlier funding estimates are revised to more conservatively estimate anticipated revenue from certain sources such as SB 855 (Disproportionate Share Hospital Payments) and SB 1732 (Construction Renovation Reimbursement Program), resulting in a total decrease of approximately $2.7 million to SMMC overall. In order to balance the budget at zero Net County Cost, expenditure reductions are being made in each of the Divisions, including reductions in contracted services and delayed capital purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(200,000)	0	0	(200,000)	0

2. **Position Reconciliation to Master Salary Ordinance**

June Revisions included preliminary adjustments within Salaries and Benefits that are now being updated based on additional information. Staffing level adjustments and reconciliation of budgeted positions to the Master Salary Ordinance result in a total SMMC reduction of 17 vacant positions; the table below reflects only adjustments that are applicable to this budget unit. Position reductions are being offset by increased appropriations for Overtime and Extra Help expenses, with no increase in Net County Cost. Revenue consists of increased fees for drug and pharmaceutical sales.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
168,016	(349,647)	0	0	(517,663)	(3)

3. **Reduction in Medical Marijuana Funding**

The Medical Marijuana clinical study was initiated over five years ago and is near completion. The General Fund contribution for this project has been reduced from the current funding level of $428,000 to $250,000, which should sustain the project through January 2005. An adjustment to WELL Program revenue has been made pending identification of solutions to address the reduced funding level for this project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(178,000)	0	0	0	178,000	0

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases. In addition, as part of efforts to improve the information available for this department, the Medical Center budget is now presented by programmatic and support function: Administration and Finance, Quality Management, Patient Care, Ancillary and Support, Long Term Care, and Ambulatory/Outpatient Care. Positions have been reallocated among these six programs with no net overall fiscal impact. Gross Patient Charges have been updated to include a 10% rate increase, plus a projected 5% increase in clinic visits at the Ron Robinson Senior Center and a 33% increase in patient days, primarily due to increased patient census at Burlingame Long Term Care.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,159,609	3,154,580	0	0	(2,005,029)	(2)

5. **Additional Positions Related to Burlingame Long Term Care (BLTC)**

Six new positions have been added to meet increased service demands related to the full operation and increased census at BLTC. In the Laboratory, two Medical Technologist IIs and two Laboratorv Assistant IIs have been added. A Therapy Aide in Special Services and a Supervising Therapist In Speech therapy have also been added.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	526,452	0	0	526,452	6

6. **Extra Help Conversions in Radiology and MRI**

Four Extra Help positions have been converted to permanent status—an Imaging Specialist and two Patient Services Assistant IIs in Radiology, and a Patient Services Assistant II in the MRI unit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	329,840	0	0	329,840	4

7. **Other Staffing Adjustments**

A Management Analyst III that was deleted from the Safety unit at mid-year is eliminated. In addition, appropriations have been set aside for requested position changes that will be reviewed as part of the June Revisions process.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(35,008)	0	0	(35,008)	(1)

8. **Adjustments to Balance Budget**

Reductions have been made in Extra Help and Overtime appropriations across all programs to balance the Medical Center budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(511,760)	0	0	(511,760)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,149,625	2,914,457	0	0	(2,235,168)	4

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

9. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases. Revenue adjustments are based on projected patient volume growth, and estimated inflationary increases ranging from 1% to 2% in certain revenue categories. Appropriation adjustments include estimated inflation increases ranging from 1% to 4%.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,944,693	1,773,271	0	0	(1,171,422)	0

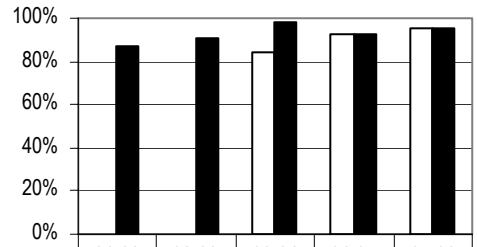
Long Term Care Services (6680B)

Program Locator

County
Health
San Mateo Medical Center—Operating Budget
Administration and Financial Services
Quality Management
Patient Care Services
Ancillary and Support Services
▷ **Long Term Care Services**
Ambulatory and Medical Services

Headline Measures

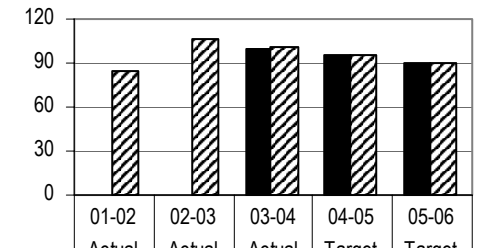
Percent of Customer Survey Respondents Rating Services Good or Better



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
☐ Burlingame Long Term Care*			84%	93%	95%
■ SMMC Long Term Care	87%	91%	98%	93%	95%

*County assumed operation on October 15, 2003.

Number of Patient Falls



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
■ Burlingame Long Term Care*			100	95	90
▨ SMMC Long Term Care	85	107	101	96	90

*County assumed operation on October 15, 2003.

Program Outcome Statement

Long Term Care (LTC) Services provides licensed nursing care and rehabilitation services on a 24-hour basis to seniors so that their long term health care needs are met with dignity and privacy in a safe, comfortable, and compassionate environment.

Services and Accomplishments

Long Term Care Services at San Mateo Medical Center (SMMC) consist of two facilities with a licensed occupancy total of 345 beds—Medical Center Long Term Care 1AB with 64 beds and Burlingame Long Term Care (BLTC) with 281 beds. Both campuses are Distinct Part Skilled Nursing facilities providing long term nursing care and rehabilitation on a 24-hour per day/seven day per week basis. Services provided at both facilities include skilled rehabilitation, skilled nursing, end-of life care, hospice care, maintenance and restorative nursing, wound care and intravenous therapy. The population consists of approximately 80% long-term care and 20% rehabilitation patients.

The following are major accomplishments in the current year:

- Achieved compliance with all State regulations governing Long Term Care facilities in annual State Department of Health Services annual surveys, with no substandard care identified
- Assumed operation of BLTC campus on October 15, 2003
- Maintained a physical restraint-free environment at both facilities
- Maintained an infection attack rate of less than 5% through infection control surveillance

Story Behind Baseline Performance

During an eight-month due diligence process, the County evaluated the opportunity of assuming the license of the Burlingame Health Care campus, so that long term care services to senior residents would continue to be provided and to prevent that facility from closing due to bankruptcy. On August 1, 2003 the County assumed the license and subsequently took over full operation on October 15, 2003. This allowed SMMC to expand its long-term care nursing and rehabilitation services and continue the mission, vision and values of the Medical Center. The Average Daily Census (ADC) has increased from 140 to an estimated 249 for next year.

The delivery of care is continually monitored through the quality improvement process by the nursing staff, together with all other members of the interdisciplinary team. Customer satisfaction surveys are given annually. The satisfaction rating at the SMMC campus has risen from 87% to an estimated 92% for FY 2003-04 as shown in Headline Measure 1. At BLTC, the first survey was given in April, 2004; results are not yet tallied, but a satisfaction rating of 90% is estimated. The long-range goal is to achieve a resident satisfaction rating of 95% over the next two years at both campuses.

An important goal of Long Term Care Services is to minimize patient falls through preventive measures such as physical therapy

evaluation, restorative nursing, observation, safety devices including bed alarms, inspection of wheelchairs and walkers, physician evaluation of medications being taken that might lead to instability, and general safety education for both staff and residents. As indicated in Headline Measure 2, falls at SMMC LTC are estimated to decrease by approximately 6% in the current fiscal year. The target is a 5% annual reduction in falls at both campuses.

Major challenges over the next two years will be:

- To build and maintain patient census volume at BLTC necessary to meet projections and budgetary requirements
- To hire and retain qualified staff at all levels
- To complete construction and campus improvements at BLTC while still admitting patients
- To meet the Life Safety Standards: 2000 regulations for both campuses through development of protocols, policies, and structural improvements
- To complete required infrastructure upgrades at BLTC necessary to support daily operations
- To develop programs to meet the specific needs of a diverse resident population

Program Priorities

Long Term Care Services will meet performance targets by doing the following:

Achieve a Customer Satisfaction Rating of At Least 90% at Both Campuses

- Review prior survey results and develop/monitor corrective plans
- Ensure that all systems and programs are in place to meet patient safety and regulatory requirements
- Develop a dementia program at BLTC and upgrade the acute rehabilitation program at SMMC LTC to meet the needs of the County's senior population

Reduce Patient Falls by 5% at Both LTC Campuses

- Develop Falling Star program to identify residents who are at greater risk of falls
- Inspect equipment such as wheelchairs and walkers for proper operation
- Ensure installation of safety devices such as bed alarms
- Evaluate physical therapy sessions and revise systems and processes accordingly to increase positive outcomes

Achieve Full Occupancy of 281 at BLTC by FY 2005-06

- Implement the operational plan for campus management
- Develop community contacts for promotion of available services

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Average Daily Census (ADC):					
- Burlingame Long Term Care (1)	---	---	175	249	281
- SMMC Long Term Care	57	59	59	60	60
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better:					
- Burlingame Long Term Care (1)	---	---	84%	93%	95%
- SMMC Long Term Care	87%	91%	98%	93%	95%
Is Anyone Better Off? (Outcome)					
Number of patient falls:					
- Burlingame Long Term Care (1)	---	---	100	95	90
- SMMC Long Term Care	85	107	101	96	90

(1) County assumed full operation of Burlingame Long Term Care on October 15, 2003.

Long Term Care Services (6680B) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	—	261.0	257.0	259.0	2.0	259.0
Funded FTE	—	208.2	183.2	206.2	23.0	206.2
Total Requirements	5,858,513	17,560,274	18,235,699	20,718,616	2,482,917	21,880,514
Total Sources	18,246,199	44,637,790	45,835,753	61,889,543	16,053,790	64,984,020
Net County Cost	(12,387,686)	(27,077,515)	(27,600,054)	(41,170,927)	(13,570,873)	(43,103,506)

Program Net County Cost

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administration and Finance budget. These contributions are appropriated in General Fund budget unit 5850B—Contributions to Medical Center. Long Term Care Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at capitated rates that are below charges) are budgeted centrally in Administration and Financial Services.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Updated Revenue Estimates - SB855 and SB1732**

Earlier funding estimates are revised to more conservatively estimate anticipated revenue from certain sources such as SB 855 (Disproportionate Share Hospital Payments) and SB 1732 (Construction Renovation Reimbursement Program), resulting in a total decrease of approximately $2.7 million to SMMC overall. In order to balance the budget at zero Net County Cost, expenditure reductions are being made in each of the Divisions, including reductions in contracted services and delayed capital purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	466,989	0	0	466,989	0

2. **Position Reconciliation to Master Salary Ordinance**

June Revisions included preliminary adjustments within Salaries and Benefits that are now being updated based on additional information. Staffing level adjustments and reconciliation of budgeted positions to the Master Salary Ordinance result in a total SMMC reduction of 17 vacant positions; the table below reflects only adjustments that are applicable to this budget unit. Position reductions are being offset by increased appropriations for Overtime and Extra Help expenses, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	9,602	0	0	9,602	(2)

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; and increases in various Services and Supplies appropriations related to the increased census. In addition, as part of efforts to improve the information available for this department, the Medical Center budget is now presented by programmatic and support function: Administration and Finance, Quality Management, Patient Care, Ancillary and Support, Long Term Care, and Ambulatory/Outpatient Care. Positions have been reallocated among these six programs with no net overall fiscal impact.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	3,161,398	0	0	3,161,398	4

4. **Adjustments to Gross Charges**

Gross Charges revenue has been increased to reflect census growth, which is anticipated to increase to an annual Average Daily Census of 249 by year-end, and a 10% price increase that will take effect during FY 2004-05.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
16,053,790	0	0	0	(16,053,790)	0

5. **Other Staffing Adjustments**

A Medical Services Assistant II has been transferred to the Central Processing unit in Administration and Finance. One Staff Physician has been added to meet the increased service demands of full operation and projected census growth.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(509,540)	0	0	(509,540)	0

6. **Adjustments to Balance Budget**

Reductions have been made in Extra Help and Overtime appropriations across all programs to balance the Medical Center budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(645,532)	0	0	(645,532)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
16,053,790	2,482,917	0	0	(13,570,873)	2

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

7. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases. Revenue adjustments are based on projected patient volume growth, and estimated inflationary increases ranging from 1% to 2% in certain revenue categories. Appropriation adjustments include estimated inflation increases ranging from 1% to 4%.

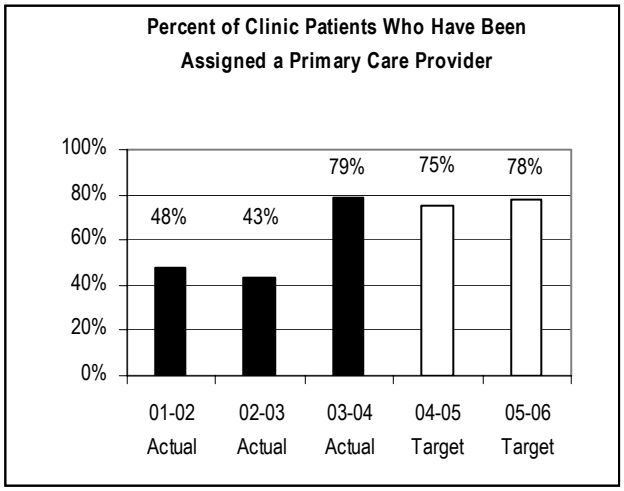
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,094,477	1,161,898	0	0	(1,932,579)	0

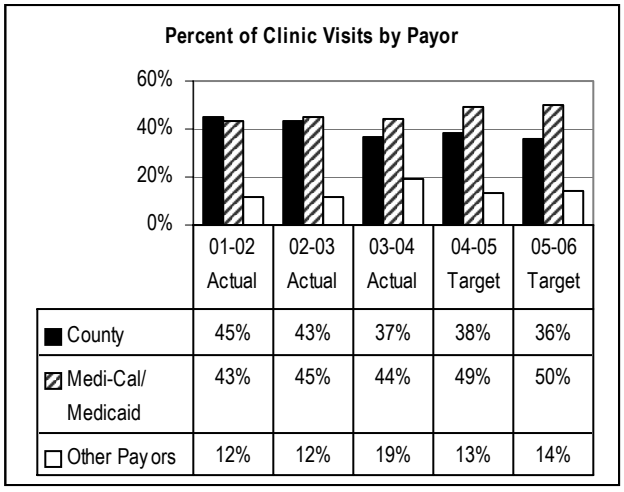
Ambulatory and Medical Services (6850B)

Program Locator

County
- San Mateo Medical Center—Operating Budget
  - Administration and Financial Services
  - Quality Management
  - Patient Care Services
  - Ancillary and Support Services
  - Long Term Care Services
  - ▷ **Ambulatory and Medical Services**

Headline Measures





	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
County	45%	43%	37%	38%	36%
Medi-Cal/ Medicaid	43%	45%	44%	49%	50%
Other Payors	12%	12%	19%	13%	14%

Program Outcome Statement

The Ambulatory and Medical Services Division of the San Mateo Medical Center (SMMC) provides high quality, patient-focused outpatient health care services through a system of accessible community-based clinics throughout the County. The Division provides primary care for adults, women and children, as well as a full spectrum of medical and surgical specialty care based at the state-of-the art SMMC. The overriding goal is to open doors to excellence in health care, including those to whom doors have traditionally been closed, resulting in improved health and well-being throughout the County.

Services and Accomplishments

The Ambulatory and Medical Services Division consists of 11 clinics located throughout San Mateo County. Geographically, this includes three North County Clinics (Daly City, South San Francisco, and Daly City Youth Clinic); three Mid County clinics (39th Avenue Main Campus, Ron Robinson Senior Care Center, and Coastside; and five South County clinics (Willow, Belle Haven, Fair Oaks, Fair Oaks Children's Clinic, and Sequoia Teen Wellness Center). The clinics provide primary health care, preventive services, and limited public health services. At the 39th Avenue Main Campus Clinics of SMMC, a full range of specialty services are provided including Ob-Gyn, family planning, HIV, dental optometry, cardiology, oncology, otolaryngology, ophthalmology, urology, orthopedics, dermatology, podiatry, pulmonology, gastroenterology, rheumatology, neurosurgery, and neurology. Ambulatory and Medical Services also includes the Methadone Treatment Program located in Menlo Park, which serves approximately 300 clients daily.

The following are major accomplishments in the current year:

- Expanded outreach and children's services to meet community needs and leverage new local and State funding programs such as Healthy Kids and Healthy Families
- Participated in innovative joint research projects with Stanford and the National Institutes of Health to improve the delivery of care for diabetes and heart disease
- Worked with Statewide collaborative projects to improve the care of pediatric asthma, including the innovative use of computerized registries
- Expanded outreach services to the at-risk teen population of the County, including creation of a Teen Wellness Center with the Sequoia High School District to intervene and reduce the dangers of teen pregnancy, mental illness, and substance abuse
- Received a major grant from the Federal Bureau of Primary Health to expand services to the homeless population that will focus on same-day visit capacity to improve the accessibility to health care in the South County clinics
- Partnered with the Public Health Division of the Health Services Agency in providing screening and treatment of TB, HIV, sexually transmitted disease, and family planning

- Improved efficiency through a reorganization including standardized hours of operation and consolidated children's clinical programs into a single full service facility at Fair Oaks
- Opened the Ron Robinson Senior Care Center in March 2004

Story Behind Baseline Performance

Ambulatory and Medical Services provides high quality care to 40,000 individuals each year in approximately 200,000 visits, and this figure is rising by 5% - 10% annually. This program is essentially the sole provider of outpatient medical care to indigent persons residing in the County, serving as the safety net provider for a medically underserved, uninsured and underinsured, diverse population consisting largely of the working poor and their families who are often mono-lingual, non-English speaking persons. Ambulatory and Medical Services continues to see a nearly endless influx of persons meeting the eligibility criteria for services. In the absence of national or State-level solutions to the problem of the uninsured, these rising needs are being addressed by Ambulatory and Medical Services through a combination of cost reduction, productivity improvement, aggressive linking of patients to available payor sources, and seeking of external grant funding to be able to continue meeting the needs of the community in a high quality manner. Services are provided by a culturally diverse and multilingual staff of physicians, nursing, and clerical support that mirror its customer demographics. More than 90% of patients rate overall service quality as "good" or "better."

Headline Measure 1, assignment of a Primary Care Provider to clinic patients, is an important indicator of quality and coordination of care and leads to reduced health care costs. An aggressive program has been implemented to monitor and increase the percent of patients assigned to a Primary Care Provider. To avoid errors and confusion that can result from automatic computerized assignment, these assignments are based on actual doctor-patient relationships, so that when doctors get test results or inquiries about a patient, they have prior knowledge of the patient and can follow-up more appropriately and efficiently. The success of this effort is reflected in a dramatic increase in assignment percentage for this headline measure in recent years, from 48% to an estimated 69% for FY 2003-04. The target for next year is 75%.

Identifying external payor sources outside the County's WELL (Wellness, Education, Linkage, Low Cost) indigent program is a critical to the financial health of the Medical Center and the County. Through the expanded use of Community Health Advocates and joint pilot projects with the Health Services Agency, more patients are being linked to State and Federal funding sources for which they may be eligible, to reduce the reliance on the County's General Fund. Data indicated in Headline Measure 2 indicate that non-County payors have increased from 55% in FY 2001-02 to an estimated 60% for the current fiscal year, with a target of 62% in each of the following two years.

Major challenges over the next two years will be:

- To meet the growing demand for low cost medical care while maintaining high levels of quality
- To control/reduce the cost of indigent health care by increasing non-County payor sources and improving operational efficiency

Program Priorities

Ambulatory and Medical Services will meet performance targets by doing the following:

Assign 75% of Patients to Primary Care Providers

- Monitor and report the percentage of patients being assigned a primary care provider
- Implement procedures to ensure that all appropriate patients are assigned a primary provider

Increase Non-County Payor Sources to 60%

- Educate staff at all levels on the eligibility and requirements of all available payor programs
- Implement "One-E-App," a web-based application that facilitates simultaneous application to a large spectrum of State and local payor programs
- Monitor the accuracy of payor plan assignment through quality control of patient registrations

Achieve a Customer Satisfaction Rating of 93%

- Decrease clinic wait times through focused and continuous review of patient flow from check-in to check-out
- Standardize and optimize telephone systems to allow improved customer communications
- Continue customer service training for all staff, specifically in the areas of service recovery and complaint resolution
- Continue to monitor and improve clinic and provider productivity to meet national benchmarks
- Identify opportunities to expand pediatric services through capacity expansion and outreach to underserved children
- Plan for the expansion of prenatal care in the North County as part of SMMC's OB Delivery Center development
- Implement the expansion grant for Health Care for the Homeless (HCH) in the South County

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of clinic outpatient visits	185,259	194,019	204,264	202,922	202,922
Number of Senior Center visits (1)	---	---	988	13,631	13,631
How Well We Do It (Quality)					
Number and percent of clinic visits by payor:					
- County	83,477 / 45%	83,428 / 43%	82,461 / 37%	82,290 / 38%	77,959 / 36%
- Medi-Cal/Medicaid	79,767 / 43%	87,309 / 45%	96,891 / 44%	106,111 / 49%	108,277 / 50%
- Other Payor Sources	22,261 / 12%	23,282 / 12%	26,800 / 19%	28,152 / 13%	30,317 / 14%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services as good or better	94%	87%	92%	93%	94%
Percent of clinic patients who have been assigned a Primary Care Provider (PCP)	48%	43%	79%	75%	78%

(1) Ron Robinson Senior Center opened in March 2004.

Ambulatory and Medical Services (6850B) Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	281.0	294.0	291.0	294.0	3.0	294.0
Funded FTE	267.4	275.4	267.9	275.4	7.6	275.4
Total Requirements	39,951,755	31,308,243	32,162,595	31,434,019	(728,576)	32,916,126
Total Sources	52,117,151	39,882,349	43,900,337	40,752,329	(3,148,008)	42,737,343
Net County Cost	(12,165,397)	(8,574,107)	(11,737,742)	(9,318,310)	2,419,432	(9,821,217)

Program Net County Cost

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administration and Finance budget. These contributions are appropriated in General Fund budget unit 5850B—Contributions to Medical Center. Ambulatory and Medical Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at capitated rates that are below charges) are budgeted centrally in Administration and Financial Services.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Updated Revenue Estimates - SB855 and SB1732**

Earlier funding estimates are revised to more conservatively estimate anticipated revenue from certain sources such as SB 855 (Disproportionate Share Hospital Payments) and SB 1732 (Construction Renovation Reimbursement Program), resulting in a total decrease of approximately $2.7 million to SMMC overall. In order to balance the budget at zero Net County Cost, expenditure reductions are being made in each of the Divisions, including reductions in contracted services and delayed capital purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
20,000	(578,920)	0	0	(598,920)	0

2. **Position Reconciliation to Master Salary Ordinance**

June Revisions included preliminary adjustments within Salaries and Benefits that are now being updated based on additional information. Staffing level adjustments and reconciliation of budgeted positions to the Master Salary Ordinance result in a total SMMC reduction of 17 vacant positions; the table below reflects only adjustments that are applicable to this budget unit. Position reductions are being offset by increased appropriations for Overtime and Extra Help expenses, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(796,242)	0	0	(796,242)	1

3. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; and increased appropriations for over-the-counter drugs. In addition, as part of efforts to improve the information available for this department, the Medical Center budget is now presented by programmatic and support function: Administration and Finance, Quality Management, Patient Care, Ancillary and Support, Long Term Care, and Ambulatory/Outpatient Care. Positions have been reallocated among these six divisions with no net overall fiscal impact at the department level. Negative fund balance has been eliminated. Actual Fund Balance will be included in September after year-end closing activities are completed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,168,008)	774,883	0	0	3,942,891	2

4. **Other Staffing Adjustments**

In addition, appropriations have been set aside for requested position changes that will be reviewed as part of the June Revisions process.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	104,851	0	0	104,851	0

5. **Adjustments to Balance Budget**

Reductions have been made in Extra Help and Overtime appropriations across all programs to balance the Medical Center budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(233,148)	0	0	(233,148)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,148,008)	(728,576)	0	0	2,419,432	3

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

6. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases. Revenue adjustments are based on projected patient volume growth, and estimated inflationary increases ranging from 1% to 2% in certain revenue categories. Appropriation adjustments include estimated inflation increases ranging from 1% to 4%.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,985,014	1,482,107	0	0	(502,907)	0

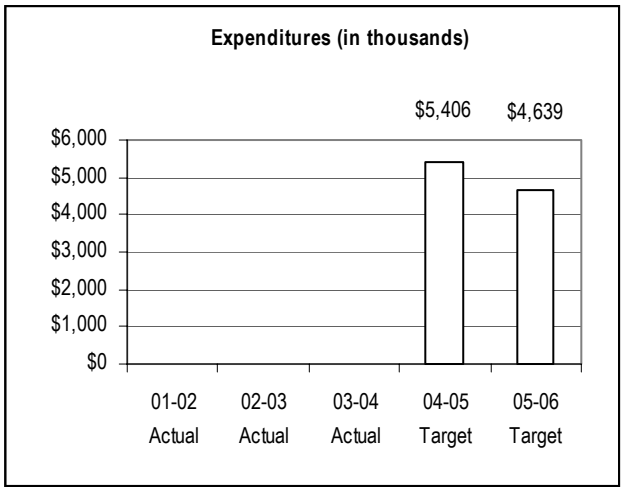
Medical Center Capital Purchases (6750D)

Budget Unit Locator

County
Health
San Mateo Medical Center
▷ **Medical Center Capital Purchases**

Budget Unit Description

A separate budget unit has been established for capital purchases by the Medical Center. Previously, these expenditures were shown as Fixed Assets appropriations within the operating budget of the Medical Center.



Net County Cost

Funding is currently provided from the Line of Credit, for which a repayment schedule is being negotiated. In future years, capital purchases will be funded from net income generated within the SMMC operating budget.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Women and Children's Services Center**

FY 2004-05 capital project funding of $2 million for the Women and Children's Services Center Project needs to be appropriated in Other Financing Uses so that the Public Works Department can charge for reimbursement from this budget unit to the County's Capital Projects Fund as costs are incurred. Fixed Assets is reduced by $2 million and Other Financing Uses is increased by a like amount to appropriately account for this project.

Revenue/Sources	2,000,000
	(2,000,000)
Appropriations	2,000,000
	(2,000,000)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

2. **Adjustments to Fund Balance**

Year end Fund Balance is reappropriated to increase Fixed Assets for equipment purchases at the Burlingame Long Term Care facility.

Revenue/Sources	767,172
Appropriations	767,172
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

3. **Capital Expenses**

The capital budget includes equipment purchases of $3,374,074, facilities improvements of $353,258, and I/T development of $911,349.

Revenue/Sources	4,638,681
Appropriations	4,638,681
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	5,405,853
Appropriations	5,405,853
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Deletion of One-Time Capital Expenses**

Prior year one-time capital purchases are deleted.

Revenue/Sources	5,127,380
Appropriations	5,127,380
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Medical Center Capital Purchases (6750D)
Medical Center Enterprise Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Interfund Revenue		3,154,507				
Miscellaneous Revenue				1,638,681	1,638,681	97,465
Other Financing Sources				3,000,000	3,000,000	181,008
Fund Balance				767,172	767,172	
TOTAL SOURCES		3,154,507		5,405,853	5,405,853	278,473
REQUIREMENTS						
Services and Supplies		1,482,014				
Other Charges		855,636				
Fixed Assets				3,405,853	3,405,853	(1,721,527)
Other Financing Uses		55,685		2,000,000	2,000,000	2,000,000
NET APPROPRIATIONS		2,393,334		5,405,853	5,405,853	278,473
Non-General Fund Reserves		761,173				
TOTAL REQUIREMENTS		3,154,507		5,405,853	5,405,853	278,473

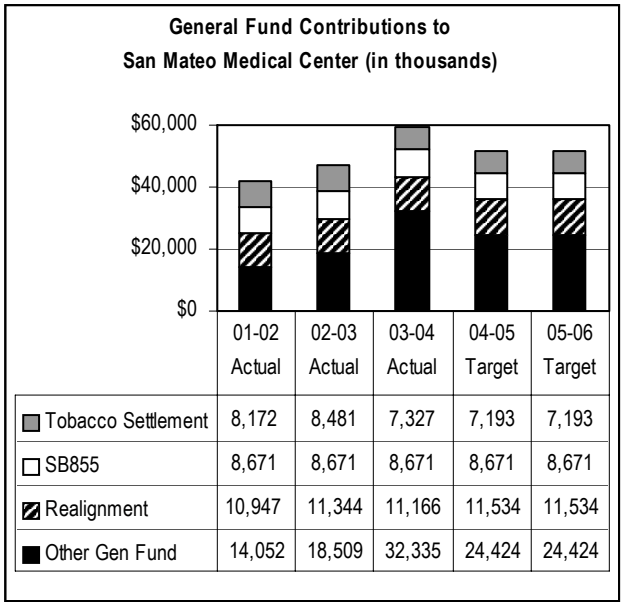
Contributions to Medical Center (5850D)

Budget Unit Locator

County
Health
San Mateo Medical Center
▷ **Contributions to Medical Center**

Budget Unit Description

This budget unit contains the General Fund contribution to the San Mateo Medical Center (SMMC) for services provided under Section 17000 of the California Welfare and Institutions Code, which requires the County to provide medical care and public health services to the indigent. SMMC includes a 227-bed acute and long-term care hospital, eleven clinics and the 281-bed Burlingame Long Term Care skilled nursing facility. A portion of the General Fund contribution is funded by revenue from Tobacco Settlement funds and Realignment Vehicle License Fees (VLF). The remainder is Net County Cost, which is funded by local general purpose revenue in the General Fund such as property tax and sales tax.



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
Tobacco Settlement	8,172	8,481	7,327	7,193	7,193
SB855	8,671	8,671	8,671	8,671	8,671
Realignment	10,947	11,344	11,166	11,534	11,534
Other Gen Fund	14,052	18,509	32,335	24,424	24,424

Net County Cost

The portion of this budget unit's FY 2004-05 Adopted Budget that is Net County Cost (NCC) and is funded by the General Fund is $33,095,172 or 63.9%. Of this amount, $19,131,225 is discretionary; in addition, the Tobacco Settlement revenue in this budget unit in the amount of $7,193,499 is also discretionary because it can be used for other General Fund services. Discretionary services include Mandated Services in excess of maintenance-of-effort (MOE) or local match requirements.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Revenue Sources and Contribution Amounts**

Realignment VLF revenues have been increased by $367,931 using a three-percent growth assumption. Tobacco Settlement revenue was reduced by $830,981 based on the payment schedule maintained by the State Attorney General's Office, and one-time Realignment Sales Tax revenue in the amount of $1 million that was to be transferred from the Social Services Trust Fund in the prior year, has been eliminated. Budgeted contributions have been reduced to reconcile with amounts budgeted in the Medical Center operating budget. Total contributions of $51,822,833, which include base payments toward the SB855 Disproportionate Share Hospital (DSH) program, have been included.

Revenue/Sources	(1,463,050)
Appropriations	(564,417)
Intrafund Transfers	0
Reserves	0
Net County Cost	898,633
Positions	0

FY 2005–06 Funding Adjustments

No change.

Contributions to Medical Center (5850D)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	14,632,668	12,959,732	12,166,231	11,534,162	(632,069)	11,534,162
Miscellaneous Revenue		7,327,092	8,024,480	7,193,499	(830,981)	7,193,499
TOTAL SOURCES	14,632,668	20,286,824	20,190,711	18,727,661	(1,463,050)	18,727,661
REQUIREMENTS						
Services and Supplies	11,959,714	10,464,334	8,670,833	8,670,833		8,670,833
Other Financing Uses	38,333,289	50,828,417	43,716,417	43,152,000	(564,417)	43,152,000
Gross Appropriations	50,293,003	61,292,751	52,387,250	51,822,833	(564,417)	51,822,833
Intrafund Transfers	(1,000,000)	(1,000,000)				
TOTAL REQUIREMENTS	49,293,003	60,292,751	52,387,250	51,822,833	(564,417)	51,822,833
NET COUNTY COST	34,660,335	40,005,927	32,196,539	33,095,172	898,633	33,095,172
AUTHORIZED POSITIONS						

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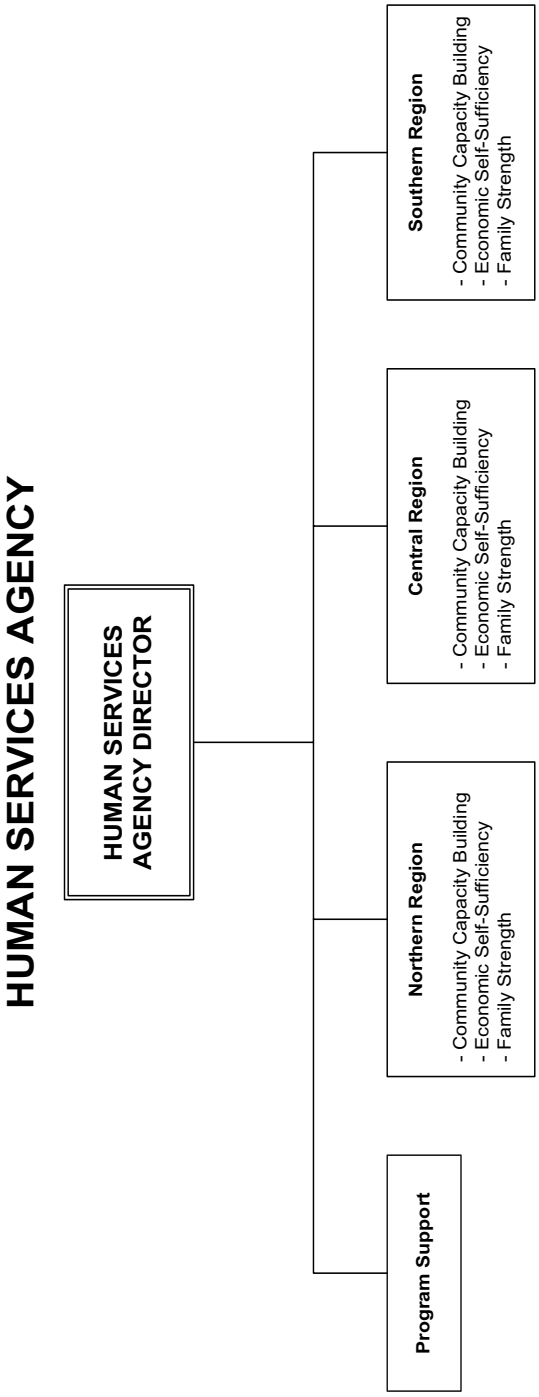
Human Services Agency

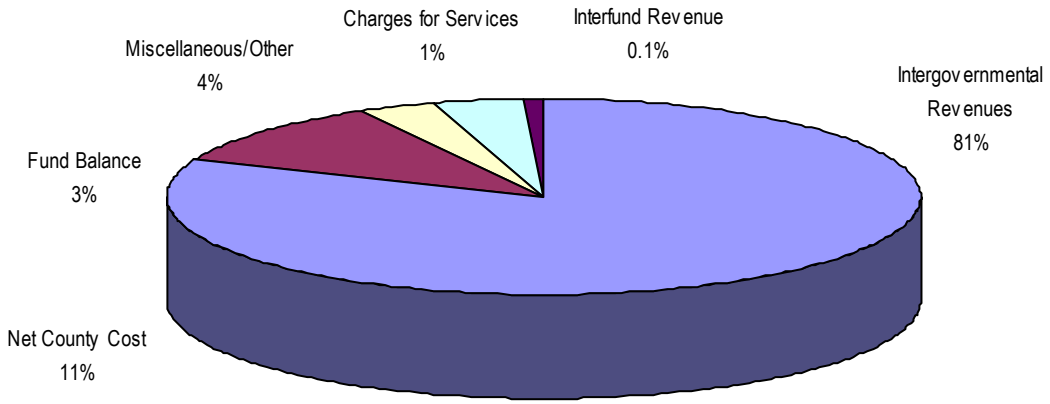
Adopted Budget
FY 2004-2005
FY 2005-2006

People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

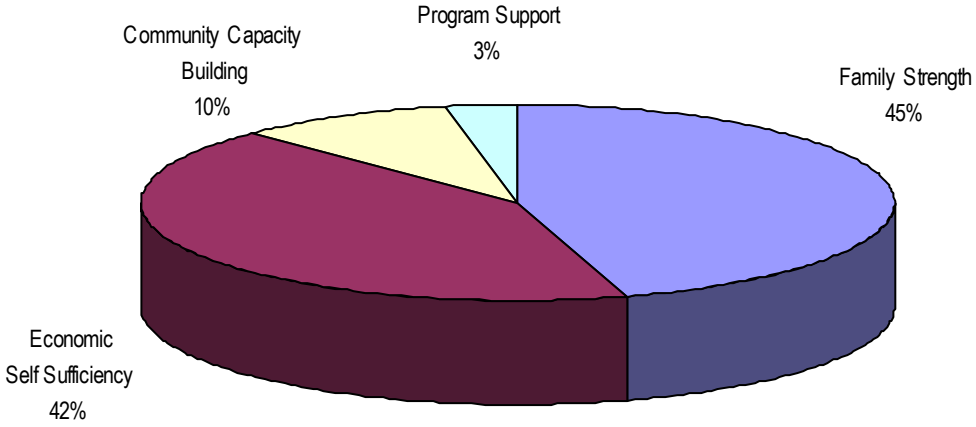

HUMAN SERVICES AGENCY
HUMAN SERVICES AGENCY DIRECTOR
Program Support
Northern Region
- Community Capacity Building
- Economic Self-Sufficiency
- Family Strength
Central Region
- Community Capacity Building
- Economic Self-Sufficiency
- Family Strength
Southern Region
- Community Capacity Building
- Economic Self-Sufficiency
- Family Strength

Human Services Agency

FY 2004-05 Adopted Sources



FY 2004-05 Adopted Requirements



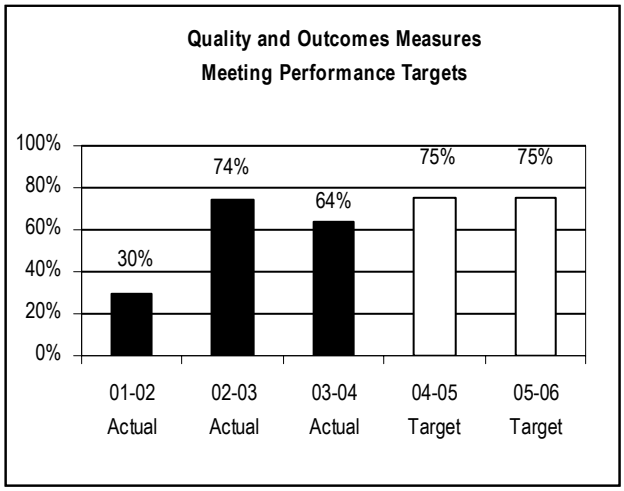
Human Services Agency
FY 2004-05 and 2005-06 All Funds Summary

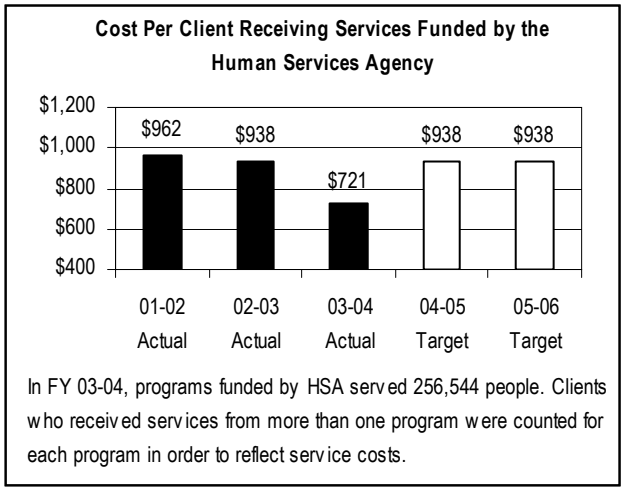
	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
General Fund Budgets						
Program Support	6,106,626	5,231,605	6,092,932	5,403,581	(689,351)	5,246,942
Community Capacity Building	11,733,179	15,054,223	16,951,428	17,675,510	724,082	16,762,025
Economic Self-Sufficiency	61,669,272	73,269,053	78,421,935	78,437,799	15,864	79,674,738
Family Strength	76,314,634	75,909,995	83,481,242	83,859,161	377,919	83,387,366
Total General Fund	155,823,711	169,464,875	184,947,537	185,376,051	428,514	185,071,071
Total Requirements	155,823,711	169,464,875	184,947,537	185,376,051	428,514	185,071,071
Total Sources	137,840,938	152,294,733	165,056,828	165,284,728	227,900	162,812,140
Net County Cost	17,982,773	17,170,142	19,890,709	20,091,323	200,614	22,258,931
AUTHORIZED POSITIONS						
Salary Resolution	723.0	752.0	749.0	753.0	4.0	753.0
Funded FTE	717.6	740.73	737.7	747.3	9.6	747.3

Agency Locator

County
- Administration and Fiscal
- Criminal Justice
- Environmental Services
- Public Works
- Health
- ▷**Human Services**
- Non-Departmental Services

Agency Measures





In FY 03-04, programs funded by HSA served 256,544 people. Clients who received services from more than one program were counted for each program in order to reflect service costs.

Agency Mission Statement

The Human Services Agency serves as a catalyst for public and private efforts to ensure that all individuals and families become healthy, productive and contributing members of society.

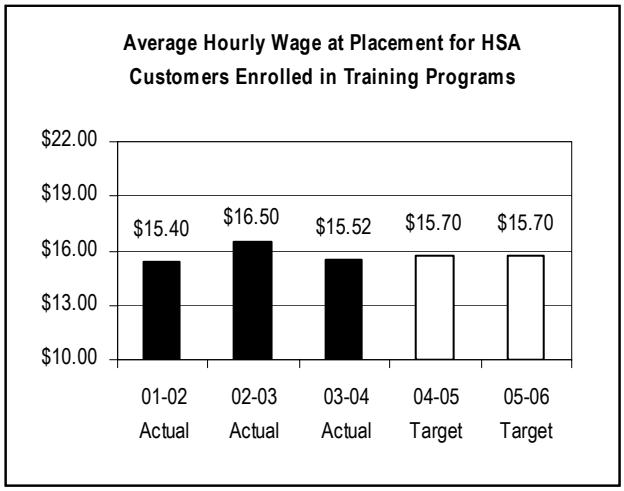
Contributions to Shared Vision 2010 Goals

The Human Services Agency contributes to achieving the following Shared Vision 2010 Goals:

- **Goal 3:** The Human Services Agency and its partners provide direct client subsidies and support expansion of neighborhood-based facilities offering child care, early learning, and support services for low-income working families that contribute to children entering kindergarten ready to learn. These programs are located in the program outcome areas of Community Capacity Building and Family Strength.
- **Goal 4:** County residents can access job training, career development and education programs offered in collaboration with local community colleges, private businesses and other partners at all PeninsulaWorks one-stop employment centers. Agency staff are eligible to enroll in advanced degree and credential programs in the human services developed in collaboration with local community colleges. These programs are located in the program outcome areas of Community Capacity Building, Economic Self-Sufficiency, and Program Support.
- **Goal 5:** Workers conduct outreach and assist families enroll in no- and low-cost medical insurance programs to increase access to healthcare and preventive care. This program is located in the program outcome area of Family Strength.
- **Goal 6:** The Human Services Agency partners with community-based organizations to provide a wide array of child abuse prevention, early intervention and family support services, and alcohol and other drug prevention and treatment programs to assure children grow up healthy in safe and supportive homes and neighborhoods. These programs are located in the program outcome areas of Community Capacity Building and Family Strength.
- **Goal 8:** The County's most vulnerable residents achieve an improved quality of life through a variety of emergency, transitional and supported housing options; vocational rehabilitation services for the mentally and physically disabled; special initiatives supporting victims of domestic violence, child maltreatment, and youth who are at-risk of entering or are involved with the foster care and juvenile justice systems; and emergency in-kind assistance and voucher programs that provide temporary subsistence and shelter supports. These programs are located in the program outcome areas of Community Capacity Building, Economic Self-Sufficiency, and Family Strength.
- **Goal 9:** The Office of Housing works with private developers and nonprofit organizations, cities, and other County Departments to plan and construct temporary shelter, transitional, supported and affordable housing. The Housing Authority provides eligible

clients rental assistance vouchers. These programs are located in the program outcome areas of Community Capacity Building and Family Strength.

- **Goal 17:** A complete range of career counseling, skill assessment, job training, job search assistance, and support services are available at four PeninsulaWorks one-stop employment centers to assist all County residents experience real gains in income. Employment readiness services, intensive job training, and financial management and savings programs are targeted to meet special needs of individuals re-entering the workforce and low-income workers. Cash assistance programs provide basic income support to aged, disabled and very low-income families. These programs are located in the program outcome areas of Community Capacity Building and Economic Self-Sufficiency.
- **Goal 19:** The Adolescent Collaborative Action Team and Youth Council of the Workforce Investment Board plan and support training and career education options for youth that supplement traditional K-12 classroom learning and expand the skill level of new workers. These programs are located in the program outcome areas of Economic Self-Sufficiency and Family Strength.



Story Behind Baseline Performance

The Human Services Agency includes the following programs:

- Program Support
- Community Capacity Building
- Economic Self-Sufficiency
- Family Strength

Accomplishments that have contributed to improved performance and progress in the prior year include:

Strengthened Infrastructure Through Innovative Program Supports

- Implemented a Continuous Quality Improvement system plan which will help prepare for Agency Accreditation. This preparatory work will position the Agency to meet best practices.
- Enhanced the Employee Leadership Development Program which includes succession planning, mentoring, career development/planning, and leadership skill components.
- Continued to strengthen the Agency's technological infrastructure by completing the fourth phase of construction of the San Mateo Human Services Analytic Reporting Project (SHARP) Data Warehouse, which integrates information from multiple systems to generate reliable program performance and client outcome information.
- Implemented the Health Information Telecenter (HIT), a call center for Medi-Cal clients that was developed by the Business Systems Group (BSG).
- Implemented One eApp, a web-based application for San Mateo County's public health insurance programs, with ongoing improvements planned.
- Provided leadership and support for the Agency's Child Welfare Services (CWS) Redesign effort. San Mateo County was chosen to participate in the first cohort of counties to implement Redesign. In addition, Research and Planning staff are coordinating the County self-assessment and system improvement plan for AB 636, the California Child and Family Services Review.
- Supported the state Fiscal Committee to ensure that financing of the statewide CalWIN project meets program needs. Finance staff were also successful in advocating to change the State's Proposition 36 allocation methodology to be partially based on the number of clients receiving drug treatment services, so funding formulas better reflect County service needs.
- Deployed the web-based Drug and Alcohol Information Systems Project (DAISY), an online database which enables computerized client assessment and case management, accurate and timely information sharing, and improved data collection and reporting.

Increased Access to Affordable Housing

- Obtained funding for supportive housing in a collaboration between Alcohol and Other Drug Services, Mental Health Services, and the Office of Housing. A grant was awarded for 14 units of supportive housing, allowing clients with substance abuse and mental health issues to move out of homelessness. Another 25 units of supportive housing were funded through the Proposition 46 Multi-Family Housing Program. The Office of Housing is working with the Sheriff's Department, Health Services Agency and VA Hospital to pursue additional funding for supportive housing.
- Improved working relationships with landlords resulting in an increased willingness to accept Section 8 tenants.
- Worked with faith-based agencies to provide two foster youth time-limited long-term transitional housing.
- Utilized the Human Investment Program (HIP) federal resources to offset the use of previously committed state funding for providing housing assistance. HSA and HIP housing are also developing future programs for seniors, and housing rehabilitation programs have been modified to provide increased

support for seniors either directly as clients or through community non-profits.
- Began design of a program to encourage home ownership for qualified Section 8 voucher holders. A grant from the U.S. Department of Housing and Urban Development (HUD) is supporting a coordinator to design this program, which will augment existing resources, such as Section 8 funding and federal housing funds.
- Assisted housing developments to obtain funding for 65 affordable housing units.

Creative Responses to Economic Change
- Achieved positive outcomes through programs funded by special grants. A $2.5 million grant led to the operation of the fifth PeninsulaWorks center near the airport. Another biotechnology grant through a collaboration with the Community College system led to the first cohort of retrained dislocated workers who completed internships with Genentech. The participants were subsequently hired as permanent employees.
- Strengthened employment services for youth and for clients served by Vocational Rehabilitation Services (VRS). 1,503 children received services from the year-round Jobs for Youth program.
- Increased placement rates for clients by 64%, from 92 placements in FY 2001-02 to 143 placements in FY 2002-03. VRS implemented a new focus, from a sheltered work environment towards work-based assessment and employment services, to transition clients with disabilities or mental health challenges into private sector employment.
- Implemented the Healthy Kids program in January 2003 to extend health insurance coverage to undocumented immigrant children and low-income children whose families earn just above the cutoff for state insurance programs. The program now serves over 4600 children, more than anticipated in the initial budget.
- Launched the Health Information Telecenter (HIT) to improve customer service for San Mateo's 55,753 Medi-Cal clients. The HIT center facilitates eligibility redeterminations and ongoing continuing Medi-Cal casework.

Collaborative Initiatives Supporting Safe and Healthy Families
- Implemented team decision-making and resource family support and recruitment strategies through Family to Family (F2F), an initiative to strengthen the child welfare system and improve services for children and families with our partners.
- Established a support system for youth leaving foster care that addresses their social, employment, housing, and treatment needs. This was accomplished through the Permanency for Youth project and the Adolescent Collaborative Action Team (ACAT), a partnership of schools, non-profits, and County staff.
- Established the Transitional Youth Housing Program, which provides residences for six 16-18 year old foster youth. The youth live with a roommate in their own apartment and receive intensive case management services.
- Participated in the reconfiguration of the San Mateo County Fatherhood Collaborative with five other County departments.
- Supported enrollment outreach efforts for no- and low-cost health insurance for low-income families.

Major challenges anticipated in the next two years include:
- To assist participants in obtaining and retaining jobs during the slow economic recovery. San Mateo County's employment outlook is now improving, with the unemployment rate down to 4.4% in February 2004 from its peak of 5.6% in July 2003. However, this rate remains significantly higher than the ten year monthly low of 1.2% in December 2000.
- To meet the increased demand for services in housing, core services, and child care. The average hourly placement wage for job seekers enrolled in Workforce Investment Act (WIA) programs dropped 7.4% in the past fiscal year from $16.94 to $15.70. This is about half the estimated hourly wage ($30.72/ hour, $66,356/year) needed to support a family of three in San Mateo County. In light of the trend of decreasing wages, families may feel more economic stress.
- To develop permanent and supportive housing for families faced with special needs. Expanding housing options for families faced with issues of domestic violence, and engaging communities to address local residents' concerns will continue to be a focus. In addition, engaging partners and stakeholders across the County in developing a ten year plan to end homelessness will challenge local capacity to develop and allocate resources in support of this long-term goal.
- To implement CalWIN, the mandated statewide California Welfare Information Network, in Fall 2005. Training Agency staff and implementing change management strategies will be integral in preparing for this major shift in work processes and operations. This change comes at a time when a wave of retirements is expected to begin in the first quarter of 2005. Engaging in succession planning, and supporting career development will present challenges as the nature of work expectations continue to shift.
- To respond to the Governor's 2004-05 Budget which proposes to reform Medi-Cal into a program that would provide health care coverage in a more rational and affordable manner for California. The goal behind Medi-Cal reform is for the state to avoid making major reductions in program eligibility, benefits, or additional provider rate reductions, while continuing health care coverage to all 6.8 million Californians who are currently eligible. Although the implications are not known at this time, the Medi-Cal Reform proposal may impact the Agency's work in this program area.
- To respond to the Congressional reauthorization of Temporary Assistance to Needy Families (TANF) which will impact current program participation requirements and service delivery strategies. Work requirements are expected to increase from 30 to 40 hours per week. This will result in an increased demand for child care services. In addition to affecting services, reauthorization is likely to result in the need to reassess aspects of program operations in order to respond to new data reporting and tracking requirements.

- To conduct an agency self-assessment and develop a system improvement plan (SIP) pursuant to the new state mandated Children and Family Services Outcome and Accountability System (AB636) which will help strengthen child welfare services and improve outcomes for children and families. In addition, child welfare systems changes recommended by the state sponsored Children and Family Services Redesign will be integrated into the SIP through a planning and implementation process conducted over the next four years. This long-term improvement effort will present a challenge to the Agency and community given limited available resources. These activities will require building an infrastructure of community-based early intervention and prevention services and developing strategies to better utilize existing resources through multi-agency and multi-disciplinary responses. The community's response and participation is crucial to this effort and declining state and local budgets will affect the ability to support the array of services that promote stronger, safer families.

Agency Priorities

The Human Services Agency will meet performance targets by doing the following:

Program Support
- Support delivery of high quality customer service to achieve overall customer satisfaction of 90% or better

Community Capacity Building
- Provide assistance to 96% of clients in need of food and 68% of clients in need of housing
- Fund 53 affordable housing units and develop a range of housing options

Economic Self-Sufficiency
- Assist 62% of PeninsulaWorks participants to obtain jobs and 60% of CalWORKs participants to leave cash aid with employment
- Provide employment services to 20,000 PeninsulaWorks participants

Family Strength
- Ensure that children served do not experience a recurrence of maltreatment
- Maintain percentage of clients reducing or abstaining from alcohol or drug use at 70% at 3-months post-intake and 60% at 9-months post-intake
- Provide child care assistance to 3,500 children

Budget Reduction Summary

The following adjustments were made to meet budget reduction targets:

- Use of Fund Balance for substance abuse treatment services, seven child care contracts, general liability claims, System of Care Program, and A-87 Net County Cost increase
- Reduction in Planning and Development contracts
- Reduction in non-residential treatment services
- Redirection of Special Needs to other funds
- Elimination of two vacant Alcohol and Drug Services positions
- Use of Realignment child care revenue for foster parent child care subsidies and GAPP overmatch

Human Services Agency
General Fund
FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	26,752	27,017	27,017	27,017		27,017
Intergovernmental Revenues	120,515,787	137,162,063	151,611,045	150,547,830	(1,063,215)	149,742,274
Charges for Services	1,471,440	1,310,527	1,856,298	1,643,747	(212,551)	1,643,747
Interfund Revenue	327,337	41,054	75,000	50,000	(25,000)	50,000
Miscellaneous Revenue	7,752,197	7,988,791	5,722,187	6,849,657	1,127,470	6,462,291
Total Revenue	130,093,513	146,529,452	159,291,547	159,118,251	(173,296)	157,925,329
Fund Balance	7,747,425	5,765,281	5,765,281	6,166,477	401,196	4,886,811
TOTAL SOURCES	137,840,938	152,294,733	165,056,828	165,284,728	227,900	162,812,140
REQUIREMENTS						
Salaries and Benefits	53,187,487	60,389,701	65,053,542	69,157,255	4,103,713	72,509,797
Services and Supplies	35,500,650	36,081,200	40,618,852	40,930,937	312,085	40,310,079
Other Charges	78,663,487	84,400,993	91,418,630	90,366,517	(1,052,113)	88,031,900
Fixed Assets	339,491	1,437,814	928,000	224,000	(704,000)	
Other Financing Uses	109,973	311,859	338,135	341,947	3,812	341,947
Gross Appropriations	167,801,087	182,621,568	198,357,159	201,020,656	2,663,497	201,193,723
Intrafund Transfers	(16,548,955)	(17,754,318)	(18,007,248)	(19,731,338)	(1,724,090)	(20,209,385)
Net Appropriations	151,252,132	164,867,249	180,349,911	181,289,318	939,407	180,984,338
Contingencies/Dept Reserves	4,571,579	4,597,626	4,597,626	4,086,733	(510,893)	4,086,733
TOTAL REQUIREMENTS	155,823,711	169,464,875	184,947,537	185,376,051	428,514	185,071,071
NET COUNTY COST	17,982,773	17,170,142	19,890,709	20,091,323	200,614	22,258,931
AUTHORIZED POSITIONS						
Salary Resolution	723.0	752.0	749.0	753.0	4.0	753.0
Funded FTE	717.6	740.7	737.7	747.3	9.6	747.3

FY 2004-05 Budget Overview

TOTAL SOURCES

Total Sources increased by $227,900 or less than 1% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Use of Money and Property
There is no change.

Intergovernmental Revenues
There is a net decrease of $1,063,215 in this funding source due to reductions of $317,607 in Housing and Urban Development revenue based on anticipated housing project completions; elimination of $1,286,125 in funding for one-time costs of establishing the Health Insurance Telecenter; expiring Workforce Investment Act and Center for Substance Abuse Treatment grants in the amount of $2.6 million; a decrease of $112,420 in Food Stamps Employment and Training revenue; adjustments in the amount of $2.8 million to child care allocations budgeted in current year at higher FY 2002-03 levels; and a reduction of $1.1 million in Proposition 36 substance abuse treatment services revenue. Increases include $1 million in state funding for SAFE Harbor facility renovations, an increase of $1.4 million in Workforce Investment Act and state allocations for employment services programs including six new positions, $1.1 million in reimbursement of CalWORKs assistance payments based on projected case costs; $294,000 in reimbursements for three new eligibility supervisory positions added mid-year, an increase of $987,297 in child care and social services realignment revenue; an increase of $159,578 in State Department of Rehabilitation revenue, a net increase in reimbursements of $2 million for child welfare services and $126,555 in adoptions assistance program costs.

Charges for Services
There is a net decrease of $212,551 in this funding source due to loss of $200,000 in revenue producing contracts in the VRS WorkCenter budget; a decrease of $12,051 in federal Drug Medi-Cal reimbursements, and $500 in adoption fees based on running rates.

Interfund Revenue
There is a decrease of $25,000 in this funding source due to a reduction in the Memorandum of Understanding with San Mateo Medical Center for janitorial services provided by Vocational Rehabilitation Services.

Miscellaneous Revenue
There is a net increase of $1,127,470 in this funding source due to an increase of $220,000 in housing project loan repayments, an increase of $223,647 in the Family to Family Initiative and Violence In Families Initiative Program (VIP) grants, an increase of $227,290 in foundation grant funding for employment services programs, and miscellaneous increases from a variety of sources; offset in part by a decrease of $50,196 in budgeted Marriage License Fees.

Fund Balance
There is an increase of $401,196 in this funding source. The increase is primarily due to salary savings generated by the countywide hiring freeze and reduced expenditures in Program Support.

TOTAL REQUIREMENTS

Total Requirements increased by $401,196 or less than 1% from the FY 2003-04 Revised to the FY 2004-05 Adopted Budget due to the following changes:

Salaries and Benefits
There is a net increase of $4,103,713 in this expenditure category. Merit increases and negotiated labor costs increased by $3,833,561. Ten vacant positions were eliminated in the amount of $673,002; seven were unclassified positions funded by an expiring Workforce Investment Act grant; and one was an unclassified position funded by an expiring Center for Substance Abuse Treatment grant. Specialized services funded by these grants will end and staff support will no longer be required. As part of the Agency's budget reduction plan, two vacant Alcohol and Drug Services positions were eliminated, a Case Management/Assessment Specialist and a Human Services Analyst II position. Duties will be absorbed within the unit potentially causing delays in case management and assessment services at Hillcrest and Camp Glenwood Facilities and increased workload for remaining staff. These position reductions were offset by the addition of 14 positions; three positions were added mid-year in FY 2003-04, six positions were added as the result of increased employment services funding, and five positions were added in response to the Grand Jury and Blue Ribbon Committee recommendations for Child Welfare Services.

Services and Supplies
There is a net increase of $312,085 in this expenditure category. Increases include $100,000 in increased funding for employment and training services and supplies, $48,000 for a 1% Cost of Business Increase (COBI) for community-based service providers, $77,000 for an on-line Child Welfare Services handbook, $855,000 for increased County Counsel charges for Child Welfare Services, $600,000 in Child Welfare

Redesign costs, $499,200 in ongoing maintenance for automated systems, $300,000 for Safe Harbor shelter redesign, and an increase of $1,605,403 for internal charging for services provided to other program units, and other miscellaneous increases in operating expenses. Decreases include the elimination of one-time costs of $1,286,125 for the establishment of the Health Insurance Telecenter, elimination of one-time costs of $546,855 for development of the Alcohol and Drug Services automated system, elimination of $97,800 for the CalWORKs funded lead abatement and landlord/tenant information and referral program, reduction of the services required by Probation Department and Mental Health based on the redesign of the Proposition 36 substance abuse treatment services in the amount of $239,340, reduction of $166,895 in CalWORKs employment services and supplies; elimination of $341,000 in Workforce Investment Act grant-funded services and supplies, the transfer of $221,000 of Employment Services grant-related contract costs, and $179,011 in Tobacco Prevention Program costs to Other Charges, offset in part by the transfer of $192,623 for the System of Care contribution from Other Charges to this expenditure category.

Other Charges

There is a net decrease of $1,052,113 in this expenditure category primarily due to housing projects in the amount of $601,130 anticipated to be completed by June 30, 2004, decreases in the amount of $1,132,367 in Workforce Investment Act individual training accounts, supportive services and other employment and training contract costs; a decrease of $224,480 in Food Stamps Employment and Training program costs, a decrease of $71,180 in CalWORKs employment services costs, a decrease of $609,427 for Proposition 36 substance abuse treatment services, elimination of $490,252 in grant-funded substance abuse treatment services, adjustments in the amount of $2,702,434 to Child Care expenditure accounts budgeted in the current year at higher FY 2002-03 allocation levels, a decrease of $232,800 in projected County Foster Care caseload costs, and the transfer of $192,623 for the System of Care contribution to Services and Supplies. Increases include $1 million for Safe Harbor renovations costs, $364,079 in increased grant funding for employment services, $72,000 for a 1% Cost of Business Increase (COBI) for community-based service providers, $303,107 for projected caseload cost increases for General Assistance and Interim Assistance payments, $1,217,029 for CalWORKs assistance payments, and $415,800 for Adoptions Assistance payments; an increase of $143,706 for telephone services charges for the Health Insurance Telecenter, an increase of $147,461 in child welfare services direct client expenses, and the transfer of $221,000 of Employment Services grant-related contract costs, and $179,011 of Tobacco Prevention Program costs from Services and Supplies. As part of the Agency's budget reduction plan, substance abuse non-residential treatment services will be reduced by $29,781, and special needs for foster children in the amount of $38,000 will be funded through the Children's Fund or Extraordinary Circumstances fund.

Fixed Assets

There is a decrease of $704,000 in this expenditure category. The decrease is primarily due to the elimination of one-time Fixed Asset costs associated with the completion of the Health Insurance Telecenter in FY 2003-04.

Other Financing Uses

There is an increase of $3,812 in this expenditure category due to an increase in the debt service payment for the building located at 2500 Middlefield in Redwood City.

Intrafund Transfers

There is an increase of $1,724,090 in Intrafund Transfers. Reimbursements for Intra-Agency services have increased by $1,540,324 primarily due to negotiated labor cost increases and increased activities; reimbursements from other departments increased by $226,082 primarily due to $381,185 for a Memorandum of Understanding with Health Services Agency that was not included in the FY 2003-04 budget, offset in part by elimination of $170,260 in reimbursements from Health Services related to the expiring Center for Substance Abuse Treatment (Brief Physician) grant.

Contingencies/Departmental Reserves

There is a decrease of $510,893 in this expenditure category due to the use of projected year-end Fund Balance of $6,166,477 for: one year of funding in the amount of $145,665 for seven small child care contracts; one year funding in the amount of $137,649 for adult substance abuse treatment services, one-time funding of $228,517 in increased Net County Cost associated with A-87 Overhead Charges, one-time funding of $334,212 for Receiving Home liability claims, one-time funding of $219,000 for automation Fixed Asset costs, and $22,000 for the redesign of the Agency's intranet site, one year funding of $800,078 for the Agency's response to the Grand Jury and Blue Ribbon Committee recommendations for Child Welfare Services, one year funding in amount of $192,623 for the System of Care contribution to Mental Health with Collaborative Reserves, the restoration of Collaborative Reserves of $319,646 at 100% of FY 2003-04 level, plus the addition of new Collaborative Reserves in the amount of $64,861; the restoration of $605,335 of Child Care Reserves at the FY 2003-04 level; and, finally, the restoration $3,096,891 of Agency Reserves in Program Support.

NET COUNTY COST

Net County Cost increased by $200,614. The increase is due to the restoration of $80,000 in proposed tobacco prevention services and the addition of $120,614 in funding for a 1% COBI for community-based service providers approved during Budget Hearings.

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources decreased by $2,472,588 or 2% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Use of Money and Property
There is no change in this funding source.

Intergovernmental Revenues
There is a net decrease of $805,556 in this funding source. Decreases include $1 million for the Safe Harbor renovation grant, $387,756 for expiring Bay Area Bioscience Career (Bay ABC) grant, $194,935 for two expiring Low Income Flexible Transportation (LIFT) grants, $703,769 in expiring substance abuse treatment and prevention grants, $2,500 for expiring Citizens Review Panel grant, $24,757 in Tobacco Master Settlement funding for media services, and $5,000 for elimination of funding for one-time fixed assets. Increases include $1,234,644 for partial reimbursement of higher negotiated labor and merit increases, $50,000 in additional child welfare redesign revenue, and $228,517 in reimbursements for A-87 charges.

Charges for Services
There is no change in this funding source.

Interfund Revenue
There is no change in this funding source.

Miscellaneous Revenue
There is a decrease of $387,366 in this funding source due to the expiration of three foundation grants for foster care licensing and recruitment, Violence in Families Initiative Program, and the Family to Family initiative.

Fund Balance
There is a decrease of $1,279,666 in this funding source. Fund Balance was used in FY 2004-05 for one-time funding of $137,649 for one-year of adult substance abuse treatment services until contracting and delivery of services can be re-engineered, $145,665 for one-year of funding for seven small child care contracts until Preschool for All is implemented beginning with contract awarding, $334,212 for liability claims, $241,000 for one-time automation fixed assets and intranet redesign costs, $228,517 for A-87 charges, and $192,623 for the system of care contribution to Mental Health.

TOTAL REQUIREMENTS

Total Requirements decreased by $304,980 or less than 1% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits
There is a net increase of $3,352,542 in this expenditure category due to $3,402,252 in negotiated labor increases and merit increases, offset by elimination of $32,058 in extra help staffing costs for an expiring LIFT grant, and $17,852 for three months of a remaining grant-funded position eliminated in October 2004.

Services and Supplies
There is a net decrease of $620,858 in this expenditure category. Decreases include elimination of services and supplies totaling $387,756 for an expiring Bay ABC grant, $162,877 for expiring LIFT grants, $161,649 in expiring substance abuse treatment and prevention grants, $389,866 for expiring foundation grants for foster care licensing and recruitment, Violence in Families Initiative Program, Family to Family Initiative and the Citizen's Review Panel grant, $22,000 for an intranet redesign contract, and $24,757 for Tobacco Master Settlement funded media services. Increases include $478,047 in increased labor charges in Program Support applied to other programs in the Agency and $50,000 in Child Welfare Redesign costs.

Other Charges
There is a net decrease of $2,334,617 in this expenditure category due to the elimination of $1 million in Safe Harbor renovation costs, $137,649 in adult substance abuse treatment services funded for one year until contracting and delivery of services can be re-engineered, $145,665 in child care contracts funded for one year until Preschool for All is implemented beginning with contract awarding, a reduction of $192,623 in foster care case costs, $524,468 in grant-funded substance abuse treatment services, and elimination of $334,212 for a one-time Receiving Home liability claim.

Fixed Assets
There is a decrease of $224,000 in this expenditure category due to elimination of a one-time fixed assets for replacement of aging automation equipment, a new imaging scanner and server, and an uninterruptible power supply and air conditioner for the data center.

Other Financing Uses
There is no change in this expenditure category.

Intrafund Transfers
There is an increase of $478,047 in this expenditure category due to increases in negotiated labor costs in Program Support applied to other programs in the Agency.

Contingencies/Departmental Reserves
There is no change in this expenditure category.

NET COUNTY COST

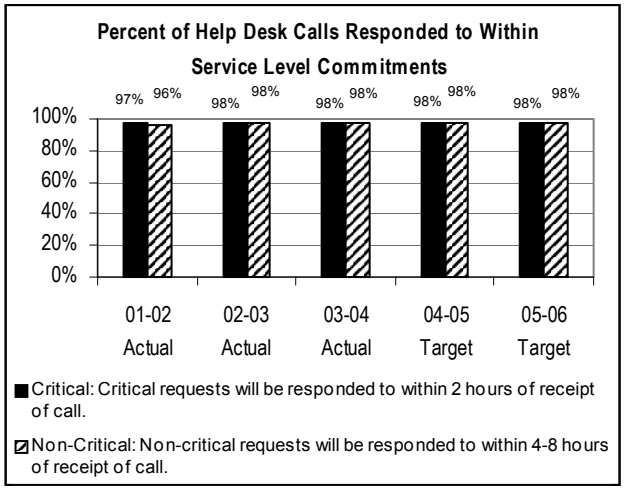
There is an increase of $2,167,608 or 11% in this Agency's General Fund allocation due to negotiated labor increases of $3,402,252, offset in part by $1,234,644 in state and federal reimbursements.

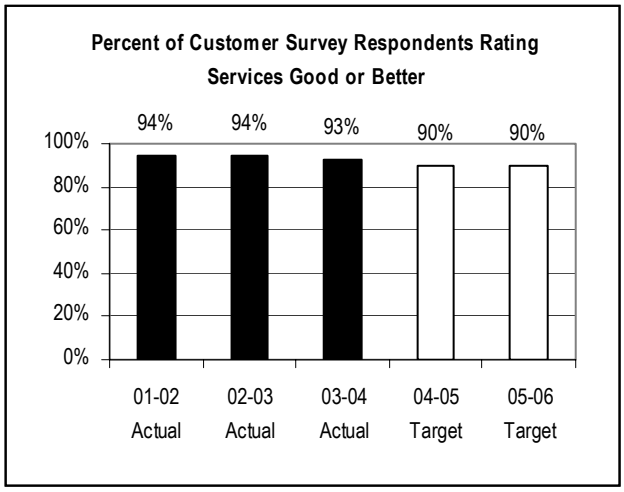
Program Support (7301B)

Program Locator

County
Human Services
▷ **Program Support**
Community Capacity Building
Economic Self-Sufficiency
Family Strength

Headline Measures





Program Outcome Statement

Program Support promotes the delivery of effective and efficient services to families by providing human resources, individual and organization development, research and planning, facilities and contracts management, financial services, technological support, and public information to Human Services Agency staff, community partners, and federal, state, and local constituencies.

Services and Accomplishments

Program Support secures and provides administrative and operational resources that assist Human Services Agency (HSA) staff in the design and delivery of effective client and community services and provides centralized support for over 125 programs. Program Support provides human resources, individual and organization development, research and planning, facilities and contracts management, financial services, technological support, and public information to staff and stakeholders.

The following were major accomplishments in the prior year:

- Implemented a Continuous Quality Improvement system plan which will help prepare for Agency Accreditation. This preparatory work will position the Agency to meet best practices.
- Enhanced the Employee Leadership Development Program which includes succession planning, mentoring, career development/planning, and leadership skill components.
- Continued to strengthen the Agency's technological infrastructure by completing the fourth phase of construction of the San Mateo Human Services Analytic Reporting Project (SHARP) Data Warehouse, which integrates information from multiple systems to generate reliable program performance and client outcome information.
- Implemented the Health Information Telecenter (HIT), a call center for Medi-Cal clients that was developed by the Business Systems Group (BSG).
- Implemented One eApp, a web-based application for San Mateo County's public health insurance programs, with ongoing improvements planned.
- Provided leadership and support for the Agency's Child Welfare Services (CWS) Redesign effort. San Mateo County was chosen to participate in the first cohort of counties to implement Redesign. In addition, Research and Planning staff are coordinating the County self-assessment and system improvement plan for AB 636, the California Child and Family Services Review.
- Supported the state Fiscal Committee to ensure that financing of the statewide CalWIN project meets program needs. Finance staff were also successful in advocating to change the State's Proposition 36 allocation methodology to be partially based on the number of clients receiving drug treatment services, so funding formulas better reflect County service needs.

- Deployed the web-based Drug and Alcohol Information Systems Project (DAISY), an online database which enables computerized client assessment and case management, accurate and timely information sharing, and improved data collection and reporting.

Story Behind Baseline Performance

The Human Services Agency has undertaken additional efforts to improve client service and promote effective programs. HSA's Human Resources and Development (HRD) unit provides training for new employees to ensure the delivery of quality services and the consistent implementation of policies and procedures, as well as ongoing workforce training to address changing policies and client needs. The Research and Planning unit continues to analyze and report data on the characteristics of HSA clients, program outcomes and Agency needs to support program planning, legislative advocacy, grant seeking and resource development. With information and the support for data driven decision-making, the Agency continues to provide high quality customer service to all clients.

The Business Systems Group's (BSG) Help Desk has continued to maintain a high percentage of help desk calls responded to within service level commitments for both critical and non-critical calls. Several operational changes were made in the past year to improve customer service and support. The Help Desk is now staffed by an I.T. Technician rather than administrative support staff. This allows for a greater area of first line support and the ability to remotely troubleshoot within shorter timeframes. Additionally, an integrated automated answering system was implemented, automatically rolling incoming calls to an available technician when the primary Help Desk line is busy. To continuously monitor customer satisfaction, surveys are e-mailed out following the completion of each work request and evaluated on a regular basis.

The fifth phase of the SHARP Data Warehouse will integrate new source systems, such as alcohol and drug data. HSA is collaborating with the Health Services Agency and San Mateo Medical Center to explore the integration of source data from other departments in the SHARP warehouse. This strategy would significantly expand the capacity of SHARP as a cross-system data warehouse, and result in the ability to provide information to several departments. In addition to improving cost effectiveness, these changes will improve customer response time, access to information, and customer service for clients.

Program Support also advocated for additional resources for San Mateo County programs as well as more efficient operation of existing functions. HSA's Finance staff continues to advocate for the state to address variance in regional costs of providing services within its allocation formulas.

Major challenges over the next two years will be:

- To maintain a high level of customer satisfaction which will be affected by the level of state funding supporting programs and services.
- To initiate succession planning in anticipation of staff retirement and turnover.
- To develop a data collection infrastructure with Redwood City Family Centers, which will increase the number of community partners who submit data for outcome measures.
- To improve functions at the HIT center through case file imaging and computer telephony integration, supporting interactive voice technology.
- To implement CalWIN, the mandated statewide California Welfare Information Network in 2005.
- To develop the federally mandated Homeless Management Information System (HMIS) as a module within the web-based integrated Drug and Alcohol Information System (DAISY). This will enable computerized client assessment and waiting list management, accurate and timely information sharing, and significantly improved data collection and reporting.

Program Priorities

The Human Services Agency will meet performance targets by doing the following:

<u>Support Delivery of High Quality Customer Service to Achieve Overall Customer Satisfaction of 90% or Better</u>

- Fully implement the Continuous Quality Improvement system
- Pursue Agency Accreditation
- Design and implement workforce training that addresses changes in program policy and needs of client populations
- Promote leadership capacity through implementing career development, mentoring, and succession planning initiatives
- Pursue financing strategies that maximize access to a comprehensive range of services that meet individualized family needs
- Promote communication, collaborative problem solving and shared service delivery among County Departments serving the same client groups

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of community partners submitting data for outcome measures	34	43	45	50	54
Number of IT Devices supported by BSG that are used by HSA and community partner staff	1,250	1,250	1,300	1,350	1,350
How Well We Do It (Quality)					
Percent of help desk calls responded to within service level commitments:(1)					
- Critical calls	97%	98%	99%	98%	98%
- Non-critical calls	96%	98%	98%	98%	98%
Percent of customer survey respondents rating services good or better	94%	94%	93%	90%	90%
Is Anyone Better Off? (Outcome)					
Number and percent of community partners submitting automated data needed for outcome measures	21 / 32%	43 / 67%	45 / 79%	50 /93%	54 / 100%
Percent of user satisfaction with IT help desk services rated as good or better	96%	99%	99%	98%	99%

(1) A critical issue is one that creates a work stoppage for the requestor, or prevents the delivery of services to the public and has a deadline of two hours. All other issues that do not create a work stoppage, such as assistance in document formatting, are responded to within four to eight hours.

Program Support (7301B)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	102.0	108.0	108.0	111.0	3.0	111.0
Funded FTE	101.7	107.7	107.7	110.5	2.8	110.5
Total Requirements	6,106,626	5,231,605	6,092,932	5,403,581	(689,351)	5,246,942
Total Sources	5,126,757	5,818,281	5,793,793	4,973,706	(820,087)	4,749,578
Net County Cost	979,869	(586,676)	299,139	429,875	130,736	497,364
NCC Breakdown						
Mandated Services			299,139	429,875	130,736	497,364

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $429,875 or 8% of Total Requirements. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) and funds the county share of Staff Development costs.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of mid-year position transfers from Economic Self-Sufficiency, and negotiated labor increases; an increase in reimbursements (Intrafund Transfers) for increased Salaries and Benefits, and automation contract costs; an increase in automation systems maintenance contract expenses; deletion of one-time automation Fixed Assets; and deletion of Agency Fund Balance and Reserves to establish current level of services and then restored and displayed as funding adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(4,157,978)	615,642	(970,239)	(3,672,645)	130,736	2

2. **Fund Balance and Reserves Adjustments**

Year-end Agency Fund Balance has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,137,969	0	0	4,137,969	0	0

3. **Use of Reserves for Recommendations Related to Child Welfare Services**

Fund Balance and Reserves are reduced to cover costs associated with the Agency's response to the Grand Jury and Blue Ribbon Committee recommendation for Child Welfare Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(800,078)	0	0	(800,078)	0	0

4. **Reduction in Funding for Planning and Development Contracts**

Planning and Development contracts will be reduced by $195,000 to meet budget reduction targets. The elimination of contracts will result in fewer opportunities to support revenue enhancement, strategic planning and program design and evaluation agency-wide. This will reduce internal charges to other program units and result in a Net County Cost reduction in Economic Self-Sufficiency and Family Strength.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(195,000)	195,000	0	0	0

5. **Use of Reserves for Automation Needs**

One-time use of Agency Reserves will be used to fund the following: aging servers and network equipment, a new server for the Imaging Project, contractual services for the installation of an uniterruptible power supply in the data center, and redesign of the Agency's intranet site.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	166,000	0	(166,000)	0	0

6. **Transfer of a Filled Human Services Manager I Position**

One filled Human Services Manager I Position will be transferred from Family Strength to Program Support to reflect the activities performed by the position and provide an Agency-wide benefit both programmatically and financially. This position will continue to coordinate, ensure consistency and provide linkage to a variety of county-wide, multi-disciplinary programs. Additionally, this position will also serve the Agency and community as an ombudsman by answering customer concerns about their cases, community questions about service delivery and ensure continuous quality improvement by tracking and analyzing issue trends and monitoring corrective action.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	117,264	(117,264)	0	0	1

7. **Addition of Business Systems Fixed Assets**

Due to restrictions in processing Appropriation Transfer Requests (ATR's) between July and October, one-time Fixed Assets are being appropriated as an interim solution to cover unanticipated equipment failures or other emergency needs during this period. Agency Reserves are used to fund this expense.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	75,000	0	(75,000)	0	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(820,087)	778,906	(892,503)	(575,754)	130,736	3

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

8. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: increases in Salaries and Benefits due to negotiated labor and merit increases, Intergovernmental Revenue has been adjusted commensurate with increased Staff Development labor costs, and Intrafund Transfers have increased commensurate with increased labor costs that are applied to other programs in the Agency.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
16,872	562,408	(478,047)	0	67,489	0

9. **Eliminate One-time Costs for Automation Needs**

One-time costs budgeted in FY 2004-05 to fund the following: aging servers and network equipment, a new server for the Imaging Project, contractual services for the installation of an uniterruptible power supply in the data center, and redesign of the Agency's intranet site are eliminated in FY 2005-06.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(166,000)	(166,000)	0	0	0	0

10. **Elimination of One-time Fixed Assets**

One-time Fixed Assets set aside in FY 2004-05 for unanticipated equipment failures or other emergency needs is eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(75,000)	(75,000)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

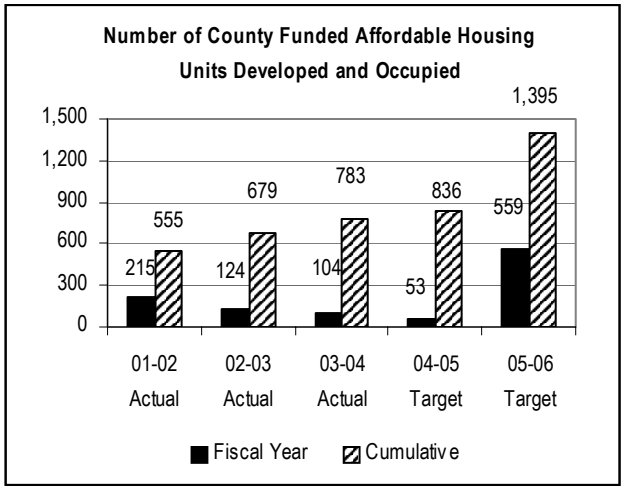
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(224,128)	321,408	(478,047)	0	67,489	0

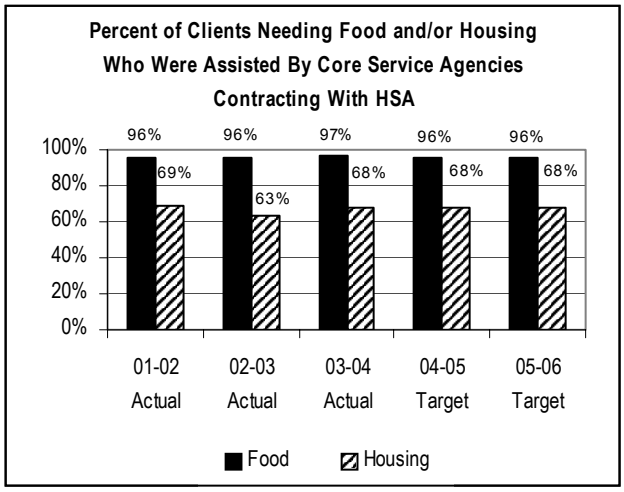
Community Capacity Building (7201B)

Program Locator

County
- Human Services
  - Program Support
  - ▷ **Community Capacity Building**
  - Economic Self-Sufficiency
  - Family Strength

Headline Measures





Program Outcome Statement

Community Capacity Building programs work intensively with communities to identify areas of need and strengthen the physical and social infrastructure that enables residents to achieve a healthy quality of life.

Services and Accomplishments

Community Capacity Building Programs work with community organizations and residents to provide emergency shelter and housing assistance and to increase the availability of affordable housing in the County. Community Capacity Building programs include the Office of Housing Administration, comprised of Housing and Community Development, Homeless Services, and the Housing Authority. Through contracts with the Core Services Agencies, emergency shelter, food, clothing, rental and utility assistance are provided to County residents.

The following were major accomplishments in the prior year:

- Obtained funding for supportive housing in a collaboration between Alcohol and Other Drug Services, Mental Health Services, and the Office of Housing. A grant was awarded for 14 units of supportive housing, allowing clients with substance abuse and mental health issues to move out of homelessness. Another 25 units of supportive housing were funded through the Proposition 46 Multi-Family Housing Program. The Office of Housing is working with the Sheriff's Department, Health Services Agency and VA Hospital to pursue additional funding for supportive housing.
- Improved working relationships with landlords resulting in an increased willingness to accept Section 8 tenants.
- Worked with faith-based agencies to provide two foster youth time-limited long-term transitional housing.
- Utilized the Human Investment Program (HIP) federal resources to offset the use of previously committed state funding for providing housing assistance. HSA and HIP housing are also developing future programs for seniors, and housing rehabilitation programs have been modified to provide increased support for seniors either directly as clients or through community non-profits.
- Began design of a program to encourage home ownership for qualified Section 8 voucher holders. A grant from the U.S. Department of Housing and Urban Development (HUD) is supporting a coordinator to design this program, which will augment existing resources, such as Section 8 funding and federal housing funds.
- Assisted housing developments to obtain funding for 65 affordable housing units.

Story Behind Baseline Performance

The Housing Endowment and Trust (HEAT) was launched in May 2003 as a government joint powers agreement with the mission to generate $100 million in affordable housing in San Mateo County over the next five to ten years. To date, nine cities are participating, with $3 million in seed money and $2 million in matching money submitted to the Proposition 46 Housing and Emergency Shelter Trust Fund. The Office of Housing also helped housing developments get funding for 65 affordable housing units. Next year 43 low to moderate income units will be constructed on a surplus County parcel in South San Francisco.

Due to budget reductions from County, city agencies, and private donations, the Core Service Agencies experienced an increase in the number of clients seeking assistance as a result of reductions to other social services available in the County. A main concern is their viability and ability to secure adequate funding to continue to provide "safety net" services. One of their biggest challenges is being able to provide case management and follow-up with all clients to further their efforts to achieve and maintain self-sufficiency. Each Core Agency has developed specific strategies to address these challenges. They include exploring alternative methods to continue providing services, improving service efficiency, seeking additional funding, and implementing operational and administrative changes.

Positive results in the program area depends on many variables, including demand for services and availability of funding and resources to support staff and direct services (e.g. rental subsidies, food). Targets for FY 2004-05 and FY 2005-06 were set based on FY 2003-04 mid-year data and anticipated demand for services. If new funding sources are not secured, fewer clients will be served.

Major challenges over the next two years will be:

- To respond to the demands for emergency shelter and affordable housing at the Coastside region.
- To respond to continued regulatory changes that reduce the number of Section 8 vouchers available for rental assistance, which may also result in a waiting list.
- To identify the most efficient use of housing resources.
- To provide more long term transitional and supportive housing.
- To develop a plan to end chronic homelessness in San Mateo County.

Program Priorities

The Human Services Agency will meet performance targets by doing the following:

Social Capital

Provide Assistance to 96% of Clients in Need of Food and 68% of Clients in Need of Housing

- Maintain emergency shelter, food, clothing, rental and utility assistance provided by community-based Core Service Agencies
- Develop a ten year plan to end homelessness in San Mateo County and seek federal support for planning and implementation

Physical Capital

Fund 53 Affordable Housing Units and Develop a Range of Housing Options

- Support ability of seniors to age in place by exploring home equity conversion programs and shared housing
- Increase availability of transitional housing for emancipating foster youth
- Partner with cities, developers, and community-based organizations to increase the supply of workforce housing for low and moderate income residents
- Further develop the Housing Endowment and Trust Program in collaboration with cities and private sector businesses
- Join with Peninsula Policy Partnership, SAMCEDA and cities in planning development of smart growth options along transit corridors
- Develop a homeownership program for Section 8 voucher holders
- Distribute additional funds allocated for first-time home buyers through the American Dream Homeownership Program

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of affordable housing units planned for development [1]	662	400	651	612	605
Number of clients served by community based providers contracting with the Human Services Agency [2]:					
- Individuals	25,013	28,242	28,127	28,000	28,000
- Families	9,137	9,582	9,580	9,500	9,500
How Well We Do It (Quality)					
Number and percent of units planned for development that have financing and entitlements [3]	426 / 64%	299 / 84%	333 / 51%	410 / 55%	605 / 74%
Percent of customer survey respondents rating services provided by Core Service Agencies as good or excellent	---	96%	98%	98%	96%
Is Anyone Better Off? (Outcome)					
Number of County funded affordable housing units developed and occupied each FY and cumulative number of County funded affordable housing units developed and occupied	215 / 555	124 / 679	104 / 783	53 / 836	559 / 1,395
Number and percent of clients needing food and/or housing who were assisted by Core Service Agencies contracting with the Human Services Agency [4]:					
- Food	8,926 / 96%	9,867 / 96%	10,117 / 97%	10,000 / 96%	10,000 / 96%
- Housing	6,408 / 69%	5,757 / 63%	6,106 / 68%	6,000/ 68%	6,000 / 68%

[1] Includes number of units planned and under construction for projects assisted by the Office of Housing. The number of units includes projects in the planning phase, units that have financing and entitlements, and units under construction. Planned is defined as receiving Board approval to fund.

[2] Measure captures only the clients served by Core Service Agencies for whom a needs assessment was completed.

[3] Financing - commitment of funds to complete the project (e.g. Tax Credit Allocations, grants). Entitlements - all necessary planning permits from the local jurisdiction in control plus permits from other agencies with jurisdiction over the project (e.g. Coastal Commission, Corps of Engineers).

[4] Assistance with housing includes referrals to shelters, motel vouchers, and financial assistance for Section 8 deposits, move-in costs, and rent. The Core Service Agencies provide additional assistance with transportation costs and utility bills, and information and referral to link clients with community resources. This calculation is based on the number of clients who requested and received assistance for housing.

Community Capacity Building (7201B)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	18.0	17.0	17.0	17.0		17.0
Funded FTE	18.0	17.0	17.0	17.0		17.0
Total Requirements	11,733,179	15,054,223	16,951,428	17,675,510	724,082	16,762,025
Total Sources	10,691,131	13,785,256	15,544,024	16,350,942	806,918	15,437,457
Net County Cost	1,042,048	1,268,967	1,407,404	1,324,568	(82,836)	1,324,568
NCC Breakdown						
A-87 Cost Plan				(103,676)	(103,676)	(103,676)
Non-Mandated Services			1,407,404	1,428,244	20,840	1,428,244

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $1,324,568 or 7% of Total Requirements. Of this amount, $1,428,244 includes the following Non-Mandated Services: $488,889 for Core Service Agencies, $57,341 for Second Harvest Food Bank, $352,927 for emergency shelter services, $430,087 for the Safe Harbor year-round shelter, and $90,000 for motel vouchers for homeless families. A decrease of $103,676 represents a reduction in A-87 charges.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of negotiated labor increases; an increase in maintenance of Housing and Urban Development (HUD) mandated Homeless Management Information System; a decrease in housing project costs based on anticipated project completions, offset by increases in Safe Harbor shelter redesign and Planning & Environmental Analysis due to increased HUD requirements for reviews, and other miscellaneous expenses; decreases in consulting services contracts, and elimination of the lead abatement and landlord/tenant information and referral programs. Also included is an increase in reimbursements (Intrafund Transfers) between Office of Homelessness and Housing and Community Development programs due to an increase in activities related to the Continuum of Care and Safe Harbor redesign.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(193,082)	(17,579)	(279,179)	0	(103,676)	0

2. **Increase Funding for SAFE Harbor Renovations**

The Office of Housing has been awarded $1 mil in Proposition 46 funding for the upgrade and renovation of the SAFE Harbor emergency shelter. Renovations will include: upgrading of shelter beds, reorganizing space to provide more privacy and secure storage, and create private offices for counseling and treatment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,000,000	1,000,000	0	0	0	0

3. **Cost of Business Increases for Community-Based Providers**

A 1% increase in the Cost of Business Increases (COBI) has been approved for community-based providers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	20,840	0	0	20,840	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
806,918	1,003,261	(279,179)	0	(82,836)	0

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: increases in Salaries and Benefits due to negotiated labor and merit increases, and Intergovernmental Revenue has been adjusted commensurate with increased labor costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
86,515	86,515	0	0	0	0

5. **Eliminate One-time Funding for SAFE Harbor Renovations**

One-time funding awarded in FY 2004-05 for renovations to the SAFE Harbor emergency shelter are eliminated in FY 2005-06.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,000,000)	(1,000,000)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

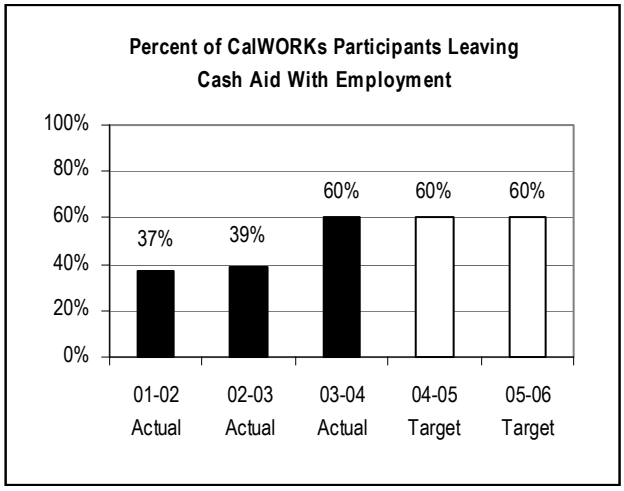
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(913,485)	(913,485)	0	0	0	0

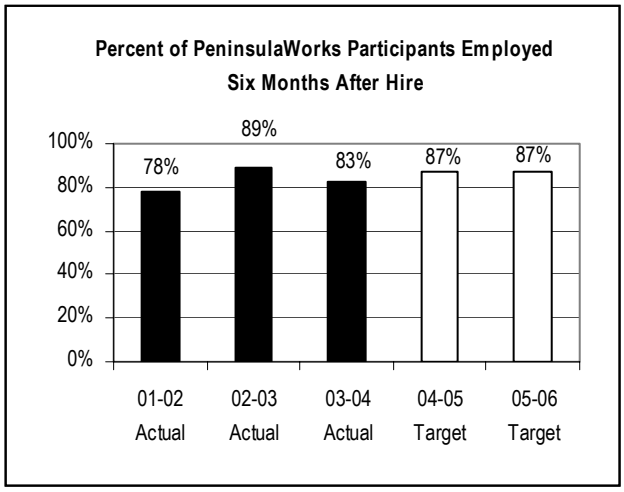
Economic Self-Sufficiency (7001B)

Program Locator

County
- Human Services
  - Program Support
  - Community Capacity Building
  - ▷ **Economic Self-Sufficiency**
  - Family Strength

Headline Measures





Program Outcome Statement

Economic Self-Sufficiency programs and community partners promote economic self-sufficiency for individuals and families by providing employment related support and career development services while providing temporary financial assistance to those in need.

Services and Accomplishments

The Economic Self-Sufficiency Program and its community partners provide a wide range of services including the administration and management of income-based entitlements programs including: CalWORKs, Food Stamps, Medi-Cal, and General Assistance (GA). Additionally, Vocational Rehabilitation Services (VRS) helps residents with employment barriers and disabilities attain their maximum potential through counseling, case management, assessment, and vocational training. The Agency also operates four one-stop multi-service centers, known as PeninsulaWorks, where employment services are provided at no charge and participants can find gainful employment and be provided with the basic skills necessary for a successful job search.

The following were major accomplishments in the prior year:

- Achieved positive outcomes through programs funded by special grants. A $2.5 million grant led to the operation of the fifth PeninsulaWorks center near the airport. Another biotechnology grant through a collaboration with the Community College system led to the first cohort of retrained dislocated workers who completed internships with Genentech. The participants were subsequently hired as permanent employees.
- Strengthened employment services for youth and for clients served by Vocational Rehabilitation Services (VRS). 1,503 children received services from the year-round Jobs for Youth program.
- Increased placement rates for clients by 64%, from 92 placements in FY 2001-02, to 143 placements in FY 2002-03. VRS implemented a new focus, from a sheltered work environment towards work-based assessment and employment services, to transition clients with disabilities or mental health challenges into private sector employment.
- Implemented the Healthy Kids program in January 2003 to extend health insurance coverage to undocumented immigrant children and low-income children whose families earn just above the cutoff for state insurance programs. The program now serves over 4,600 children, more than anticipated in the initial budget.
- Launched the Health Information Telecenter (HIT) to improve customer service for San Mateo's 55,753 Medi-Cal clients. The HIT center facilitates eligibility redeterminations and ongoing continuing Medi-Cal casework.

Story Behind Baseline Performance

The employment outlook in San Mateo County is now improving, with the unemployment rate down to 4% in December 2003 from its peak of 5.4% in July 2003. However, this rate remains significantly higher than during the economic boom, when the County unemployment rate fell to 1.2% in 2000. Since that time, San Mateo County has lost 13,000 jobs. Fewer program participants were able to obtain jobs this fiscal year because of the loss of jobs which has continued until recently in the economic recovery. Use of the regional PeninsulaWorks one-stop employment centers, which offer comprehensive job search, training, and support programs to all County residents, mirrors economic conditions. Overall customer visits grew rapidly through July 2003 to peak at more than 10,000 visits per month but have now stabilized or fallen slightly.

After increasing dramatically in the first half of 2003, the number of San Mateo County families participating in CalWORKs, California's Temporary Assistance for Needy Families (TANF) program, stabilized at approximately 2,752 by December 2003. HSA is further enforcing CalWORKs participation requirements, leading to a significant increase in the number of clients sanctioned for non-compliance. This is balanced by improved customer service in a number of areas. Electronic Benefits Transfer (EBT) now allows CalWORKs, food stamp, and General Assistance participants in San Mateo to receive their benefits electronically instead of by coupons and checks. Reporting requirements will be reduced for CalWORKs families, who, starting in 2004, will only have to report income on a quarterly instead of monthly basis. The CalWORKs program may undergo additional change in the coming year, cutting benefits to clients while increasing work requirements.

Building on the strategic plan developed by the Adolescent Collaborative Action Team, HSA is launching a special initiative to reduce the 50% or higher unemployment rate for former foster youth. Through the Workforce Investment Board (WIB), Employment Services Specialists will be assigned to work exclusively with these youth, providing additional supportive services and job skills training through PeninsulaWorks.

Major challenges over the next two years will be:

- To provide employment services for customers in an environment where jobs are limited.
- To plan for the expiration of grants between December 2003 and December 2004, which will decrease the availability of intensive and training services for dislocated workers.
- To implement the Employment and Service Integration (EASI) program to integrate case management in employment assistance programs, allowing more flexibility in the types of employment services offered.
- To implement new state performance standards in Medi-Cal which mandates 90% timeliness for redeterminations and applications processing.
- To respond to the state fiscal crisis and the pending federal TANF reauthorization which may cut benefits available to CalWORKs clients while increasing their work requirements from 30 to 40 hours per week. A key concern for clients is whether child care subsidy funding will be increased sufficiently to match the increase in required work hours.
- To redevelop programs that respond to new data reporting and tracking requirements as a result of the reauthorization of TANF.
- To continue the commitment to health insurance for low-income children and families.

Program Priorities

The Human Services Agency will meet performance targets by doing the following:

Assist 62% of PeninsulaWorks Participants to Obtain Jobs and 60% of CalWORKs Participants to Leave Cash Aid With Employment

- Work closely with local employers to develop customized new employee training and retention strategies and internship programs tailored to emerging business opportunities, particularly in the healthcare and biotech fields
- Enhance the range of specialized employment programs serving emancipating foster youth
- Support career development opportunities for County residents by providing job advancement services

Provide Employment Services to 20,000 PeninsulaWorks Participants

- Expand customer participation in financial literacy, money management, and financial planning workshops
- Expand awareness and effective utilization of earned income tax credit, child care tax benefit, renter's credit, electronic funds transfer, direct deposit, and similar financial assistance programs

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of participants using PeninsulaWorks Centers:					
- Number of participants [1]	14,308	22,460	24,426	20,000	20,000
- Number of visits by participants	66,516	111,936	121,651	100,000	100,000
Number of enrolled participants in PeninsulaWorks Intensive and Training services [2]	1,817	2,458	2,431	2,000	1,500
How Well We Do It (Quality)					
Percent of PeninsulaWorks participants in training and/or educational programs [3]	79%	70%	64%	60%	60%
Percent of PeninsulaWorks participants hired in jobs [4]	61%	65%	60%	62%	65%
Is Anyone Better Off? (Outcome)					
Number and percent of PeninsulaWorks participants employed in jobs six months after hire [5]	78 / 78%	65 / 89%	215 / 83%	90 / 87%	90 / 87%
Percent of California Work Opportunity and Responsibility to Kids (CalWORKs) participants leaving cash aid with employment	37%	39%	60%	60%	60%

[1] A decrease is expected in FY 2005-06 because the economy is starting to produce jobs, resulting in fewer anticipated participants.

[2] This measure currently includes data for Workforce Investment Act (WIA) participants only. The count of participants in Training services includes those who completed Intensive Services.

[3] This measure currently includes data for WIA participants only. A decrease is projected because participants will receive higher-level services, including training/educational programs only if unable to obtain jobs with other PeninsulaWorks services. It is considered a success to have fewer clients participate in training/educational programs. With the implementation of the Employment and Services Integration (EASI) project, greater levels of successful employment without training being necessitated is anticipated.

[4] This measure reports on the percent of PeninsulaWorks participants in training and/or educational programs hired in jobs and currently includes data for WIA participants only.

[5] This measure currently includes data for WIA participants who had a 6-month follow-up. The response rate at the 6-month follow up was 60%.

Economic Self-Sufficiency (7001B)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	341.0	370.0	367.0	370.0	3.0	370.0
Funded FTE	340.0	364.2	361.2	367.0	5.8	367.0
Total Requirements	61,669,272	73,269,053	78,421,935	78,437,799	15,864	79,674,738
Total Sources	55,640,659	66,010,469	72,772,845	72,446,720	(326,125)	72,741,338
Net County Cost	6,028,613	7,258,584	5,649,090	5,991,079	341,989	6,933,400
NCC Breakdown						
State Grants Match			223,635	223,635		223,635
Local Grants Match			17,900		(17,900)	
CalWORKS MOE			1,374,869	1,186,755	(188,114)	1,186,755
Mandated Services			3,831,808	4,322,273	490,465	5,264,594
Non-Mandated Services			200,878	258,416	57,538	258,416

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $5,991,079 or 8% of Total Requirements. Of this amount, $4,322,273, or 72% represents the County's share of Mandated Services for entitlement programs such as CalWORKs, General Assistance and Interim Aid cash assistance; and $258,416, or 4% is for the following Non-Mandated Services: $200,000 for employment services for General Assistance clients, and $58,416 for Jobs for Youth and Veterans Services.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; reductions in revenue and programmatic expenses related to expiring Workforce Investment Act grants, and decreases in CalWORKs employment services and supplies; increased General Assistance, Interim Aid and CalWORKs assistance payments, a decrease in Food Stamps Employment and Training program costs and revenue, elimination of one-time facilities projects, computer equipment purchases and automation contracts related to the establishment of the Health Insurance Telecenter (HIT), an increase in telephone service charges related to HIT; deletion of one-time Fixed Assets and Fund Balance; and an increase in reimbursement (Intrafund Transfers) from Health Services Agency and internal Agency programs for eligibility and vocational services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,232,791)	(1,040,011)	(652,232)	0	540,548	(3)

2. **Increase in Workforce Investment Act (WIA) Funding for Adults, Dislocated Workers and Youth**

An increase in the Workforce Investment Act (WIA) allocation and rollover from the prior year will be used to increase employment services provided at the One-Stop PeninsulaWorks Centers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
777,218	777,218	0	0	0	0

3. **Increase in Grant Funding for Employment Services**

Grants from the Department of Labor, the Walter S. Johnson Foundation, and the William and Flora Hewlett Foundation will be used to fund employment services including: client assessment, orientation, training and internships, customized training for dislocated works in the biotechnology field, employment training in life sciences, and the addition of an unclassified Accountant II position to administer and track this grant funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
484,914	484,914	0	0	0	1

4. **Elimination of Seven Vacant Grant-Funded Positions**

Seven vacant grant-funded positions in Economic Self-Sufficiency will be eliminated. Three grants are scheduled to expire by June 30, 2004. The vacant positions include: two Employment Services Specialist I-U; two Employment Services Specialist II-U; one Job Development Specialist II-U; one Community Program Specialist I-U; and one Community Worker II-U. The elimination of these positions will impact some carryover workload until the grants expire. After the positions are eliminated, the specialized services offered to the target populations for the grants will end. However, clients will continue to have access to regular services through the One Stop Centers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(483,680)	(483,680)	0	0	0	(7)

5. **Transfer of Four Benefit Analyst Positions**

Four Benefit Analyst positions will be transferred from Family Strength to Economic Self-Sufficiency. The positions located at Family Resource Centers are being transferred from Children and Family Services to simplify tracking of positions. Benefit Analysts will continue to provide integrated services at Family Resource Centers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
323,478	323,478	0	0	0	4

6. **Addition of Three Human Services Supervisors**

On May 11, 2004 a salary ordinance amendment was approved adding three Human Services Supervisor positions. The addition of these positions will enhance program integrity and increase the level of customer service provided by assuring better coordination of services. These positions will now be reflected as part of the Adopted Budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
294,144	294,144	0	0	0	3

7. **Add Two Job Development Specialist Positions for the WIA Rapid Response Program**

Two unclassified Job Development Specialist II positions will be added due to an increase in the Workforce Investment Act (WIA) allocation for the Rapid Response Program which provides lay-off assistance and lay-off aversion services to employees and employers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
262,961	262,961	0	0	0	2

8. **Adjust Fund Balance for A-87 Reductions**

A reduction in A-87 charges in Eligibility Determination and Employment Services resulted in an increase in Net County Cost. Use of Fund Balance to eliminate this effect will preclude the Agency from making program reductions to meet budget reduction targets.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
197,393	0	0	0	(197,393)	0

9. **Add Two Community Workers and One Office Assistant Position for the Jobs for Youth Program**

Two unclassified Community Worker II positions and one unclassified Office Assistant II are added to provide comprehensive youth employment services, particularly in East Palo Alto and the Coastside. Funding is being provided by TANF Incentive Funds and through a reduction in appropriation for extra-help.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
95,714	95,714	0	0	0	3

10. **Reduction in Cost Applied Charges from Program Support**

Reductions in Program Support contracts offset by the transfer of a filled Human Services Manager I from Family Strength have resulted in a net decrease of internal charges cost applied from Program Support to Economic Self-Sufficiency.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(45,476)	(46,642)	0	0	(1,166)	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(326,125)	668,096	(652,232)	0	341,989	3

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

11. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: increases in Salaries and Benefits due to negotiated labor and merit increases; decreases include elimination of extra help staffing costs and Services and Supplies for two grants, the Bay Area Bioscience Career (Bay ABC) and Low Income Flexible Transportation (LIFT) grants, that will expire in FY 2004-05, and elimination of one-time funding for fixed assets. Specialized services funded by the expiring ABC grant will no longer be available; however, other Workforce Investment Act services will continue to be provided through One-Stop Centers. Transportation services provided by the LIFT grant will no longer be provided; however, CalWORKs

clients will continue to have access to limited transportation services. Intergovernmental Revenue has been adjusted commensurate with labor cost increases, increases in A-87 charges, and expiring grants. Fund Balance used to offset A-87 charges has also been eliminated.

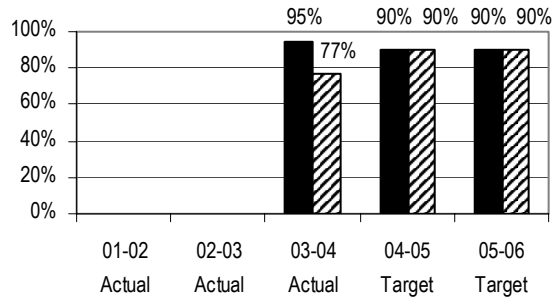
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
294,618	1,236,939	0	0	942,321	0

Family Strength (7101B)

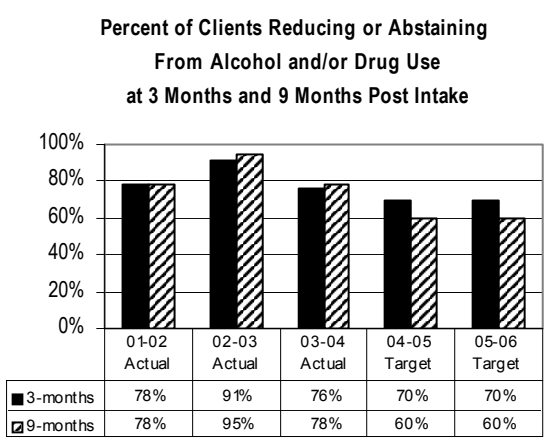
Program Locator

County
- Human Services
  - Program Support
  - Community Capacity Building
  - Economic Self-Sufficiency
  - ▷ **Family Strength**

Headline Measures



This measure is consistent with state AB 636 performance measures.



	01-02 Actual	02-03 Actual	03-04 Actual	04-05 Target	05-06 Target
3-months	78%	91%	76%	70%	70%
9-months	78%	95%	78%	60%	60%

Program Outcome Statement

Family Strength programs in collaboration with community partners promote individual and family strength by providing a continuum of prevention, assessment, intervention, and treatment services that maximize child well-being, family stability, and self-reliance.

Services and Accomplishments

Family Strength Programs and its partners offer prevention and intervention services to enhance family strength and child well being. In collaboration with community partners, Family Strength programs promote individual and family strength by providing a continuum of prevention, assessment, intervention, and treatment services. Family Strength programs include Alcohol and Other Drug Prevention and Treatment Services, Tobacco Prevention Program, Child Care, Adolescent Services, Out-of-Home Placement, and Children and Family Services. Programs within Children and Family Services include Child Protective Services, Homefinding (Foster Care and Adoptions), Adoptions, Kinship Support Services, the Receiving Home, Family Resource Centers, the San Mateo County Child Abuse Prevention Council, the Children's Fund, and an assortment of other grant-supported activities.

The following were major accomplishments in the prior year:

- Implemented team decision-making and resource family support and recruitment strategies through Family to Family (F2F), an initiative to strengthen the child welfare system and improve services for children and families with our partners.
- Established a support system for youth leaving foster care that addresses social, employment, housing, and treatment needs. This was accomplished through the Permanency for Youth project, and the Adolescent Collaborative Action Team (ACAT), a partnership of schools, non-profits, and County staff.
- Established the Transitional Youth Housing Program, which provides residences for six 16-18 year old foster youth. The youth live with a roommate in their own apartment and receive intensive case management services.
- Participated in the reconfiguration of the San Mateo County Fatherhood Collaborative with five other County departments.
- Supported enrollment outreach efforts for no- and low-cost health insurance for low-income families.

Story Behind Baseline Performance

Child Welfare Services Redesign is a state mandate to improve child safety, permanence and well-being by working with families earlier and more intensively to stabilize risk factors that often lead to a need for higher levels of intervention. Community Partnership Teams are working to develop community-based early intervention and prevention services and strategies to help lower the incidence of abuse and neglect and maximize use of existing resources through multi-agency and multi-disciplinary responses.

The Redesign will also focus on reducing recurrence of maltreatment and ensuring permanency for all children in foster care, with special attention to assist older foster youth transition to self-sufficient adulthood. San Mateo County's Fatherhood Collaborative, an initiative gaining national recognition contributes to reducing the incidences of abuse and neglect and promotes family restoration. The Fatherhood Collaborative and HSA developed processes to include fathers in decisions on child welfare placements, trained child welfare and community staff to involve fathers, held workshops on the role of fathers in brain development, and funded development of father focused domestic violence services.

CWS Redesign is part of the state's Performance Improvement Plan to improve results on federal performance measures of the child welfare system. Another strategy is the California Child and Family Services Outcome and Accountability Review System (AB636), which mandates a County self-assessment and system improvement plan (SIP). The SIP will outline priority areas for CWS Redesign implementation based on San Mateo County data.

Identification of substance abuse and referrals to treatment increased in the County; however, total treatment capacity in the County has declined. A large volume of clients with complex needs created a crisis for Proposition 36, which diverts eligible criminal drug offenders to community treatment. The program was restructured to emphasize outpatient treatment at lower costs than residential and day treatment options. Alcohol and Other Drug (AOD) Services developed integrated service strategies for clients involved with multiple systems that typically generate high service costs, and is pursuing state and federal grants for a variety of treatment programs while continuing to advocate for a better allocation methodology and more statewide funding for Proposition 36. Due to anticipated budget cuts, future targets for treatment services are decreased.

Major challenges over the next two years will be:

- To implement CWS Redesign and conduct AB636 activities which are heavily dependent on the availability of state and federal revenues and at risk in the current fiscal environment.
- To respond to budget reductions which may further decrease alcohol and other drug treatment capacity and treatment slots.
- To support the local child care planning council and the County Office of Education to develop the new child care plan for implementation in January 2005.
- To implement the County's Child Care Pilot Program, which now allows HSA and its partners to develop an individualized child care subsidy plan that adapts contracting reimbursement and eligibility rules to the needs of County residents.
- To assist First 5 San Mateo in designing and developing a revenue stream for universal preschool programs to improve school readiness and developmental outcomes for preschool-age children.

Program Priorities

The Human Services Agency will meet performance targets by doing the following:

Ensure That Children Served Do Not Experience a Recurrence of Maltreatment

- Expand community provider role in client service planning and decision-making processes
- Recruit, train and support resource families (relative and foster caregivers)
- Promote mentoring, educational support, and lifelong connections for teen foster youth
- Plan and implement integrated service delivery approach for Child Welfare Services Redesign

Maintain Percentage of Clients Reducing or Abstaining From Alcohol or Drug Use At 70% At 3-Months Post-intake and 60% At 9-Months Post-intake

- Pursue strategies linking supportive services to housing for individuals and families with special needs, including recovering substance abusers and the homeless
- Develop a system for prioritizing access to alcohol and other drug services for clients participating in other County health and human service programs
- Work with the state and other counties to secure adequate resources supporting ongoing provision of drug treatment as an alternative to incarceration

Provide Child Care Assistance to 3,500 Children

- Continue to work with San Mateo County First 5 Commission on the Preschool for All initiative
- Partner with state and providers to plan and implement a child care pilot program that re-structures local eligibility criteria and provider reimbursement rates

Performance Measures Summary Table

Performance Measures	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Target	FY 2005-06 Target
What/How Much We Do					
Number of children with referrals for child abuse/neglect	---	---	4,189	4,100	4,100
Number of children who received child care assistance [1]:					
- Human Services Agency	1,598	1,578	1,520	1,500	1,500
- Child Care Coordinating Council/PACE	1,660	1,800	2,144	2,000	1,200
Number of times clients enter treatment (all modalities except methadone services)[2]	4,357	4,266	4,421	4,200	4,200
How Well We Do It (Quality)					
Percent of child abuse/neglect referrals with a timely response:					
- Immediate response compliance	---	---	95%	90%	90%
- 10 day response compliance	---	---	77%	90%	90%
Percent of children receiving CalWORKs who are eligible for child care payment assistance and receive it (excludes recipients who decline the service)	---	46%	48%	60%	60%
Percent of criminal justice involved clients retained in treatment or until completion of program	50%	52%	49%	50%	52%
Is Anyone Better Off? (Outcome)					
Percent of children served who do not experience a recurrence of maltreatment within 12 months	---	---	89%	89%	90%
Percent of children receiving child care payment assistance who are cared for by licensed providers or providers who passed a background screening [3]:					
- HSA	---	---	88%	88%	88%
- Child Care Coordinating Council	---	82%	83%	83%	83%
- PACE	---	74%	65%	67%	67%
Percent of clients reducing or abstaining from alcohol and/or other drug use at three months and nine months post-intake	78% / 78%	91% / 95%	76% / 78%	70% / 60%	70% / 60%

[1] Measure of children served by the following subsidy programs: HSA - Report of children who received Stage 1 child care. Child Care Coordinating Council/PACE - Stages 2 and 3 child care, and FAPP/GAPP subsidies.

(2) This measure is a count of treatment episodes and represents a duplicated number as substance abuse treatment often requires more than one episode of treatment. Multiple episodes of care also include individuals moving from one modality to another such as detoxification to outpatient, or residential to outpatient.

(3) This measure includes children receiving Stage 1 child care, and FAPP/GAPP subsidies.

Family Strength (7101B)
Resource Allocation Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
Salary Resolution	262.0	257.0	257.0	255.0	(2.0)	255.0
Funded FTE	257.9	251.8	251.8	252.8	1.0	252.8
Total Requirements	76,314,634	75,909,995	83,481,242	83,859,161	377,919	83,387,366
Total Sources	66,382,391	66,680,727	70,946,166	71,513,360	567,194	69,883,767
Net County Cost	9,932,243	9,229,267	12,535,076	12,345,801	(189,275)	13,503,599
NCC Breakdown						
State Grants Match			116,118	116,118		116,118
Child Care Services MOE			76,000	76,000		76,000
A-87 Cost Plan				(16,419)	(16,419)	(16,419)
Mandated Services			4,220,850	4,184,323	(36,527)	4,184,323
Non-Mandated Services			8,122,108	7,985,779	(136,329)	9,143,577

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $12,345,801 or 15% of Total Requirements. Of this amount, $4,184,323 represents the County's share of Mandated Services based on state and federal allocations and includes child protective services, and foster care placement costs. Non-Mandated Services totaling $7,985,779 include: $2,083,822 in substance abuse treatment services, $315,888 in foster care expenses, and $5,586,069 in child welfare services overmatch. Services funded by the child welfare services overmatch include: $2,294,719 for child protective services, child abuse prevention, adoptions, licensing, the independent living program for emancipating youth; $2,653,842 for family resource centers; and $637,508 for the Receiving Home.

FY 2004-05 Program Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; adjustments to child care allocations that were budgeted based on higher FY 2002-03 levels; decreases due to redesign of the Proposition 36 substance abuse treatment program to contain costs within on-going state allocations, expiration of Center for Substance Abuse Treatment (CSAT) grants, elimination of one-time automation systems development costs, elimination of Fund Balance and Reserves,

and decreases in County Foster Care caseload costs. Increases include rising adoptions assistance caseload costs, County Counsel charges for juvenile dependency legal representation, and additional funding for Child Welfare Redesign.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,686,592)	(608,983)	99,824	(924,981)	1,252,452	1

2. **Implement Recommendations Related to Child Welfare Services**

In response to the Grand Jury and Blue Ribbon Committee recommendations for Child Welfare Services the following will be implemented: increase core training to social workers, add one Social Worker Supervisor, three Social Worker IIs, and one Administrative Secretary II to lower caseloads to 25 cases per worker and support the centralized administration of countywide functions in the Central Region. Policies and procedures to support staff will be implemented through a user friendly online Child Welfare Services Handbook and funding is increased for County Counsel legal services including training for staff and representation in Court.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
906,397	906,397	0	0	0	5

3. **Fund Balance and Child Care Reserves Adjustments**

Use of projected year-end Fund Balance has been set aside in Child Care Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
605,335	0	0	605,335	0	0

4. **Continuation of Funding From First 5 for Therapeutic Child Care**

In 2001, HSA received funding from First 5 to launch the Foster Care and Caregivers Child Care program. A 36-month continuation grant has been awarded and includes child care services for parents and kin caregivers of foster children, an expansion of the population eligible for services, and services to provide therapeutic child care for children in families affected by domestic violence and child maltreatment, and services to improve parenting skills. An estimated 25 children and 20-40 families will participate in the services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
451,228	451,228	0	0	0	0

5. **Adjust Fund Balance for General Liability Claims**

Agency Fund Balance will be used to offset the cost of claims associated with the injuries that were sustained on HSA employees during the break-in that occurred at the Children's Receiving Home in May 2001.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
334,212	0	0	0	(334,212)	0

6. **Fund Balance and Collaborative Reserves Adjustments**

Use of projected year-end Fund Balance has been set aside in Collaborative Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
324,838	0	0	324,838	0	0

7. **Transfer of Four Benefits Analyst Positions**

Four Benefit Analyst positions will be transferred from Family Strength to Economic Self-Sufficiency. The positions located at Family Resource Centers are being transferred from Children and Family Services to simplify tracking of positions. Benefit Analysts will continue to provide integrated services at Family Resource Centers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(323,478)	(323,478)	0	0	0	(4)

8. **Realignment Child Care Revenue Due to GAPP Overmatch**

Realignment Child Care Revenue will be used to cover the overmatch for GAPP subsidies in Family Strength as part of the Agency's budget reduction plan. The over match is used to supplement the allocation received from the State to provide child care assistance payments to families in the Child Welfare System.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
242,297	0	0	0	(242,297)	0

9. **Adjust Fund Balance for System of Care Program**

Collaborative Fund Balance will be used to fund the System of Care Program as part of the Agency's budget reduction plan. This program serves approximately 104 youth in the Child Welfare and Probation systems. Services include Intensive In-home services, specialized mental health services to those incarcerated in Juvenile Hall and case management for young adults who are seriously mentally ill. The Collaborative anticipates that they will continue funding for this program through reduced costs in County Only Foster Care based on caseload trends and an anticipated reduction in out-of-home placement costs with the implementation of CWS Redesign.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
192,623	0	0	0	(192,623)	0

10. **Elimination of Two Vacant Alcohol and Drug Services Positions**

Two vacant positions, a Case Management/Assessment Specialist II and a Human Services Analyst II will be eliminated in Family Strength as part of the Agency's reduction plan. Elimination of the Case Management/Assessment Specialist position will delay the timely performance of future case management/assessment services at the Hillcrest and Camp Glenwood facilities. Duties will be absorbed by other Case Management/Assessment Specialists in the unit. Elimination of the Human Services Analyst II position will increase the contract liaison and monitoring workload of other staff in the unit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(154,400)	0	0	(154,400)	(2)

11. **Adjust Fund Balance for Seven Child Care Contracts**

Agency Fund Balance will be used to extend seven child care contracts for one more year. This will allow the seven contractors to continue providing these services until Preschool for All is implemented beginning with contract awarding in October, 2004. These services can be integrated into the initiative.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
145,665	0	0	0	(145,665)	0

12. **Adjust Fund Balance for Substance Abuse Treatment Services**

Bridge funding for Alcohol and Drug Services residential treatment services will be provided with Agency Fund Balance in order to meet the Human Services Agency's budget reduction target. This funding will cover a proposed reduction in residential treatment services and will allow Alcohol and Drug Services to work with stakeholders in order to re-engineer the contracting and delivery of such services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
137,649	0	0	0	(137,649)	0

13. **Cost of Business Increases for Community-Based Providers**

A 1% increase in the Cost of Business Increases (COBI) has been approved for community-based providers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	99,774	0	0	99,774	0

14. **Realignment Child Care Revenue for Foster Parent Child Care Subsidies**

Realignment Child Care revenue will be utilized to continue to provide child care subsidies to employed foster parents. These essential services were previously funded by the First 5 Commission. If realignment revenue were not accessed to continue providing these services, it would result in an increase in the Agency's Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
75,000	0	0	0	(75,000)	0

15. **Elimination of a Vacant Grant-Funded Position**

One vacant Human Services Analyst II-U position in Alcohol and Drug Services will be eliminated in conjunction with the expiration of the Center for Substance Abuse Treatment (CSAT) Homeless Grant on September 30, 2004. This position is currently being filled as work-out-of-class and provides lead analyst services under the CSAT Homeless Grant and acts as liaison between Alcohol and Other Drug Services and contracted providers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(63,674)	0	0	(63,674)	(1)

16. **Transfer of a Filled Human Services Manager I Position**

One filled Human Services Manager I Position will be transferred from Family Strength to Program Support to reflect the activities performed by the position and provide an Agency-wide benefit both programmatically and financially. This position will continue to coordinate, ensure consistency and provide linkage to a variety of county-wide, multi-disciplinary programs. Additionally, this position will also serve the Agency and community as an ombudsman by answering customer concerns about their cases, community questions about service delivery, and ensure continuous quality improvement by tracking and analyzing issue trends and monitoring corrective action.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(24,625)	(117,264)	0	0	(92,639)	(1)

17. **Extension of Funding for Homeless Services**

The state has approved an extension of funding for the CSAT Homeless Grant for an additional three months through December 2004. This funding will provide services to 75-100 homeless persons residing at three shelters in San Mateo County including assessments, case management, treatment and linkages to transitional housing.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
69,000	69,000	0	0	0	0

18. **Collaborative Fund Balance and Reserves Adjustments**

Additional savings are based on updated year-end actuals. Collaborative Fund Balance has been set aside in Collaborative Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
59,669	0	0	59,669	0	0

19. **Elimination of Special Needs Funds**

Funding for the Special Needs account has been eliminated as part of the Agency's budget reduction plan. These expenditures will now be funded through either the Children's Fund in Children and Family Services or the Extraordinary Circumstances Fund in Employment Services, depending upon the type of need and the urgency. This internal change will not affect services or clients.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(38,000)	0	0	(38,000)	0

20. **Adjust Fund Balance for A-87 Reductions**

A reduction in A-87 charges in Child Care and Children and Family Services resulted in an increase in Net County Cost. Use of Fund Balance to eliminate this effect will preclude the Agency from making program reductions to meet budget reduction targets.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
31,124	0	0	0	(31,124)	0

21. **Reduction of Funding for Non-Residential Treatment Services**

Avalon Counseling Services had provided 766 units of non-residential services on an annual basis and will discontinue providing treatment services effective June 30, 2004. In order to meet the Human Services Agency's budget reduction target, the Agency will not issue a new Request for Proposals for these services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(29,781)	0	0	(29,781)	0

22. **Use of Tobacco Funds**

Unexpended Tobacco Master Settlement Funds are appropriated for services in support of tobacco education, prevention, and cessation efforts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
24,757	24,757	0	0	0	0

23. **Reduction in Cost Applied Charges from Program Support**

Reductions in Program Support contracts offset in part by the transfer of a filled Human Services Manager I from Children and Family Services have resulted in a net decrease of internal charges cost applied from Program Support to Family Strength.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(6,530)	(31,094)	0	0	(24,564)	0

24. **Elimination of a Vacant Community Worker Position and Addition of a Psychiatric Social Worker Position**

A vacant Community Worker II-Unclassified will be eliminated and a Psychiatric Social Worker II-Unclassified will be added at the Family Resource Center in Pescadero. In discussions with the South Coast Collaborative, it became apparent that the need for Psychiatric Social Worker services far exceeded the need for a Community Worker. This change would assist in the goal of making services more accessible to children and families. The Collaborative agreed to continue to contribute the amount equivalent to 50% of the Salaries & Benefits of a Community Worker.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,625	28,752	0	0	20,127	0

TOTAL FY 2004-05 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
567,194	213,234	99,824	64,861	(189,275)	(2)

FY 2005–06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

25. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: increases due to negotiated labor and merit increases; decreases include elimination of $137,649 in substance abuse treatment services, $145,665 in child care contracts, $334,212 in one-time Liability Claims, and $1,022,135 in grant-funded services due to expiring grants. Grants expiring include a Center for Substance Abuse Treatment (CSAT) Homeless grant; three Safe and Drug Free Schools substance abuse prevention grants; two Packard Foundation grants for foster care licensing and recruitment and the violence in families initiative, and one is a Stuart Foundation grant for the Family to Family initiative. Revenue has been adjusted commensurate with labor cost increases, increases in A-87 charges, additional child welfare redesign revenue and expiring grants. Fund Balance in the amount of $841,273 used to offset Liability Claims, one year bridge funding for substance abuse treatment services, one-year funding for seven small child care contracts, system of care contribution to mental health and A-87 charges has also been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,535,836)	(378,038)	0	0	1,157,798	0

26. **Eliminate One-time Funding for Homeless Services**

Grant funding provided by the state for homeless services is eliminated in FY 2005-06.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(69,000)	(69,000)	0	0	0	0

27. **Eliminate One-time Tobacco Funds**

Additional one-time Tobacco Master Settlement Funds for services in support of tobacco education, prevention and cessation efforts is eliminated in FY 2005-06.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(24,757)	(24,757)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,629,593)	(471,795)	0	0	1,157,798	0

Non-Departmental Services

Adopted Budget
FY 2004-2005
FY 2005-2006

People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

Non-Departmental Services
FY 2004-05 and 2005-06 All Funds Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
General Fund Budgets						
Non-Departmental Services	87,348,007	77,478,263	112,181,477	135,556,255	23,374,778	107,238,745
Contingencies	20,984,016	23,198,948	23,198,948	23,501,594	302,646	23,359,619
Total General Fund	108,332,023	100,677,211	135,380,425	159,057,849	23,677,424	130,598,364
Non-General Fund Budgets						
Sergeants/Teamsters Retiree Health	290,220	195,169	182,755	180,889	(1,866)	179,659
Accumulated Capital Outlay Fund	44,220	8,783	8,561	7,635	(926)	3,693
Courthouse Construction Fund	3,479,178	3,902,787	3,793,040	4,095,738	302,698	4,091,614
Criminal Justice Construction Fund	3,376,315	3,617,976	3,516,315	3,306,511	(209,804)	3,394,045
Capital Projects	12,291,872	9,476,388	16,692,792	15,964,575	(728,217)	7,982,292
Capital Projects	12,291,872	9,476,388	16,692,792	15,964,575	(728,217)	7,982,292
Debt Service Fund	24,792,094	52,140,449	36,311,910	44,251,277	7,939,367	44,284,666
Total Non-General Fund	44,273,899	69,341,551	60,505,373	67,806,625	7,301,252	59,935,969
Total Requirements	152,605,921	170,018,762	195,885,798	226,864,474	30,978,676	190,534,333
Total Sources	397,508,723	461,959,131	395,701,027	431,908,929	36,207,902	410,453,035
Net County Cost	(244,902,802)	(291,940,369)	(199,815,230)	(205,044,456)	(5,229,226)	(219,918,703)

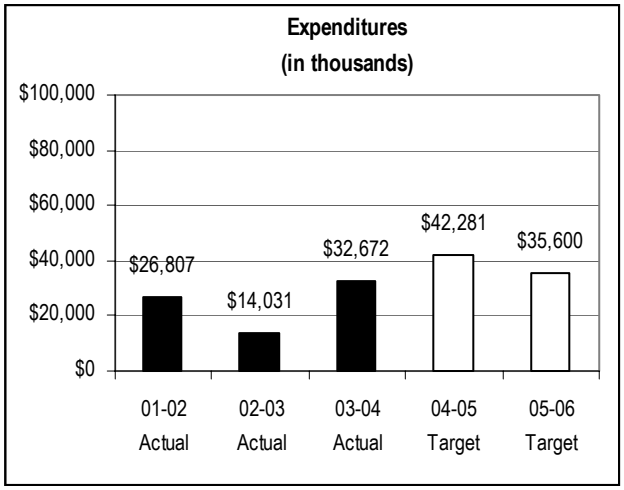
Non-Departmental Services (8000B)

Budget Unit Locator

County
Non-Departmental
▷ **Non-Departmental Services**
Sergeants/Teamsters Retiree Health
Contingencies
Accumulated Capital Outlay Fund
Courthouse Construction Fund
Criminal Justice Construction Fund
Capital Projects
Debt Service Fund

Budget Unit Description

The Non-Departmental Services budget unit contains general purpose revenue, including property tax, sales and use tax, interest earnings, Non-Realignment motor vehicle license fees and other state aid. Revenue transfers from other funds are budgeted here, including the Solid Waste Fund and A-87 indirect cost recovery from Non-General Fund departments. These revenues, along with Non-Departmental Fund Balance, are used to offset any Net County Cost in General Fund departments. Non-Departmental Reserves and appropriations that benefit many or all County departments such as information technology, facility repairs, capital improvement projects and debt service payments, are budgeted in this unit.



Net County Cost

The Net County Cost in this budget unit is always negative because it includes more revenue and Fund Balance than it does appropriations and Reserves. This negative amount offsets any positive Net County Cost budgeted in other General Fund departments. For FY 2004-05, this budget includes $5.6 million for debt service and $2 million in reserves for technology and capital improvement projects as required by the County Reserves Policy. The discretionary portion of this budget includes $36,681,009 in appropriations for Countywide technology and capital improvement projects, and other costs for Mandated Services with no maintenance-of-effort requirements, and $91,275,246 in Reserves in excess of minimum County Reserves Policy requirements.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Continue Current Level of Services**

Budget adjustments have been made as follows: removal of prior year assumption for losses of State revenue (see separate Funding Adjustment for State Budget assumption); Fund Balance and Reserves adjustments based on year-end estimates, which includes restoration of $21 million in VLF backfill and a one-time $24.8 million return of ERAF funds; elimination of one-time costs; and adjustments to revenue and Intrafund Transfers for reimbursement of indirect costs.

Revenue/Sources	20,365,347
Appropriations	(17,491,539)
Intrafund Transfers	(56,356)
Reserves	44,057,563
Net County Cost	6,144,321
Positions	0

2. **Countywide Retirement Cashout and Retiree Health Increase**

The County currently has over 1,000 employees, almost 20% of the workforce, who are eligible to retire (age 50 with 10 years of service). Over 600 of these employees are 55 years of age with 10 years of service. Reserves have been reduced to set aside funds for costs that will be incurred when employees retire, including cashout of eligible leave balances (terminal pay) and County contributions to retiree health costs.

Revenue/Sources	0
Appropriations	5,500,000
Intrafund Transfers	0
Reserves	(5,500,000)
Net County Cost	0
Positions	0

3. **State Budget Assumption**

County staff originally estimated the State budget impact to be $49.6 million in reduced funds to the County after the Governor released his January budget, which proposed additional shifts in property tax from local government to the Educational Revenue Augmentation Fund (ERAF), as well as elimination of the In-Home Supportive Services (IHSS) Residual Program and reduction in IHSS worker wages and benefits, and reductions in funding for booking fees, juvenile justice (TANF), health and human services programs. In May, local government advocates and the Administration then reached an agreement in which local governments would surrender $1.3 billion of local funds for each of the next two years in exchange for protection of local revenue in the future. The Governor also agreed to seek federal funding for the Residual Program rather than eliminate it. Intergovernmental Revenues and Reserves were reduced by $23,108,554 in the Recommended Budget based on estimated impact of the Governor's May Revision. This estimate has been updated based on the final State budget. Net loss in funding is now at $6,227,322, mainly due to the agreement reached with local governments. The County's loss from the VLF/property tax swap for each of the next two years is $6,704,877, offset by $477,555 in additional revenue as described in County Manager's Report #12. Intergovernmental Revenues and Reserves have been reduced to reflect the $6,227,322 loss.

Revenue/Sources	(6,227,322)
Appropriations	0
Intrafund Transfers	0
Reserves	(6,227,322)
Net County Cost	0
Positions	0

4. **Non-Departmental General Revenue Growth**

Based on final 2004-05 assessment roll figures from the Assessor's Office, secured property tax revenue has been increased by 6.98% and unsecured property tax revenue, primarily from airlines and other businesses at San Francisco Airport, has been reduced by 16.36%. Sales tax receipts are expected to be at the same level as the current year, assuming some growth that is offset by the loss of jet fuel sales tax to the City of Oakland. Other revenues have been adjusted based on historical and current year receipts as well as anticipated trends. Non-Realignment vehicle license fee (VLF) revenue has been increased by two percent. The updated State Budget assumption related to the VLF/property tax agreement with local government has been included in the previous Funding Adjustment.

Revenue/Sources	9,180,988
Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	(9,180,988)
Positions	0

5. **Annualization of Funding for Children's Health Initiative**

Additional revenue from the Solid Waste Fund will be transferred to this budget unit to assist in funding the County's contribution toward the Children's Health Initiative, which will enroll those children in families earning up to 400% of the Federal Poverty Level and ineligible for the existing Medi-Cal and Health Families programs. Total annualized amount is $2,700,000. Health Services will be reimbursed from this budget unit for costs as they are incurred.

Revenue/Sources	1,179,492
Appropriations	1,179,492
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

6. **Long Range Planning and Administrative Funding for Housing Endowment and Trust (HEAT) JPA**

The Board approved increases to Planning and Building fees on June 8 with the exception of amounts related to recovering Long Range Planning costs in the amount of $754,937, which will be covered by General Fund Reserves while a task force reviews the Planning fee structure and approach to annual fee increases. General Fund Reserves in the amount of $20,000 will also be used for the County's portion of administrative funding toward the Housing Endowment and Trust (HEAT) JPA, which is budgeted in

Memberships and Contributions in the County Manager/Clerk of the Board budget unit.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	(774,937)
Net County Cost	(774,937)
Positions	0

7. **Countywide Patch Management and Virus Protection**

One-time Reserves will be used to establish mandatory patch management and virus protection services for all PCs and servers in all County locations. Once notification of vulnerabilities is received and solutions made available for Countywide distribution, ISD will ensure efficient and rapid coordination and distribution of required operating system patches and anti-virus updates, thereby minimizing disruption of County business.

Revenue/Sources	0
Appropriations	83,000
Intrafund Transfers	0
Reserves	(83,000)
Net County Cost	0
Positions	0

8. **June Budget Hearing Adjustments**

The Board added $1.1 million during June budget hearings to provide a 1% increase to community-based organizations in Health and Human Services; restore tobacco cessation services and School Resource Officers; increase County subsidy to East Palo Alto on a one-time basis for investigative services; expand the Risk Prevention Program; and provide funding for the Half Moon Bay Chamber of Commerce. Funding sources were identified from Health, Public Works and Probation, with remaining from Non-Departmental appropriations and Reserves. Reduction in appropriations has been made as a result of lowering the County's contribution to the Children's Health Initiative, which is anticipated to receive additional federal funding during the year.

Revenue/Sources	0
Appropriations	(450,000)
Intrafund Transfers	0
Reserves	(350,083)
Net County Cost	(800,083)
Positions	0

9. **September Revisions and Final Budget Hearing Adjustments**

Reserves are increased by $45,000 from revenues to be received from the City of East Palo Alto for investigative services provided by the Sheriff's Office; the other remaining $45,000 is being covered by additional Fund Balance from the Sheriff's budget. Reserves are reduced to fund community outreach activities in the County Manager's Office ($93,000) and to increase General Fund Contingencies budget unit (8100B) to meet the 3% contingencies requirement of the County Reserves Policy ($440,578). Board add-backs during September budget hearings include the restoration of two Deputy Sheriff positions for Redwood City Street Crimes Unit ($250,000); additional funding to restore mid-week park days ($187,489); additional funding for NACo membership, Peninsula Conflict Resolution Center, Medical Errors Summit and Day Laborer Center ($57,008); and adjustment to increases provided to community-based organizations in June to exclude Prop. 36 providers ($15,486).

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	(967,588)
Net County Cost	(967,588)
Positions	0

10. **Final Fund Balance Adjustments**

Non-Departmental Services closed out FY 2003-04 with additional Fund Balance, most of which will be set aside in Reserves. The remaining amounts are related to the technology projects that were in progress but not completed. These projects have been reappropriated. Reserves were also increased to reflect the Sheriff's

contribution of Fund Balance toward the remaining $45,000 to cover investigative services for the City of East Palo Alto.

Revenue/Sources	4,408,145
Appropriations	338,572
Intrafund Transfers	0
Reserves	4,116,976
Net County Cost	47,403
Positions	0

TOTAL FY 2004-05 FUNDING ADJUSTMENTS

Revenue/Sources	28,906,650
Appropriations	(10,840,475)
Intrafund Transfers	(56,356)
Reserves	34,271,609
Net County Cost	(5,531,872)
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

11. **Adjustments to Continue Current Level of Services**

Budget adjustments have been made as follows: reduction in Fund Balance as a result of declining Reserves; removal of one-time retirement cashout estimates and technology projects; reductions to offset negotiated labor increases in General Fund departments; growth in secured property tax of five percent and growth of one percent in unsecured property tax; growth of three percent in sales tax; continued funding for Children's Health Initiative; further reduction in Reserves to balance the General Fund; other minor adjustments.

Revenue/Sources	(13,585,238)
Appropriations	(6,681,323)
Intrafund Transfers	0
Reserves	(21,636,187
Net County Cost	(14,732,272)
Positions	0

Non-Departmental Services (8000B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	155,239,956	188,002,427	156,015,890	163,346,403	7,330,513	170,268,109
Licenses, Permits and Franchises	330,255	354,924	330,000	330,000		330,000
Use of Money and Property	11,937,330	8,626,696	9,608,366	9,608,366		9,800,533
Intergovernmental Revenues	51,102,153	39,588,143	14,435,938	43,059,091	28,623,153	43,956,139
Charges for Services	23,302	23,695				
Interfund Revenue	2,895,262	5,531,834	6,481,082	5,345,134	(1,135,948)	5,345,134
Miscellaneous Revenue	282,554	484,900				
Other Financing Sources	3,878,834	1,680,581				
Total Revenue	225,689,647	244,293,202	186,871,276	221,688,994	34,817,718	229,699,915
Fund Balance	127,545,177	148,324,378	148,324,378	142,413,310	(5,911,068)	120,817,151
TOTAL SOURCES	353,234,824	392,617,580	335,195,654	364,102,304	28,906,650	350,517,066
REQUIREMENTS						
Salaries and Benefits	19,490	24,209	536,000	6,036,000	5,500,000	4,736,000
Services and Supplies	3,378,904	6,247,389	24,053,163	21,540,526	(2,512,637)	20,540,526
Other Charges	2,213,484	11,106,213	15,849,798	5,088,354	(10,761,444)	3,000,000
Fixed Assets	189,216	25,394	210,784		(210,784)	
Other Financing Uses	8,857,511	15,782,900	13,041,548	10,185,938	(2,855,610)	7,892,969
Gross Appropriations	14,658,605	33,186,105	53,691,293	42,850,818	(10,840,475)	36,169,495
Intrafund Transfers	(627,388)	(514,035)	(513,453)	(569,809)	(56,356)	(569,809)
Net Appropriations	14,031,217	32,672,070	53,177,840	42,281,009	(10,896,831)	35,599,686
Contingencies/Dept Reserves	73,316,790	44,806,193	59,003,637	93,275,246	34,271,609	71,639,059
TOTAL REQUIREMENTS	87,348,007	77,478,263	112,181,477	135,556,255	23,374,778	107,238,745
NET COUNTY COST	(265,886,818)	(315,139,317)	(223,014,178)	(228,546,050)	(5,531,872)	(243,278,322)

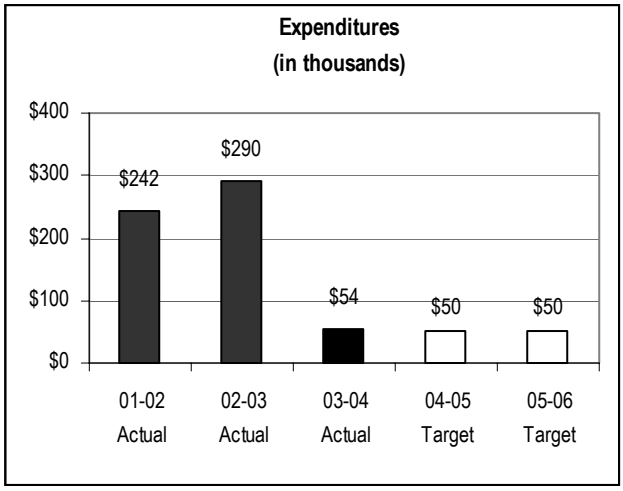
Sergeants/Teamsters Retiree Health (8050B)

Budget Unit Locator

County
Non-Departmental
Non-Departmental Services
▷ **Sergeants/Teamsters Retiree Health**
Contingencies
Accumulated Capital Outlay Fund
Courthouse Construction Fund
Criminal Justice Construction Fund
Capital Projects
Debt Service Fund

Budget Unit Description

The Teamster and Sergeants Retiree Health Trust Funds contain negotiated employee contributions and any matching County contributions toward retiree health costs for employees retiring from these bargaining units.



Net County Cost

This budget unit consists of two separate trust funds that were formerly or are currently receiving contributions from the County General Fund and/or employees in these bargaining units. Contributions to the Teamsters Trust Fund have been discontinued based on the terms of the agreement, and no balance is anticipated to be carried into FY 2004-05. The remaining amounts in this budget are related to the Sergeants. Both the County and employees in the Sergeants bargaining unit contribute equal amounts to this trust fund for the payment of retiree health costs.

FY 2004-05 Funding Adjustments

Sources and requirements were adjusted downward from FY 2003-04 due to the discontinuation of employer and employee contributions and payments related to the Teamsters/Deputy Sheriffs. Both the Sergeants and the County continue to contribute to the Sergeants Retiree Health Trust Fund.

FY 2005-06 Funding Adjustments

No change.

Sergeants/Teamsters Retiree Health (8050B)
Sergeants/Teamsters Retiree Health Funds

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	7,675	3,996				
Interfund Revenue	19,490	24,209	20,000	20,000		20,000
Miscellaneous Revenue	19,713	24,209	20,000	20,000		20,000
Total Revenue	46,878	52,414	40,000	40,000		40,000
Fund Balance	243,342	142,755	142,755	140,889	(1,866)	139,659
TOTAL SOURCES	290,220	195,169	182,755	180,889	(1,866)	179,659
REQUIREMENTS						
Salaries and Benefits	290,220	54,279	115,814	51,230	(64,584)	50,000
Net Appropriations	290,220	54,279	115,814	51,230	(64,584)	50,000
Contingencies/Dept Reserves		140,890	66,941	129,659	62,718	129,659
TOTAL REQUIREMENTS	290,220	195,169	182,755	180,889	(1,866)	179,659

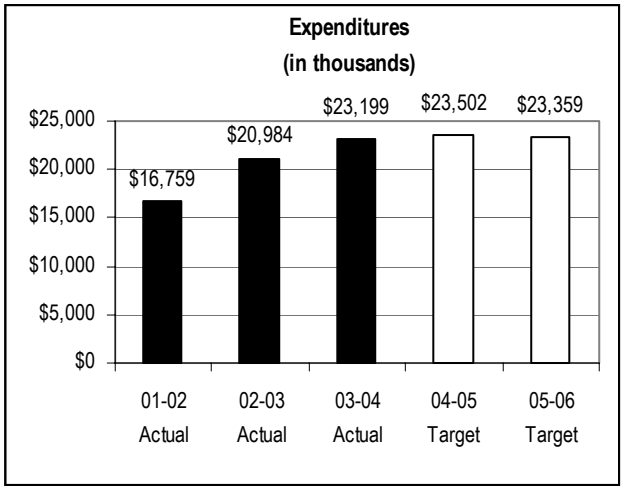
Contingencies (8100B)

Budget Unit Locator

County
Non-Departmental
Non-Departmental Services
Sergeants/Teamsters Retiree Health
▷ **Contingencies**
Accumulated Capital Outlay Fund
Courthouse Construction Fund
Criminal Justice Construction Fund
Capital Projects
Debt Service Fund

Budget Unit Description

This budget unit contains the minimum General Fund appropriation for contingencies required under the County Reserves Policy, which has been set at three percent of General Fund net appropriations, to be used for economic uncertainties, emergencies and unanticipated mid-year funding losses.



Net County Cost

The portion of this budget unit's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is $23,501,594 or 100%. Of this amount, 100% is required under the County Reserves Policy.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Meet Minimum County Reserves Policy Requirement**

An adjustment has been made to appropriate the minimum amount required under the County Reserves Policy, which is equivalent to three percent of General Fund Net Appropriations.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	302,646
Net County Cost	302,646
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Meet Minimum County Reserves Policy Requirement**

An adjustment has been made to appropriate the minimum amount required under the County Reserves Policy, which is equivalent to three percent of General Fund Net Appropriations.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	(141,975)
Net County Cost	(141,975)
Positions	0

Contingencies (8100B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
REQUIREMENTS						
Contingencies/Dept Reserves	20,984,016	23,198,948	23,198,948	23,501,594	302,646	23,359,619
TOTAL REQUIREMENTS	20,984,016	23,198,948	23,198,948	23,501,594	302,646	23,359,619
NET COUNTY COST	20,984,016	23,198,948	23,198,948	23,501,594	302,646	23,359,619

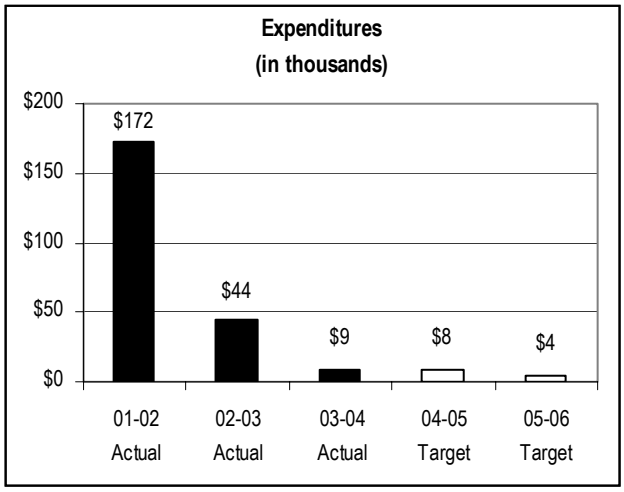
Accumulated Capital Outlay Fund (8200B)

Budget Unit Locator

County
- Non-Departmental
  - Non-Departmental Services
  - Sergeants/Teamsters Retiree Health
  - Contingencies
  - ▷ **Accumulated Capital Outlay Fund**
  - Courthouse Construction Fund
  - Criminal Justice Construction Fund
  - Capital Projects
  - Debt Service Fund

Budget Unit Description

The Accumulated Capital Outlay Fund contains appropriations for County capital improvements, facilities maintenance projects and debt service payments. Revenue is generated from the sale of real property and from interest earnings on Fund Balance. The most recent sale of property that generated a significant amount of revenue (16.3 million) was the sale of the County's property at Polhemus in 1989. Reimbursement was also received from San Francisco International Airport for building renovations made to the Palcare Childcare Center through April 1998. This fund is nearly depleted without a stable funding source.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Revenue comes from the sale of County property and interest earnings on Fund Balances.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Fund Re-Appropriated Capital Projects**

One-time projects have been eliminated and funds have been re-appropriated for projects not completed in the prior year. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	(926)
Appropriations	(8,561)
Re-Appropriations	7,635
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Fund Re-Appropriated Capital Projects**

One-time projects have been eliminated and funds have been re-appropriated for estimated projects not to be completed in the prior year. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	(3,692)
Appropriations	(7,385)
Re-Appropriations	3,693
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Accumulated Capital Outlay Fund (8200B)
Accumulated Capital Outlay Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	1,157	222				
Total Revenue	1,157	222				
Fund Balance	43,063	8,561	8,561	7,635	(926)	3,693
TOTAL SOURCES	44,220	8,783	8,561	7,635	(926)	3,693
REQUIREMENTS						
Other Financing Uses	35,659	1,148	8,561	7,635	(926)	3,693
Net Appropriations	35,659	1,148	8,561	7,635	(926)	3,693
Non-General Fund Reserves	8,561	7,635				
TOTAL REQUIREMENTS	44,220	8,783	8,561	7,635	(926)	3,693

Courthouse Construction Fund (8300B)

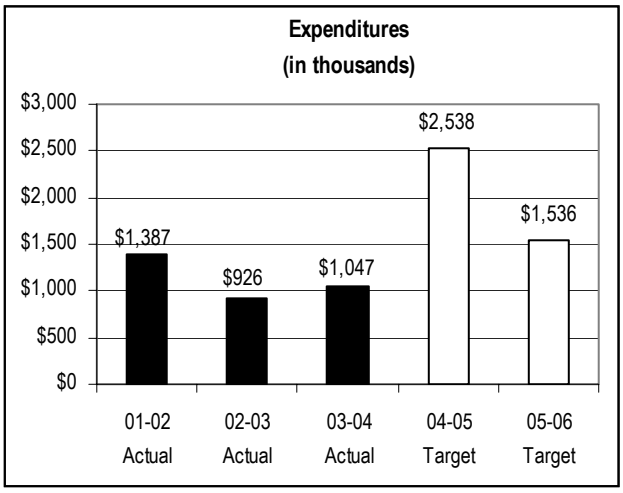
Budget Unit Locator

County
- Non-Departmental
  - Non-Departmental Services
  - Sergeants/Teamsters Retiree Health
  - Contingencies
  - Accumulated Capital Outlay Fund
  - ▷ **Courthouse Construction Fund**
  - Criminal Justice Construction Fund
  - Capital Projects
  - Debt Service Fund

Budget Unit Description

For every $10.00 of all criminal and traffic fines, bail and imposed penalties, a $2.25 penalty assessment, which is added to the fine, is placed into the Courthouse Construction Fund for purposes of construction, rehabilitation, lease and financing courtrooms. A penalty assessment of $1.50 is placed in this fund for every parking offense paid. The Probation Department also deposits $1.00 for every $10.00 in fines collected pursuant to Government Code 76004.

Pursuant to G.C. Section 70404, the Administrative Office of the Courts must approve appropriation of Courthouse Construction Funds after January 1, 2004. Exceptions to this rule include appropriations approved by the Board of Supervisors prior to January 1, 2004 (re-appropriations) and future appropriations for new or ongoing projects to correct deficiencies that could be used as grounds for rejection of the transfer of responsibility for that court facility to the State. The Hall of Justice Seismic Retrofit Project falls within these exception guidelines, as prior phases of the Seismic Retrofit Project have been appropriated by the Board and the Hall of Justice has been found to be seismically deficient by the AOC in its review of the County's court facilities. The County has also received approval from the Administrative Office of the Courts to use the Courthouse Construction Fund to pay debt service for the Court's portion of the new Youth Services Campus, beginning in 2006.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Revenue comes from criminal and traffic fines and fees, and interest earnings on Fund Balances. Adjustments are made to Reserves to maintain no Net County Cost.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Fund Re-Appropriated Capital Projects**

One-time projects have been eliminated and funds have been re-appropriated for projects not completed in the prior year. Project reserves have been increased. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	0
Appropriations	(1,990,968)
Re-Appropriations	1,516,614
Intrafund Transfers	0
Reserves	474,354
Net County Cost	0
Positions	0

2. **Adjustments to Fund New Capital Projects**

Funds have been added for new projects. Project reserves have been used to fully offset costs. A list of new projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	0
Appropriations	491,773
Re-Appropriations	0
Intrafund Transfers	0
Reserves	(491,773)
Net County Cost	0
Positions	0

3. **Debt Service Payment**

An adjustment has been made to debt service for bonds issued in 1995 for the renovation of courtroom facilities in the Hall of Justice building. Reserves have been increased.

Revenue/Sources	0
Appropriations	(1,383)
Re-Appropriations	0
Intrafund Transfers	0
Reserves	1,383
Net County Cost	0
Positions	0

4. **Final Fund Balance Adjustment**

Excess Fund Balance as a result of projects not completed in the prior year has been set aside in Reserves.

Revenue/Sources	302,698
Appropriations	0
Re-Appropriations	0
Intrafund Transfers	0
Reserves	302,698
Net County Cost	0
Positions	0

TOTAL FY 2004-05 FUNDING ADJUSTMENTS

Revenue/Sources	302,698
Appropriations	(1,500,578)
Re-Appropriations	1,516,614
Intrafund Transfers	0
Reserves	286,662
Net County Cost	0
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

5. **Adjustments to Fund Re-Appropriated Capital Projects**

One-time projects have been eliminated and funds have been re-appropriated for estimated projects not to be completed in the prior year. Project reserves have been increased. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	0
Appropriations	(2,008,387)
Re-Appropriations	1,004,194
Intrafund Transfers	0
Reserves	1,004,193
Net County Cost	0
Positions	0

6. **Debt Service Payment**

The following adjustments have been made to debt service for court projects. Reserves have been decreased to fully offset cost.

Revenue/Sources	0
Appropriations	2,564
Re-Appropriations	0
Intrafund Transfers	0
Reserves	(2,564)
Net County Cost	0
Positions	0

7. **Fund Balance Adjustment**

Fund Balance and Reserves have been reduced as a result of projects completed in the prior year.

Revenue/Sources	(4,124)
Appropriations	0
Re-Appropriations	0
Intrafund Transfers	0
Reserves	(4,124)
Net County Cost	0
Positions	0

TOTAL FY 2005-06 FUNDING ADJUSTMENTS

Revenue/Sources	(4,124)
Appropriations	(2,005,823)
Re-Appropriations	1,004,194
Intrafund Transfers	0
Reserves	(997,505)
Net County Cost	0
Positions	0

Courthouse Construction Fund (8300B)
Courthouse Temporary Construction Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	1,054					
Use of Money and Property	83,631	68,400	40,000	40,000		40,000
Charges for Services	1,253,481	1,281,346	1,200,000	1,200,000		1,200,000
Total Revenue	1,338,167	1,349,746	1,240,000	1,240,000		1,240,000
Fund Balance	2,141,012	2,553,041	2,553,040	2,855,738	302,698	2,851,614
TOTAL SOURCES	3,479,179	3,902,787	3,793,040	4,095,738	302,698	4,091,614
REQUIREMENTS						
Other Financing Uses	925,778	1,047,049	2,522,078	2,538,114	16,036	1,536,485
Net Appropriations	925,778	1,047,049	2,522,078	2,538,114	16,036	1,536,485
Non-General Fund Reserves	2,553,400	2,855,738	1,270,962	1,557,624	286,662	2,555,129
TOTAL REQUIREMENTS	3,479,178	3,902,787	3,793,040	4,095,738	302,698	4,091,614

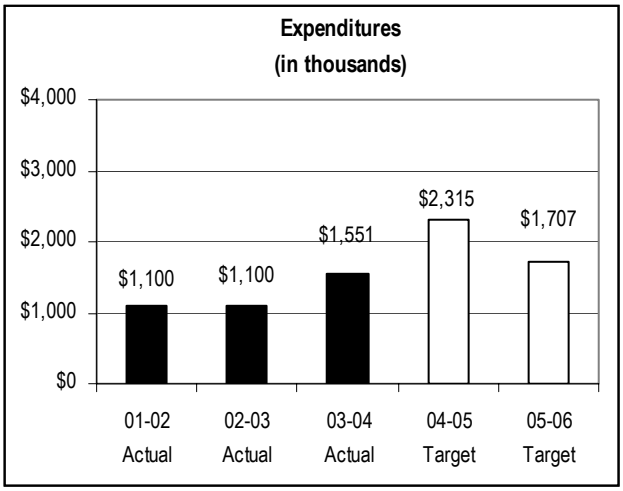
Criminal Justice Construction Fund (8400B)

Budget Unit Locator

County
- Non-Departmental
  - Non-Departmental Services
  - Sergeants/Teamsters Retiree Health
  - Contingencies
  - Accumulated Capital Outlay Fund
  - Courthouse Construction Fund
  - ▷ **Criminal Justice Construction Fund**
  - Capital Projects
  - Debt Service Fund

Budget Unit Description

For every $10.00 of all criminal and traffic fines, bail and imposed penalties, a $2.25 penalty assessment, which is added to the fine, is placed into the Criminal Justice Facilities Fund for purposes of construction, reconstruction, expansion, improvement, operation or maintenance of criminal justice facilities. A penalty assessment of $1.50 is placed in this fund for every parking offense paid. The Probation Department also deposits $1.00 for every $10.00 in fines collected pursuant to Government Code 76004. Funds have been budgeted for a portion of the debt service payment for the lease revenue bonds issued in 1993 to build the Maguire Correctional Facility. The debt service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Revenue comes from criminal fines and fees, and interest earnings on Fund Balances. Adjustments are made to Reserves to maintain no Net County Cost.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Fund Re-Appropriated Capital Projects**

One-time projects have been eliminated and funds have been re-appropriated for projects not completed in the prior year. Project reserves have been increased. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	0
Appropriations	(1,664,124)
Re-Appropriations	1,214,689
Intrafund Transfers	0
Reserves	449,435
Net County Cost	0
Positions	0

2. **Adjustments to Fund Re-Appropriated Debt Service**

Appropriation for the Maguire Correctional Facility prior year debt service payment has been eliminated and the current debt service payment has been added. The Debt Service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).

Revenue/Sources	0
Appropriations	(1,100,000)
Re-Appropriations	1,100,000
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

3. **Final Fund Balance Adjustment**

Fund Balance and Reserves have been reduced as a result of projects completed in the prior year.

Revenue/Sources	(209,804)
Appropriations	0
Re-Appropriations	0
Intrafund Transfers	0
Reserves	(209,804)
Net County Cost	0
Positions	0

TOTAL FY 2004-05 FUNDING ADJUSTMENTS

Revenue/Sources	(209,804)
Appropriations	(2,764,124)
Re-Appropriations	2,314,689
Intrafund Transfers	0
Reserves	239,631
Net County Cost	0
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

4. **Adjustments to Fund Re-Appropriated Capital Projects**

One-time projects have been eliminated and funds have been re-appropriated for estimated projects not to be completed in the prior year. A list of re-appropriated projects funded by this revenue source can be viewed int he Capital Projects Fund budget unit (8500D).

Revenue/Sources	0
Appropriations	(1,214,689)
Re-Appropriations	607,345
Intrafund Transfers	0
Reserves	607,344
Net County Cost	0
Positions	0

5. **Final Fund Balance Adjustment**

Excess Fund Balance has been added to Reserves for projects not completed in the prior year.

Revenue/Sources	87,534
Appropriations	0
Re-Appropriations	0
Intrafund Transfers	0
Reserves	87,534
Net County Cost	0
Positions	0

TOTAL FY 2004-05 FUNDING ADJUSTMENTS

Revenue/Sources	87,534
Appropriations	(1,214,689)
Re-Appropriations	607,345
Intrafund Transfers	0
Reserves	694,878
Net County Cost	0
Positions	0

Criminal Justice Construction Fund (8400B)
Criminal Justice Temporary Construction Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	91,048	60,442	40,000	40,000		40,000
Charges for Services	1,254,042	1,281,218	1,200,000	1,200,000		1,200,000
Total Revenue	1,345,090	1,341,660	1,240,000	1,240,000		1,240,000
Fund Balance	2,031,225	2,276,316	2,276,315	2,066,511	(209,804)	2,154,045
TOTAL SOURCES	3,376,315	3,617,976	3,516,315	3,306,511	(209,804)	3,394,045
REQUIREMENTS						
Other Financing Uses	1,100,000	1,551,465	2,764,124	2,314,689	(449,435)	1,707,345
Net Appropriations	1,100,000	1,551,465	2,764,124	2,314,689	(449,435)	1,707,345
Non-General Fund Reserves	2,276,315	2,066,511	752,191	991,822	239,631	1,686,700
TOTAL REQUIREMENTS	3,376,315	3,617,976	3,516,315	3,306,511	(209,804)	3,394,045

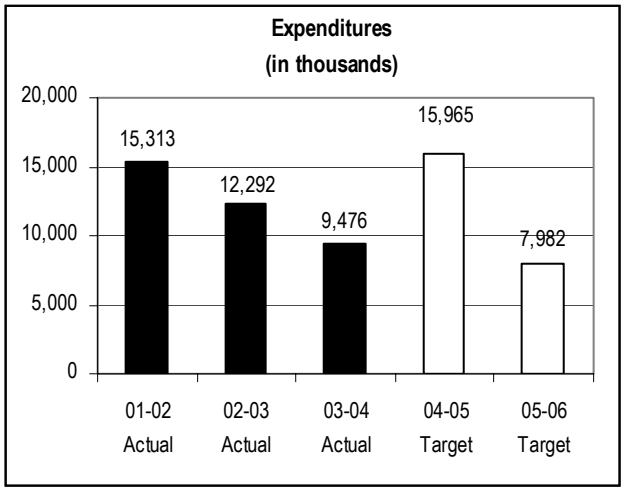
Capital Projects (8500D)

Budget Unit Locator

County
- Non-Departmental
  - Non-Departmental Services
  - Sergeants/Teamsters Retiree Health
  - Contingencies
  - Accumulated Capital Outlay Fund
  - Courthouse Construction Fund
  - Criminal Justice Construction Fund
  - ▷ **Capital Projects**
  - Debt Service Fund

Budget Unit Description

The Capital Projects Fund was established in FY 1995-96 to centrally budget capital improvement projects in the County.



Net County Cost

Appropriations in this budget unit are funded by the General Fund and other sources that can be used to fund capital improvement projects.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Fund Re-Appropriated Capital Projects**

Fund Balance and one-time projects have been eliminated. Funds have been re-appropriated for projects not completed in the prior year. A list of re-appropriated projects can be viewed in the following pages.

Revenue/Sources	(4,496,296)
Appropriations	(16,692,792)
Re-Appropriations	12,196,496
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

2. **Adjustments to Fund New Capital Projects**

Funds have been added for new projects. A list of new projects can be viewed in the following pages.

Revenue/Sources	3,768,079
Appropriations	3,768,079
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2004-05 FUNDING ADJUSTMENTS

Revenue/Sources	(728,217)
Appropriations	(10,432,208)
Re-Appropriations	12,196,496
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

3. **Adjustments to Fund Re-Appropriated Capital Projects**

One-time projects have been eliminated and funds have been re-appropriated for estimated projects not to be completed in the prior year. A list of re-appropriated projects can be viewed in the following pages.

Revenue/Sources	(7,982,287)
Appropriations	(15,964,575)
Re-Appropriations	7,982,288
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

FY 2004-05 Capital Projects

Project Description	Reapprop	New Approp	Total Approp
CRIMINAL JUSTICE PROJECTS			
Crime Lab Air Conditioning Partitioning		60,000	60,000
Hall of Justice Bird Barrier	30,000		30,000
Hall of Justice Distribution Panels	36,851		36,851
Hall of Justice; Maguire; and County Office Building HVAC Consultant		65,000	65,000
Hall of Justice Roof Repairs	1,773		1,773
Hall of Justice Security Project	3,275		3,275
Hall of Justice Seismic Dampers		580,891	580,891
Hall of Justice Water Chiller	12,710		12,710
Maguire Correctional Facility Co-Generation Project	246,317		246,317
Maguire Correctional Facility Windows	61,385	450,000	511,385
Medium Security Facility La Honda Fire Alarm	11,530		11,530
Women's Correctional Facility Clean Air Ducts		45,000	45,000
Women's Correctional Facility Fire Alarm	6,257		6,257
Work Furlough Building Replace Fire Detection System	20,428		20,428
Youth Campus/Justice Center Planning	473,485	651,000	1,124,485
Subtotal Criminal Justice - General Fund	**904,012**	**1,851,891**	**2,755,903**
Central Courts Electrical Upgrades	17,233		17,233
Central Courts EMS Lighting System	13,021		13,021
Central Courts Entrances	30,098		30,098
Central Courts Replace Air Handler/Install Fans	167,570		167,570
County Office Building Annex Drainage	75,000		75,000
County Office Building Annex Electrical Upgrades	19,392		19,392
Hall of Justice Distribution Panels	43,790		43,790
Hall of Justice Interior Sign Project	22,000		22,000
Hall of Justice Seismic Upgrades	921,208		921,208
Hall of Justice Seismic Dampers		475,000	475,000
North Courts Replace Parking Lot Lights Phase II		15,000	15,000
North Courts Roof Repairs	31,216		31,216

FY 2004-05 Capital Projects

Project Description	Reapprop	New Approp	Total Approp
North Courts Roof Replacement Phase II	160,586		160,586
North Courts Upgrade Lighting		1,773	1,773
Subtotal Criminal Justice - Courthouse Construction Funds	**1,501,114**	**491,773**	**1,992,887**
Camp Glenwood Basketball Court Replacement	29,995		29,995
Hall of Justice Seismic Upgrade	740,000		740,000
Maguire Correctional Facility Electrical Upgrades		7,795	7,795
Maguire Correctional Facility Lobby Doors/vestibule	77,276		77,276
Maguire Correctional Facility Motionless On/Off Plumbing	13,702		13,702
Maguire Correctional Facility Repair Window Frames	322,637		322,637
Maguire Correctional Facility Roof Repair	17,477		17,477
Maguire Correctional Facility Windows	5,808		5,808
Subtotal Criminal Justice - Temporary Construction Funds	**1,206,894**	**7,795**	**1,214,689**
Hall of Justice Alarm Panel Dispatch Center	18,170		18,170
Hillcrest Juvenile Facility Repair Parking Lot	44,731		44,731
Maguire Correctional Facility Controls	39,366		39,366
Maguire Correctional Facility Window Frames	7,957		7,957
Medium Security Facility Noise Reduction	8,711		8,711
Men's Work Furlough and Women's Correctional Facility Fire Alarm	689		689
Women's Correctional Facility Kitchen Floor	5,000		5,000
Women's Correctional Facility Security Camera Upgrade	30,354		30,354
Subtotal Criminal Justice - Proposition 172	**154,979**		**154,979**
Maguire Correctional Facility Co-Generation Project	168,430	131,570	300,000
Subtotal Criminal Justice - Loan Proceeds	**168,430**	**131,570**	**300,000**
ADA Compliance San Mateo Expo Center	13,203		13,203
Hall of Justice Seismic Uprades	116,109		116,109
Subtotal Criminal Justice - Facility Surcharge	**129,312**		**129,312**

FY 2004-05 Capital Projects

Project Description	Reapprop	New Approp	Total Approp
TOTAL CRIMINAL JUSTICE PROJECTS	**4,064,741**	**2,483,029**	**6,547,770**
HEALTH SERVICES PROJECTS			
Women and Children Services San Mateo Medical Center	344,315		344,315
Subtotal Health Services - General Fund	**344,315**		**344,315**
County Medical Center Platforms	60,000		60,000
Subtotal Health Services - Facility Surcharge	**60,000**		**60,000**
Hospital Capital Projects	2,000,000		2,000,000
Subtotal Health Services - Facility Surcharge	**2,000,000**		**2,000,000**
TOTAL HEALTH PROJECTS	**2,404,315**		**2,404,315**
PARKS AND MARINA PROJECTS			
ADA Compliance Juniperra Serra Park/DeAnza Structure	77,400		77,400
Coyote Point Park Knoll Playground Improvements	42,000		42,000
Coyote Point Park Magic Mountain Playground	694,500		694,500
Crystal Springs Trail Extension	1,294,054		1,294,054
Memorial Park Old Haul Road Drainage Improvements	45,106		45,106
Parks Wash Down Racks	200,395		200,395
Pescadero Performing Arts Center	246,000		246,000
Subtotal Parks and Marina - Parks Acquisition Fund	**2,599,454**		**2,599,454**
Parks Fixed Assets Capital Projects	88,000		88,000
Subtotal Parks and Marina - Facility Surcharge	**88,000**		**88,000**
Memorial Park Electrical Upgrades	62,185	461,000	523,185
Subtotal Parks and Marina - Facility Surcharge	**62,185**	**461,000**	**523,185**
TOTAL PARKS AND MARINA PROJECTS	**2,749,639**	**461,000**	**3,210,639**

FY 2004-05 Capital Projects

Project Description	Reapprop	New Approp	Total Approp
FIRE PROTECTION PROJECTS			
Maguire Correctional Facility Fire Protection	28,353		28,353
Subtotal Fire Protection Projects Proposition 172	**28,353**		**28,353**
Skylonda Forestry Station Building Replacement	1,400,000		1,400,000
Subtotal Fire Protection Projects State	**1,400,000**		**1,400,000**
CDF Station Pescadero Replace Barracks	79,548	11,035	90,583
Subtotal Fire Protection Projects General Fund	**79,548**	**11,035**	**90,583**
TOTAL ALL FIRE PROTECTION PROJECTS	**1,507,901**	**11,035**	**1,518,936**
OTHER COUNTY PROJECTS			
1954 Building Roof Repairs	3,661		3,661
Cohn Sorenson Law Library		1,804	1,804
County Government Center Parking Structure Fire System	43,476		43,476
County Government Center Master Plan Study	5,450		5,450
County Government Center Parking Structure Lighting		15,000	15,000
County Government Center Parking Structure Seal Cracks	14,526		14,526
Countywide Emergent Special Jobs	51,631	153,144	204,775
Countywide Energy Retrofit	30,139		30,139
Day Top Drug Treatment Center Replace Fire Control	46,731		46,731
East Palo Alto Replace Variable Frequency Drive		40,000	40,000
Elections Building Replace HVAC		75,000	75,000
Energy Projects Administration Green Lights	7,275		7,275
Hall of Justice Interior Sign Project	18,616		18,616
Hall of Justice Seismic Upgrade	139,530		139,530
Maguire Correctional Facility CoGeneration	417,230		417,230
Medium Security Facility La Honda Wells Monitoring	1,991		1,991
Radio Sites Maintenance Electrical Grounding	174,000		174,000

FY 2004-05 Capital Projects

Project Description	Reapprop	New Approp	Total Approp
Tower Road Trunked Sewer Rehabilitation		120,000	120,000
Women's Correctional Facility Air Duct Cleaning		28,006	28,006
Women's Correctional Facility Security Camera		15,000	15,000
Subtotal Other County Projects - General Fund	**954,256**	**447,954**	**1,402,210**
Energy Projects Administration Green Lights	7,385		7,385
Subtotal Other County Projects - Accumulated Capital Outlay Fund	**7,385**		**7,385**
Household Hazardous Waste Collection Facility	65,861	115,061	180,922
Subtotal Other County Projects - State Aid	**65,861**	**115,061**	**180,922**
Countywide Emergent Special Jobs	15,500		15,500
Subtotal Other County Projects Courthouse Construction Fund	**15,500**		**15,500**
ADA Compliance Countywide		250,000	250,000
ADA Compliance San Mateo Expo Center	120,588		120,588
County Office Building Annex Drainage	4,141		4,141
County Office Building Southeast Porch Investigation	45,031		45,031
Countywide Emergent Special Jobs	36,550		36,550
East Palo Alto Interior Paint and Flooring	10,000		10,000
Maguire Correctional Facility Co-Generation	125,000		125,000
Subtotal Other County Projects - Facility Surcharges	**341,310**	**250,000**	**591,310**
Countywide Radio Upgrade	85,588		85,588
Subtotal Other County Projects - Fund Balance	**85,588**		**85,588**
TOTAL OTHER COUNTY PROJECTS	**1,469,900**	**813,015**	**2,282,915**
TOTAL ALL PROJECTS ALL FUNDS	**12,196,496**	**3,768,079**	**15,964,575**

Capital Projects (8500B)

Capital Project Funds

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	1,798,050	195,040	2,250,653	1,764,254	(486,399)	882,128
Charges for Services	1,241	915	502,678	217,312	(285,366)	152,656
Miscellaneous Revenue	389,908	23,055	275,930	300,000	24,070	150,000
Other Financing Sources	8,908,483	8,124,229	12,441,741	12,813,865	372,124	6,268,019
Total Revenue	11,097,681	8,343,239	15,471,002	15,095,431	(375,571)	7,452,803
Fund Balance	1,194,190	1,133,149	1,221,790	869,144	(352,646)	529,489
TOTAL SOURCES	12,291,871	9,476,388	16,692,792	15,964,575	(728,217)	7,982,292
REQUIREMENTS						
Fixed Assets	11,070,082	8,607,244	16,692,792	15,964,575	(728,217)	7,982,292
Gross Appropriations	11,070,082	8,607,244	16,692,792	15,964,575	(728,217)	7,982,292
Net Appropriations	11,070,082	8,607,244	16,692,792	15,964,575	(728,217)	7,982,292
Non-General Fund Reserves	1,221,790	869,144				
TOTAL REQUIREMENTS	12,291,872	9,476,388	16,692,792	15,964,575	(728,217)	7,982,292

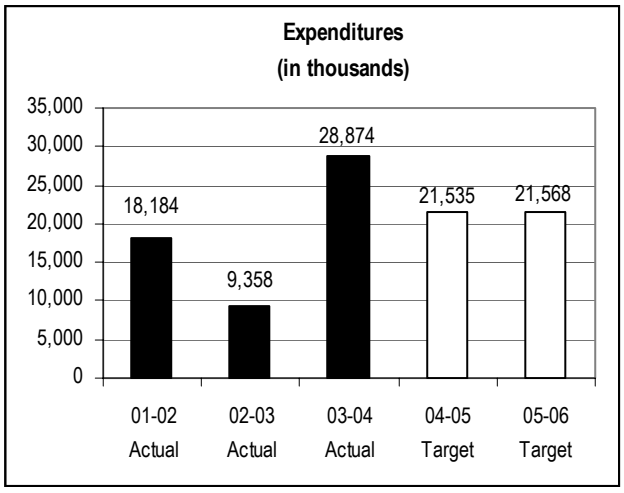
Debt Service Fund (8900B)

Budget Unit Locator

County
Non-Departmental
Non-Departmental Services
Sergeants/Teamsters Retiree Health
Contingencies
Accumulated Capital Outlay Fund
Courthouse Construction Fund
Criminal Justice Construction Fund
Capital Projects
▷ **Debt Service Fund**

Budget Unit Description

The Debt Service Fund was established in Fiscal Year 1995-96 to centrally budget all County debt service payments. Amounts are transferred into this fund from various funding sources before payments are made. In June 1997, the County adopted a Debt Limit policy which caps annual debt service payments at 4% of the County Budget average for the last five years.



Net County Cost

Appropriations in this budget unit are funded by the General Fund and other sources that can be used to fund debt service.

FY 2004-05 Funding Adjustments

The following are significant changes from the FY 2003-04 Revised Budget to the FY 2004-05 Adopted Budget:

1. **Adjustments to Debt Service Payments**

Minor budget adjustments have been made for all debt service payments. A complete list of payments can be viewed on the next page.

Revenue/Sources	106,843
Appropriations	106,843
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

FY 2005–06 Funding Adjustments

The following are significant changes from the FY 2004-05 to the FY 2005-06 Adopted Budget:

2. **Adjustments to Debt Service Payments**

Minor budget adjustments have been made for all debt service payments. A complete list of payments can be viewed on the next page.

Revenue/Sources	46,631
Appropriations	46,631
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Calculation of Annual Debt Service Limit	
Fiscal Year	**Adopted Budget**
FY 1999-00	945,349,280
FY 2000-01	1,043,025,955
FY 2001-02	1,170,024,701
FY 2002-03	1,230,900,080
FY 2003-04	1,265,702,073
Five-Year Average	1,131,000,218
Debt Limit	4.0%
FY 2004-05 Debt Service Limit Subject to the Debt Limit	45,240,009
Under Limit by This Amount	20,022,973
% Under Limit	**56%**

Long-Term Debt Service	Schedule FY 2004-05	Schedule FY 2005-06	Funding Sources
Maguire Jail Facility	4,832,820	4,840,149	General Fund/Criminal Justice Facilities Fund
North County Clinic	591,300	615,756	FQHC Reimbursement/Tobacco Settlement
Health Center	9,339,374	9,341,913	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District Office	370,254	372,046	Income Maintenance (claimable)
Courts Relocation Project	529,727	532,291	Courthouse Construction Fund
Equipment Project	45,530	45,751	General Fund/User Departments
Colma Creek Flood Control (1)	981,707	980,922	Colma Creek Flood Control Special District Revenue
New Office Building	1,662,243	1,675,484	Facilities Surcharge/Rent from County Departments
Mutual Aid ESC JPA/Admin Microwave	883,320	879,347	General Fund/User Departments/Cities
Crime Lab	906,777	903,851	General Fund/Fees
Sheriff's Radio Project	861,628	863,801	General Fund
TOTAL DEBT SERVICE	**21,004,680**	**21,051,311**	

(1) Not subject to Debt Limit calculation

Debt Service Fund (8900B)
Debt Service Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	454,411	521,239				
Miscellaneous Revenue		6,523,391				
Other Financing Sources	10,404,903	23,589,500	20,878,251	20,985,094	106,843	21,018,483
Total Revenue	10,859,314	30,634,130	20,878,251	20,985,094	106,843	21,018,483
Fund Balance	13,932,780	21,506,318	15,433,659	23,266,183	7,832,524	23,266,183
TOTAL SOURCES	24,792,094	52,140,448	36,311,910	44,251,277	7,939,367	44,284,666
REQUIREMENTS						
Salaries and Benefits	477					
Other Charges	9,357,958	28,874,266	21,428,251	21,535,094	106,843	21,568,483
Net Appropriations	9,358,435	28,874,266	21,428,251	21,535,094	106,843	21,568,483
Non-General Fund Reserves	15,433,659	23,266,183	14,883,659	22,716,183	7,832,524	22,716,183
TOTAL REQUIREMENTS	24,792,094	52,140,449	36,311,910	44,251,277	7,939,367	44,284,666

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Budget Unit Summaries

Adopted Budget
FY 2004-2005
FY 2005-2006

People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

Board of Supervisors (1100D)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	7,177	397				
Total Revenue	7,177	397				
Fund Balance	124,578	89,675	89,675	75,058	(14,617)	39,724
TOTAL SOURCES	131,755	90,072	89,675	75,058	(14,617)	39,724
REQUIREMENTS						
Salaries and Benefits	1,438,071	1,531,013	1,554,470	1,622,097	67,627	1,675,342
Services and Supplies	132,734	133,719	148,724	151,579	2,855	151,579
Other Charges	157,500	150,653	162,263	159,263	(3,000)	159,263
Net Appropriations	1,728,306	1,815,385	1,865,457	1,932,939	67,482	1,986,184
Contingencies/Dept Reserves	28,030	37,207	37,207	38,659	1,452	39,724
TOTAL REQUIREMENTS	1,756,336	1,852,592	1,902,664	1,971,598	68,934	2,025,908
NET COUNTY COST	1,624,581	1,762,520	1,812,989	1,896,540	83,551	1,986,184
AUTHORIZED POSITIONS						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	15.0	15.0	15.0		15.0

BOS District 1 (1110B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	1,325					
Total Revenue	1,325					
Fund Balance	14,985	31,212	31,212	21,116	(10,096)	7,989
TOTAL SOURCES	16,310	31,212	31,212	21,116	(10,096)	7,989
REQUIREMENTS						
Salaries and Benefits	273,998	301,525	309,847	324,733	14,886	334,691
Services and Supplies	23,999	26,139	31,592	31,592		31,592
Other Charges	30,965	28,727	33,142	33,142		33,142
Net Appropriations	328,962	356,391	374,581	389,467	14,886	399,425
Contingencies/Dept Reserves	6,982	7,473	7,473	7,789	316	7,989
TOTAL REQUIREMENTS	335,944	363,864	382,054	397,256	15,202	407,414
NET COUNTY COST	319,634	332,652	350,842	376,140	25,298	399,425
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 2 (1120B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	1,720					
Total Revenue	1,720					
Fund Balance	21,842	7,586	7,586	7,846	260	7,837
TOTAL SOURCES	23,562	7,586	7,586	7,846	260	7,837
REQUIREMENTS						
Salaries and Benefits	296,516	314,309	310,076	321,561	11,485	332,606
Services and Supplies	22,172	21,964	26,318	29,173	2,855	29,173
Other Charges	29,179	29,466	30,059	30,059		30,059
Net Appropriations	347,866	365,739	366,453	380,793	14,340	391,838
Contingencies/Dept Reserves	3,111	7,311	7,311	7,616	305	7,837
TOTAL REQUIREMENTS	350,977	373,050	373,764	388,409	14,645	399,675
NET COUNTY COST	327,415	365,464	366,178	380,563	14,385	391,838
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 3 (1130B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	1,325					
Total Revenue	1,325					
Fund Balance	30,845	24,464	24,464	20,819	(3,645)	7,821
TOTAL SOURCES	32,170	24,464	24,464	20,819	(3,645)	7,821
REQUIREMENTS						
Salaries and Benefits	265,065	290,575	299,937	317,123	17,186	327,397
Services and Supplies	25,655	26,220	30,859	30,859		30,859
Other Charges	34,101	31,801	35,811	32,811	(3,000)	32,811
Net Appropriations	324,821	348,596	366,607	380,793	14,186	391,067
Contingencies/Dept Reserves	6,823	7,311	7,311	7,616	305	7,821
TOTAL REQUIREMENTS	331,644	355,907	373,918	388,409	14,491	398,888
NET COUNTY COST	299,474	331,443	349,454	367,590	18,136	391,067
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 4 (1140B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	1,424					
Total Revenue	1,424					
Fund Balance	30,158	6,097	6,097	12,632	6,535	7,843
TOTAL SOURCES	31,582	6,097	6,097	12,632	6,535	7,843
REQUIREMENTS						
Salaries and Benefits	294,722	302,533	309,576	319,288	9,712	330,636
Services and Supplies	33,451	30,938	29,965	29,965		29,965
Other Charges	31,188	30,636	31,540	31,540		31,540
Net Appropriations	359,361	364,107	371,081	380,793	9,712	392,141
Contingencies/Dept Reserves	4,092	7,401	7,401	7,616	215	7,843
TOTAL REQUIREMENTS	363,453	371,508	378,482	388,409	9,927	399,984
NET COUNTY COST	331,871	365,411	372,385	375,777	3,392	392,141
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 5 (1150B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	1,383	397				
Total Revenue	1,383	397				
Fund Balance	26,748	20,316	20,316	12,645	(7,671)	8,234
TOTAL SOURCES	28,131	20,713	20,316	12,645	(7,671)	8,234
REQUIREMENTS						
Salaries and Benefits	307,771	322,071	325,034	339,392	14,358	350,012
Services and Supplies	27,458	28,458	29,990	29,990		29,990
Other Charges	32,067	30,024	31,711	31,711		31,711
Net Appropriations	367,295	380,553	386,735	401,093	14,358	411,713
Contingencies/Dept Reserves	7,022	7,711	7,711	8,022	311	8,234
TOTAL REQUIREMENTS	374,317	388,264	394,446	409,115	14,669	419,947
NET COUNTY COST	346,186	367,551	374,130	396,470	22,340	411,713
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

County Manager/Clerk of the Board (1200B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	211,165	338,075	356,934	340,249	(16,685)	340,249
Intergovernmental Revenues	159,243	98,390	198,440		(198,440)	
Charges for Services	213,165	203,514	172,467	213,945	41,478	213,945
Interfund Revenue	1,229,038	1,745,824	2,330,365	3,069,442	739,077	3,089,151
Miscellaneous Revenue	11,972	12,430		17,350	17,350	17,350
Other Financing Sources	44,172					
Total Revenue	1,868,756	2,398,233	3,058,206	3,640,986	582,780	3,660,695
Fund Balance	386,617	302,811	302,811	470,409	167,598	244,420
TOTAL SOURCES	2,255,373	2,701,044	3,361,017	4,111,395	750,378	3,905,115
REQUIREMENTS						
Salaries and Benefits	2,775,575	3,010,771	2,900,575	3,020,666	120,091	3,156,312
Services and Supplies	550,457	545,690	678,472	889,938	211,466	742,716
Other Charges	11,619,491	11,155,679	11,943,383	12,566,589	623,206	12,363,491
Gross Appropriations	14,945,523	14,712,140	15,522,430	16,477,193	954,763	16,262,519
Intrafund Transfers	(8,823,308)	(8,811,983)	(8,687,384)	(8,719,261)	(31,877)	(8,730,986)
Net Appropriations	6,122,216	5,900,157	6,835,046	7,757,932	922,886	7,531,533
Contingencies/Dept Reserves	61,950	104,233	104,233	104,233		104,233
TOTAL REQUIREMENTS	6,184,166	6,004,390	6,939,279	7,862,165	922,886	7,635,766
NET COUNTY COST	3,928,793	3,303,346	3,578,262	3,750,770	172,508	3,730,651
AUTHORIZED POSITIONS						
Salary Resolution	24.0	23.0	23.0	23.0		23.0
Funded FTE	24.0	23.0	23.0	23.0		23.0

County Management (1210P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property		117,132	115,000	115,000		115,000
Intergovernmental Revenues	159,243	98,390	198,440		(198,440)	
Charges for Services	74,376	112,467	112,467	120,945	8,478	120,945
Interfund Revenue	138,352	282,484	333,370	340,695	7,325	340,695
Miscellaneous Revenue	7,243	346		17,350	17,350	17,350
Other Financing Sources	44,172					
Total Revenue	423,386	610,819	759,277	593,990	(165,287)	593,990
Fund Balance	347,063	206,032	206,032	251,085	45,053	172,318
TOTAL SOURCES	770,449	816,851	965,309	845,075	(120,234)	766,308
REQUIREMENTS						
Salaries and Benefits	2,072,965	2,283,487	2,152,139	2,212,885	60,746	2,311,922
Services and Supplies	395,706	330,901	378,718	483,208	104,490	483,208
Other Charges	2,246,927	1,595,583	1,918,157	1,835,854	(82,303)	1,632,756
Gross Appropriations	4,715,598	4,209,971	4,449,014	4,531,947	82,933	4,427,886
Intrafund Transfers	(88,115)	(121,001)	(121,001)	(140,750)	(19,749)	(140,750)
Net Appropriations	4,627,483	4,088,970	4,328,013	4,391,197	63,184	4,287,136
Contingencies/Dept Reserves	61,950	71,950	71,950	71,950		71,950
TOTAL REQUIREMENTS	4,689,433	4,160,920	4,399,963	4,463,147	63,184	4,359,086
NET COUNTY COST	3,918,984	3,344,070	3,434,654	3,618,072	183,418	3,592,778
AUTHORIZED POSITIONS						
Salary Resolution	16.0	16.0	16.0	16.0		16.0
Funded FTE	16.0	16.0	16.0	16.0		16.0

Clerk of the Board (1215P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services			10,000	43,000	33,000	43,000
Miscellaneous Revenue	2,613	12,084				
Total Revenue	2,613	12,084	10,000	43,000	33,000	43,000
Fund Balance		15,000	15,000		(15,000)	
TOTAL SOURCES	2,613	27,084	25,000	43,000	18,000	43,000
REQUIREMENTS						
Salaries and Benefits	155,259	147,806	150,626	169,602	18,976	177,336
Services and Supplies	66,631	46,789	85,225	53,656	(31,569)	53,656
Other Charges	23,600	18,622	27,876	24,440	(3,436)	24,440
Gross Appropriations	245,490	213,218	263,727	247,698	(16,029)	255,432
Intrafund Transfers	(72,412)	(72,000)	(97,000)	(72,000)	25,000	(74,559)
TOTAL REQUIREMENTS	173,078	141,218	166,727	175,698	8,971	180,873
NET COUNTY COST	170,465	114,134	141,727	132,698	(9,029)	137,873
AUTHORIZED POSITIONS						
Salary Resolution	3.0	2.0	2.0	2.0		2.0
Funded FTE	3.0	2.0	2.0	2.0		2.0

Special Services (1220P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	211,165	220,944	241,934	225,249	(16,685)	225,249
Charges for Services	138,789	91,047	50,000	50,000		50,000
Interfund Revenue	1,090,687	1,463,340	1,996,995	2,728,747	731,752	2,748,456
Miscellaneous Revenue	2,117					
Total Revenue	1,442,757	1,775,331	2,288,929	3,003,996	715,067	3,023,705
Fund Balance	39,554	81,779	81,779	219,324	137,545	72,102
TOTAL SOURCES	1,482,311	1,857,110	2,370,708	3,223,320	852,612	3,095,807
REQUIREMENTS						
Salaries and Benefits	547,351	579,477	597,810	638,179	40,369	667,054
Services and Supplies	88,120	168,000	214,529	353,074	138,545	205,852
Other Charges	9,348,964	9,541,474	9,997,350	10,706,295	708,945	10,706,295
Gross Appropriations	9,984,436	10,288,951	10,809,689	11,697,548	887,859	11,579,201
Intrafund Transfers	(8,662,781)	(8,618,982)	(8,469,383)	(8,506,511)	(37,128)	(8,515,677)
Net Appropriations	1,321,656	1,669,969	2,340,306	3,191,037	850,731	3,063,524
Contingencies/Dept Reserves		32,283	32,283	32,283		32,283
TOTAL REQUIREMENTS	1,321,656	1,702,252	2,372,589	3,223,320	850,731	3,095,807
NET COUNTY COST	(160,656)	(154,858)	1,881		(1,881)	
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

Assessor-County Clerk-Recorder (1300D)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	2,219,217	2,246,514	2,220,001	2,220,001		2,220,001
Charges for Services	11,962,102	10,586,738	8,831,285	10,153,020	1,321,735	11,563,153
Miscellaneous Revenue	64,194	54,485	18,500	15,500	(3,000)	15,500
Total Revenue	14,245,513	12,887,738	11,069,786	12,388,521	1,318,735	13,798,654
Fund Balance	3,683,905	3,837,329	3,837,329	2,442,279	(1,395,050)	922,173
TOTAL SOURCES	17,929,418	16,725,067	14,907,115	14,830,800	(76,315)	14,720,827
REQUIREMENTS						
Salaries and Benefits	10,927,907	12,528,074	12,942,685	13,171,976	229,291	13,900,103
Services and Supplies	4,849,270	5,739,902	4,835,606	3,295,979	(1,539,627)	3,555,299
Other Charges	1,761,750	1,976,208	1,888,220	1,977,569	89,349	1,966,169
Fixed Assets	250,141	40,366				
Gross Appropriations	17,789,069	20,284,550	19,666,511	18,445,524	(1,220,987)	19,421,571
Intrafund Transfers		(570,978)	(570,978)		570,978	
Net Appropriations	17,789,069	19,713,572	19,095,533	18,445,524	(650,009)	19,421,571
Contingencies/Dept Reserves	2,537,695	1,112,832	1,146,079	919,173	(226,906)	692,267
TOTAL REQUIREMENTS	20,326,764	20,826,404	20,241,612	19,364,697	(876,915)	20,113,838
NET COUNTY COST	2,397,346	4,101,337	5,334,497	4,533,897	(800,600)	5,393,011
AUTHORIZED POSITIONS						
Salary Resolution	123.0	123.0	123.0	123.0		123.0
Funded FTE	122.5	123.0	123.0	122.8	(0.2)	122.8

Appraisal Services (1310P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	2,220,001	2,100,001	2,100,001	2,091,827	(8,174)	2,091,827
Charges for Services	4,033,149	3,441,101	3,704,698	3,794,036	89,338	3,794,036
Miscellaneous Revenue	39,851	6,547	5,000	5,000		5,000
Total Revenue	6,293,001	5,547,649	5,809,699	5,890,863	81,164	5,890,863
Fund Balance	1,495,241	1,102,461	1,102,461	577,486	(524,975)	
TOTAL SOURCES	7,788,242	6,650,110	6,912,160	6,468,349	(443,811)	5,890,863
REQUIREMENTS						
Salaries and Benefits	6,755,306	7,274,747	7,799,063	8,394,602	595,539	8,795,579
Services and Supplies	1,238,323	1,125,503	1,345,862	1,117,508	(228,354)	921,248
Other Charges	1,032,957	1,166,799	1,175,682	1,102,052	(73,630)	1,102,052
Fixed Assets	7,986	7,205				
Net Appropriations	9,034,571	9,574,254	10,320,607	10,614,162	293,555	10,818,879
Contingencies/Dept Reserves	327,841					
TOTAL REQUIREMENTS	9,362,412	9,574,254	10,320,607	10,614,162	293,555	10,818,879
NET COUNTY COST	1,574,170	2,924,144	3,408,447	4,145,813	737,366	4,928,016
AUTHORIZED POSITIONS						
Salary Resolution	79.0	79.0	79.0	77.0	(2.0)	77.0
Funded FTE	79.0	79.0	79.0	77.0	(2.0)	77.0

Administration and Support (1320P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues		120,000	120,000	128,174	8,174	128,174
Charges for Services		209,758	209,758	246,130	36,372	246,130
Miscellaneous Revenue		28,639				
Total Revenue		358,397	329,758	374,304	44,546	374,304
Fund Balance		2,568	2,568		(2,568)	
TOTAL SOURCES		360,965	332,326	374,304	41,978	374,304
REQUIREMENTS						
Salaries and Benefits	982,883	1,229,420	1,223,392	1,292,775	69,383	1,352,255
Services and Supplies	34,914	56,601	36,320	36,320		36,320
Other Charges	3,270	3,200	3,200	3,531	331	3,531
TOTAL REQUIREMENTS	1,021,066	1,289,221	1,262,912	1,332,626	69,714	1,392,106
NET COUNTY COST	1,021,066	928,256	930,586	958,322	27,736	1,017,802
AUTHORIZED POSITIONS						
Salary Resolution	11.0	11.0	11.0	11.0		11.0
Funded FTE	10.5	11.0	11.0	11.0		11.0

Elections (1330P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	(784)	26,513				
Charges for Services	1,689,204	1,815,816	1,007,000	790,000	(217,000)	943,000
Miscellaneous Revenue	10,933	1,024	10,500	7,500	(3,000)	7,500
Total Revenue	1,699,353	1,843,354	1,017,500	797,500	(220,000)	950,500
Fund Balance	647,887	1,264,497	1,264,497	1,200,947	(63,550)	922,173
TOTAL SOURCES	2,347,240	3,107,851	2,281,997	1,998,447	(283,550)	1,872,673
REQUIREMENTS						
Salaries and Benefits	1,398,988	2,068,617	1,994,152	1,461,319	(532,833)	1,770,574
Services and Supplies	2,062,011	3,360,452	2,993,124	1,375,696	(1,617,428)	2,078,328
Other Charges	210,876	222,997	216,512	222,209	5,697	222,209
Fixed Assets		33,161				
Gross Appropriations	3,671,875	5,685,227	5,203,788	3,059,224	(2,144,564)	4,071,111
Intrafund Transfers		(570,978)	(570,978)		570,978	
Net Appropriations	3,671,875	5,114,249	4,632,810	3,059,224	(1,573,586)	4,071,111
Contingencies/Dept Reserves	985,055	1,112,832	1,146,079	919,173	(226,906)	692,267
TOTAL REQUIREMENTS	4,656,930	6,227,081	5,778,889	3,978,397	(1,800,492)	4,763,378
NET COUNTY COST	2,309,690	3,119,230	3,496,892	1,979,950	(1,516,942)	2,890,705
AUTHORIZED POSITIONS						
Salary Resolution	11.0	11.0	11.0	11.0		11.0
Funded FTE	11.0	11.0	11.0	11.0		11.0

County Clerk-Recorder (1340P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	6,239,749	5,120,063	3,909,829	5,322,854	1,413,025	6,579,987
Miscellaneous Revenue	13,410	18,275	3,000	3,000		3,000
Total Revenue	6,253,160	5,138,338	3,912,829	5,325,854	1,413,025	6,582,987
Fund Balance	1,540,777	1,467,803	1,467,803	663,846	(803,957)	
TOTAL SOURCES	7,793,937	6,606,141	5,380,632	5,989,700	609,068	6,582,987
REQUIREMENTS						
Salaries and Benefits	1,790,731	1,955,290	1,926,078	2,023,280	97,202	1,981,695
Services and Supplies	1,514,022	1,197,346	460,300	766,455	306,155	519,403
Other Charges	514,648	583,212	492,826	649,777	156,951	638,377
Fixed Assets	242,156					
Net Appropriations	4,061,557	3,735,847	2,879,204	3,439,512	560,308	3,139,475
Contingencies/Dept Reserves	1,224,799					
TOTAL REQUIREMENTS	5,286,356	3,735,847	2,879,204	3,439,512	560,308	3,139,475
NET COUNTY COST	(2,507,581)	(2,870,294)	(2,501,428)	(2,550,188)	(48,760)	(3,443,512)
AUTHORIZED POSITIONS						
Salary Resolution	22.0	22.0	22.0	24.0	2.0	24.0
Funded FTE	22.0	22.0	22.0	23.8	1.8	23.8

Controller's Office (1400B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	879,017	1,179,371	957,912	1,206,177	248,265	1,190,410
Interfund Revenue	109,972	68,890	76,080	113,649	37,569	96,759
Miscellaneous Revenue	35,167	6,081				
Total Revenue	1,024,156	1,254,341	1,033,992	1,319,826	285,834	1,287,169
Fund Balance	1,911,457	1,177,878	1,177,878	814,223	(363,655)	846,880
TOTAL SOURCES	2,935,613	2,432,219	2,211,870	2,134,049	(77,821)	2,134,049
REQUIREMENTS						
Salaries and Benefits	4,057,633	4,010,818	4,035,873	4,126,897	91,024	4,326,573
Services and Supplies	194,709	424,034	1,046,651	971,227	(75,424)	971,227
Other Charges	949,385	956,771	970,197	950,657	(19,540)	950,657
Gross Appropriations	5,201,727	5,391,622	6,052,721	6,048,781	(3,940)	6,248,457
Intrafund Transfers	(134,500)	(200,559)	(323,097)	(359,890)	(36,793)	(359,890)
Net Appropriations	5,067,227	5,191,063	5,729,624	5,688,891	(40,733)	5,888,567
Contingencies/Dept Reserves	1,243,444	111,265	111,265	74,177	(37,088)	74,177
TOTAL REQUIREMENTS	6,310,671	5,302,328	5,840,889	5,763,068	(77,821)	5,962,744
NET COUNTY COST	3,375,058	2,870,108	3,629,019	3,629,019		3,828,695
AUTHORIZED POSITIONS						
Salary Resolution	44.0	41.0	41.0	41.0		41.0
Funded FTE	43.8	40.5	40.5	40.3	(0.1)	40.3

Administration (1411P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	11,789					
Total Revenue	11,789					
Fund Balance	1,552,492	751,373	751,373	248,180	(503,193)	280,837
TOTAL SOURCES	1,564,281	751,373	751,373	248,180	(503,193)	280,837
REQUIREMENTS						
Salaries and Benefits	728,525	749,137	722,350	768,657	46,307	795,217
Services and Supplies	121,043	170,661	181,158	146,640	(34,518)	146,640
Other Charges	151,095	204,289	166,901	185,032	18,131	185,032
Gross Appropriations	1,000,662	1,124,088	1,070,409	1,100,329	29,920	1,126,889
Intrafund Transfers	(125,000)	(47,059)	(47,059)	(84,059)	(37,000)	(84,059)
Net Appropriations	875,662	1,077,029	1,023,350	1,016,270	(7,080)	1,042,830
Contingencies/Dept Reserves	1,243,444	111,265	111,265	74,177	(37,088)	74,177
TOTAL REQUIREMENTS	2,119,106	1,188,294	1,134,615	1,090,447	(44,168)	1,117,007
NET COUNTY COST	554,825	436,921	383,242	842,267	459,025	836,170
AUTHORIZED POSITIONS						
Salary Resolution	6.0	5.0	5.0	5.0		5.0
Funded FTE	6.0	5.0	5.0	5.0		5.0

Internal Audit (1421P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	38,855	37,624	32,000	40,410	8,410	40,410
Interfund Revenue	94,972	54,590	57,400	57,890	490	57,890
Miscellaneous Revenue	976	4,714				
TOTAL SOURCES	134,803	96,928	89,400	98,300	8,900	98,300
REQUIREMENTS						
Salaries and Benefits	877,240	943,100	1,015,507	1,095,437	79,930	1,152,057
Services and Supplies	16,225	27,025	20,255	17,605	(2,650)	17,605
Other Charges	67,066	66,824	66,602	66,602		66,602
Gross Appropriations	960,531	1,036,949	1,102,364	1,179,644	77,280	1,236,264
Intrafund Transfers	(6,500)	(3,500)	(123,038)	(125,831)	(2,793)	(125,831)
TOTAL REQUIREMENTS	954,031	1,033,449	979,326	1,053,813	74,487	1,110,433
NET COUNTY COST	819,228	936,520	889,926	955,513	65,587	1,012,133
AUTHORIZED POSITIONS						
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	10.0	10.0	10.0	9.9	(0.1)	9.9

Payroll Services (1431P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	77	107				
TOTAL SOURCES	77	107				
REQUIREMENTS						
Salaries and Benefits	525,492	548,350	588,924	512,460	(76,464)	536,851
Services and Supplies	16,593	9,797	13,395	10,695	(2,700)	10,695
Other Charges	436,130	412,519	390,652	408,092	17,440	408,092
TOTAL REQUIREMENTS	978,215	970,666	992,971	931,247	(61,724)	955,638
NET COUNTY COST	978,138	970,559	992,971	931,247	(61,724)	955,638
AUTHORIZED POSITIONS						
Salary Resolution	6.0	6.0	6.0	6.0		6.0
Funded FTE	6.0	6.0	6.0	6.0		6.0

Controller Information Systems (1432P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services		9,150	8,900	9,500	600	9,500
Miscellaneous Revenue	1,120					
TOTAL SOURCES	1,120	9,150	8,900	9,500	600	9,500
REQUIREMENTS						
Salaries and Benefits	438,745	430,271	416,774	432,264	15,490	451,734
Services and Supplies	11,338	14,220	17,880	13,030	(4,850)	13,030
Other Charges	44,910	37,417	41,568	40,114	(1,454)	40,114
TOTAL REQUIREMENTS	494,993	481,908	476,222	485,408	9,186	504,878
NET COUNTY COST	493,873	472,758	467,322	475,908	8,586	495,378
AUTHORIZED POSITIONS						
Salary Resolution	5.0	4.0	4.0	4.0		4.0
Funded FTE	5.0	4.0	4.0	4.0		4.0

General Accounting (1441P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	3,000	26,819				
Interfund Revenue	12,600	12,000	16,600	53,459	36,859	36,569
Miscellaneous Revenue	20,328	932				
TOTAL SOURCES	35,928	39,751	16,600	53,459	36,859	36,569
REQUIREMENTS						
Salaries and Benefits	871,904	652,589	597,068	600,986	3,918	633,394
Services and Supplies	4,206	24,757	83,370	150,550	67,180	150,550
Other Charges	129,166	120,900	124,140	115,719	(8,421)	115,719
Gross Appropriations	1,005,275	798,245	804,578	867,255	62,677	899,663
Intrafund Transfers	(3,000)		(3,000)		3,000	
TOTAL REQUIREMENTS	1,002,275	798,245	801,578	867,255	65,677	899,663
NET COUNTY COST	966,347	758,494	784,978	813,796	28,818	863,094
AUTHORIZED POSITIONS						
Salary Resolution	10.0	8.0	8.0	8.0		8.0
Funded FTE	9.8	7.5	7.5	7.4	(0.1)	7.4

Property Tax/Special Accounting (1461P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	837,162	1,105,778	917,012	1,156,267	239,255	1,140,500
Interfund Revenue	2,400	2,300	2,080	2,300	220	2,300
Miscellaneous Revenue	877	328				
Total Revenue	840,439	1,108,405	919,092	1,158,567	239,475	1,142,800
Fund Balance	358,965	426,505	426,505	566,043	139,538	566,043
TOTAL SOURCES	1,199,404	1,534,910	1,345,597	1,724,610	379,013	1,708,843
REQUIREMENTS						
Salaries and Benefits	615,727	687,371	695,250	717,093	21,843	757,320
Services and Supplies	25,304	177,573	730,593	632,707	(97,886)	632,707
Other Charges	121,020	114,822	180,334	135,098	(45,236)	135,098
Gross Appropriations	762,051	979,766	1,606,177	1,484,898	(121,279)	1,525,125
Intrafund Transfers		(150,000)	(150,000)	(150,000)		(150,000)
TOTAL REQUIREMENTS	762,051	829,766	1,456,177	1,334,898	(121,279)	1,375,125
NET COUNTY COST	(437,353)	(705,144)	110,580	(389,712)	(500,292)	(333,718)
AUTHORIZED POSITIONS						
Salary Resolution	7.0	8.0	8.0	8.0		8.0
Funded FTE	7.0	8.0	8.0	8.0		8.0

Treasurer - Tax Collector (1500B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	9,046	7,540	3,650	3,650		3,650
Intergovernmental Revenues	125,000	150,000				
Charges for Services	3,737,701	4,039,955	2,776,692	3,012,242	235,550	3,012,242
Miscellaneous Revenue	83,641	121,333	56,000	56,000		56,000
Total Revenue	3,955,389	4,318,828	2,836,342	3,071,892	235,550	3,071,892
Fund Balance	2,874,655	2,151,288	2,151,288	2,957,470	806,182	2,725,970
TOTAL SOURCES	6,830,044	6,470,116	4,987,630	6,029,362	1,041,732	5,797,862
REQUIREMENTS						
Salaries and Benefits	2,287,786	2,448,675	2,516,997	2,731,332	214,335	2,841,364
Services and Supplies	1,160,600	991,070	2,034,164	2,571,843	537,679	2,084,343
Other Charges	484,605	575,643	584,818	623,103	38,285	623,103
Fixed Assets	117,502					
Gross Appropriations	4,050,493	4,015,388	5,135,979	5,926,278	790,299	5,548,810
Intrafund Transfers		(130,000)	(280,000)	(280,000)		
Net Appropriations	4,050,493	3,885,388	4,855,979	5,646,278	790,299	5,548,810
Contingencies/Dept Reserves	1,788,433	901,610	901,610	1,153,043	251,433	1,153,043
TOTAL REQUIREMENTS	5,838,926	4,786,998	5,757,589	6,799,321	1,041,732	6,701,853
NET COUNTY COST	(991,118)	(1,683,117)	769,959	769,959		903,991
AUTHORIZED POSITIONS						
Salary Resolution	28.0	28.0	28.0	28.0		28.0
Funded FTE	28.0	28.0	28.0	28.0		28.0

Tax Collector (1510P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	9,046	7,540	3,650	3,650		3,650
Intergovernmental Revenues	125,000	150,000				
Charges for Services	1,117,082	1,179,799	870,910	1,106,460	235,550	1,106,460
Miscellaneous Revenue	77,748	58,689	56,000	56,000		56,000
Total Revenue	1,328,876	1,396,027	930,560	1,166,110	235,550	1,166,110
Fund Balance	1,117,707	1,252,707	1,252,707	2,666,881	1,414,174	2,452,381
TOTAL SOURCES	2,446,583	2,648,734	2,183,267	3,832,991	1,649,724	3,618,491
REQUIREMENTS						
Salaries and Benefits	1,421,558	1,525,721	1,557,362	1,699,083	141,721	1,772,195
Services and Supplies	995,835	817,679	1,764,664	2,284,943	520,279	1,802,443
Other Charges	365,314	427,262	439,790	480,054	40,264	480,054
Fixed Assets	117,502					
Gross Appropriations	2,900,209	2,770,662	3,761,816	4,464,080	702,264	4,054,692
Intrafund Transfers		(130,000)	(280,000)	(280,000)		
Net Appropriations	2,900,209	2,640,662	3,481,816	4,184,080	702,264	4,054,692
Contingencies/Dept Reserves	299,844	288,433	288,433	418,870	130,437	418,870
TOTAL REQUIREMENTS	3,200,053	2,929,095	3,770,249	4,602,950	832,701	4,473,562
NET COUNTY COST	753,470	280,362	1,586,982	769,959	(817,023)	855,071
AUTHORIZED POSITIONS						
Salary Resolution	18.0	18.0	18.0	18.0		18.0
Funded FTE	18.0	18.0	18.0	18.0		18.0

Treasurer (1520P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	2,620,619	2,860,156	1,905,782	1,905,782		1,905,782
Miscellaneous Revenue	5,894	62,645				
Total Revenue	2,626,513	2,922,801	1,905,782	1,905,782		1,905,782
Fund Balance	1,756,948	898,581	898,581	290,589	(607,992)	273,589
TOTAL SOURCES	4,383,461	3,821,382	2,804,363	2,196,371	(607,992)	2,179,371
REQUIREMENTS						
Salaries and Benefits	866,227	922,954	959,635	1,032,249	72,614	1,069,169
Services and Supplies	164,765	173,392	269,500	286,900	17,400	281,900
Other Charges	119,292	148,380	145,028	143,049	(1,979)	143,049
Net Appropriations	1,150,284	1,244,726	1,374,163	1,462,198	88,035	1,494,118
Contingencies/Dept Reserves	1,488,589	613,177	613,177	734,173	120,996	734,173
TOTAL REQUIREMENTS	2,638,873	1,857,903	1,987,340	2,196,371	209,031	2,228,291
NET COUNTY COST	(1,744,588)	(1,963,479)	(817,023)		817,023	48,920
AUTHORIZED POSITIONS						
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	10.0	10.0	10.0	10.0		10.0

County Counsel (1600B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	2,324,957	2,726,171	2,402,099	3,066,558	664,459	3,066,558
Interfund Revenue	112					
Miscellaneous Revenue	54,682	8,277	1,000	1,000		1,000
Total Revenue	2,379,751	2,734,448	2,403,099	3,067,558	664,459	3,067,558
Fund Balance	701,560	668,123	668,123	895,095	226,972	895,095
TOTAL SOURCES	3,081,311	3,402,571	3,071,222	3,962,653	891,431	3,962,653
REQUIREMENTS						
Salaries and Benefits	4,878,610	5,113,772	5,237,969	5,808,388	570,419	6,092,204
Services and Supplies	388,526	272,458	350,755	476,590	125,835	476,590
Other Charges	299,180	293,394	297,815	296,206	(1,609)	296,206
Gross Appropriations	5,566,316	5,679,625	5,886,539	6,581,184	694,645	6,865,000
Intrafund Transfers	(1,067,818)	(1,389,816)	(1,048,221)	(924,229)	123,992	(924,229)
Net Appropriations	4,498,499	4,289,809	4,838,318	5,656,955	818,637	5,940,771
Contingencies/Dept Reserves	425,879	73,796	73,796	146,590	72,794	146,590
TOTAL REQUIREMENTS	4,924,378	4,363,605	4,912,114	5,803,545	891,431	6,087,361
NET COUNTY COST	1,843,067	961,034	1,840,892	1,840,892		2,124,708
AUTHORIZED POSITIONS						
Salary Resolution	38.0	38.0	38.0	38.0		38.0
Funded FTE	35.7	36.1	36.0	37.5	1.5	37.5

Employee and Public Services (1700D)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	428,896	487,130	532,376	587,845	55,469	602,329
Use of Money and Property	28,499	38,167	42,000	38,000	(4,000)	38,000
Intergovernmental Revenues	2,967,572	2,569,636	2,603,508	2,603,508		2,603,508
Charges for Services	2,870,693	3,065,804	3,133,832	3,074,226	(59,606)	3,169,691
Interfund Revenue	4,137,626	4,263,065	4,871,289	4,939,710	68,421	5,108,090
Miscellaneous Revenue	228,745	209,112	158,682	165,650	6,968	165,650
Other Financing Sources	69		100,000	100,000		100,000
Total Revenue	10,662,099	10,632,913	11,441,687	11,508,939	67,252	11,787,268
Fund Balance	997,561	822,294	822,294	716,571	(105,723)	515,190
TOTAL SOURCES	11,659,660	11,455,207	12,263,981	12,225,510	(38,471)	12,302,458
REQUIREMENTS						
Salaries and Benefits	13,924,265	14,710,214	15,549,072	15,647,210	98,138	16,334,413
Services and Supplies	3,167,899	2,798,414	3,442,211	3,262,776	(179,435)	3,259,606
Other Charges	1,490,384	1,391,199	1,478,367	1,470,960	(7,407)	1,471,144
Fixed Assets	34,510					
Gross Appropriations	18,617,057	18,899,827	20,469,650	20,380,946	(88,704)	21,065,163
Intrafund Transfers	(3,189,167)	(3,424,832)	(4,066,255)	(4,045,994)	20,261	(4,147,639)
Net Appropriations	15,427,890	15,474,995	16,403,395	16,334,952	(68,443)	16,917,524
Contingencies/Dept Reserves	331,257	485,218	485,218	515,190	29,972	436,914
TOTAL REQUIREMENTS	15,759,147	15,960,213	16,888,613	16,850,142	(38,471)	17,354,438
NET COUNTY COST	4,099,487	4,505,006	4,624,632	4,624,632		5,051,980
AUTHORIZED POSITIONS						
Salary Resolution	180.0	175.0	175.0	171.0	(4.0)	171.0
Funded FTE	169.5	164.2	164.2	159.5	(4.7)	159.5

Administration and Support (1710P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	(971)					
Charges for Services	24,208	50,597	30,000	30,000		30,000
Interfund Revenue	371,061	368,986	388,900	388,900		388,900
Miscellaneous Revenue	10,313	6,471				
Other Financing Sources			100,000	100,000		100,000
Total Revenue	404,610	426,054	518,900	518,900		518,900
Fund Balance	719,218	670,248	670,248	564,498	(105,750)	474,190
TOTAL SOURCES	1,123,828	1,096,302	1,189,148	1,083,398	(105,750)	993,090
REQUIREMENTS						
Salaries and Benefits	1,020,461	1,131,819	1,133,005	1,224,791	91,786	1,283,164
Services and Supplies	265,879	170,646	335,412	212,062	(123,350)	200,030
Other Charges	494,137	436,513	465,646	444,730	(20,916)	444,914
Gross Appropriations	1,780,477	1,738,978	1,934,063	1,881,583	(52,480)	1,928,108
Intrafund Transfers	(442,386)	(451,989)	(534,328)	(539,736)	(5,408)	(539,736)
Net Appropriations	1,338,091	1,286,989	1,399,735	1,341,847	(57,888)	1,388,372
Contingencies/Dept Reserves	331,257	485,218	485,218	515,190	29,972	436,914
TOTAL REQUIREMENTS	1,669,348	1,772,207	1,884,953	1,857,037	(27,916)	1,825,286
NET COUNTY COST	545,519	675,905	695,805	773,639	77,834	832,196
AUTHORIZED POSITIONS						
Salary Resolution	9.0	9.0	9.0	9.0		9.0
Funded FTE	8.5	8.4	8.4	8.4	(0.0)	8.4

Human Resources (1720P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	449	5,786	60,500	10,500	(50,000)	10,500
Interfund Revenue	2,115,679	2,344,594	2,945,739	3,086,759	141,020	3,204,500
Miscellaneous Revenue	7,409	17,212				
Total Revenue	2,123,537	2,367,592	3,006,239	3,097,259	91,020	3,215,000
Fund Balance	186,605			101,873	101,873	41,000
TOTAL SOURCES	2,310,142	2,367,592	3,006,239	3,199,132	192,893	3,256,000
REQUIREMENTS						
Salaries and Benefits	3,921,687	4,094,709	4,541,336	4,381,043	(160,293)	4,602,460
Services and Supplies	1,100,743	877,570	1,067,468	1,173,137	105,669	1,122,199
Other Charges	209,114	186,778	224,585	180,844	(43,741)	180,844
Gross Appropriations	5,231,543	5,159,057	5,833,389	5,735,024	(98,365)	5,905,503
Intrafund Transfers	(309,331)	(272,183)	(360,591)	(393,279)	(32,688)	(399,781)
TOTAL REQUIREMENTS	4,922,213	4,886,874	5,472,798	5,341,745	(131,053)	5,505,722
NET COUNTY COST	2,612,071	2,519,282	2,466,559	2,142,613	(323,946)	2,249,722
AUTHORIZED POSITIONS						
Salary Resolution	59.0	56.0	56.0	53.0	(3.0)	53.0
Funded FTE	51.0	48.2	48.2	44.6	(3.7)	44.6

Public Safety Communications (1730P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	2,968,543	2,569,636	2,603,508	2,603,508		2,603,508
Charges for Services	2,797,161	2,957,556	3,004,832	2,985,226	(19,606)	3,080,691
Interfund Revenue	27,067	19,812	19,812	19,620	(192)	19,620
Miscellaneous Revenue	124,289	135,639	122,182	129,150	6,968	129,150
TOTAL SOURCES	5,917,060	5,682,642	5,750,334	5,737,504	(12,830)	5,832,969
REQUIREMENTS						
Salaries and Benefits	5,537,719	5,817,977	5,844,858	5,839,647	(5,211)	6,063,848
Services and Supplies	337,264	311,345	347,154	338,660	(8,494)	421,526
Other Charges	377,572	352,856	373,390	425,700	52,310	425,700
Fixed Assets	12,078					
Gross Appropriations	6,264,633	6,482,178	6,565,402	6,604,007	38,605	6,911,074
Intrafund Transfers	(93,428)	(139,320)	(122,883)	(138,325)	(15,442)	(141,368)
TOTAL REQUIREMENTS	6,171,205	6,342,858	6,442,519	6,465,682	23,163	6,769,706
NET COUNTY COST	254,145	660,216	692,185	728,178	35,993	936,737
AUTHORIZED POSITIONS						
Salary Resolution	59.0	58.0	58.0	57.0	(1.0)	57.0
Funded FTE	57.0	56.0	56.0	55.0	(1.0)	55.0

Revenue Services Collections Unit (1741P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	28,499	34,148	30,000	30,000		30,000
Charges for Services	45,659	49,641	35,500	45,500	10,000	45,500
Interfund Revenue	1,446,517	1,349,976	1,346,079	1,257,000	(89,079)	1,305,570
Miscellaneous Revenue	56,722	33,123	15,500	15,500		15,500
TOTAL SOURCES	1,577,397	1,466,887	1,427,079	1,348,000	(79,079)	1,396,570
REQUIREMENTS						
Salaries and Benefits	2,253,503	2,464,332	2,713,421	2,838,111	124,690	2,947,028
Services and Supplies	661,164	720,639	775,524	718,040	(57,484)	745,174
Other Charges	195,601	203,762	204,149	206,295	2,146	206,295
Fixed Assets	22,432					
Gross Appropriations	3,132,699	3,388,732	3,693,094	3,762,446	69,352	3,898,497
Intrafund Transfers	(1,699,580)	(1,996,815)	(2,376,567)	(2,524,998)	(148,431)	(2,612,479)
TOTAL REQUIREMENTS	1,433,119	1,391,917	1,316,527	1,237,448	(79,079)	1,286,018
NET COUNTY COST	(144,278)	(74,970)	(110,552)	(110,552)		(110,552)
AUTHORIZED POSITIONS						
Salary Resolution	33.0	33.0	33.0	33.0		33.0
Funded FTE	33.0	33.0	33.0	33.0		33.0

Revenue Services Animal Licensing Unit (1742P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	428,896	487,130	532,376	587,845	55,469	602,329
Charges for Services	3,216	2,120	3,000	3,000		3,000
Miscellaneous Revenue	452	10				
Total Revenue	432,564	489,260	535,376	590,845	55,469	605,329
Fund Balance	78,654	63,796	63,796	50,200	(13,596)	
TOTAL SOURCES	511,218	553,056	599,172	641,045	41,873	605,329
REQUIREMENTS						
Salaries and Benefits	146,208	147,538	231,335	219,312	(12,023)	233,796
Services and Supplies	286,916	276,599	353,033	404,437	51,404	354,237
Other Charges	14,298	14,924	14,804	17,296	2,492	17,296
TOTAL REQUIREMENTS	447,422	439,060	599,172	641,045	41,873	605,329
NET COUNTY COST	(63,796)	(113,996)				
AUTHORIZED POSITIONS						
Salary Resolution	4.0	4.0	4.0	4.0		4.0
Funded FTE	4.0	4.0	4.0	4.0		4.0

EPS Special Services (1750P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property		4,019	12,000	8,000	(4,000)	8,000
Charges for Services		104				
Interfund Revenue	177,301	179,697	170,759	187,431	16,672	189,500
Miscellaneous Revenue	29,561	16,657	21,000	21,000		21,000
Other Financing Sources	69					
Total Revenue	206,931	200,478	203,759	216,431	12,672	218,500
Fund Balance	13,084	88,250	88,250		(88,250)	
TOTAL SOURCES	220,015	288,728	292,009	216,431	(75,578)	218,500
REQUIREMENTS						
Salaries and Benefits	1,044,687	1,053,841	1,085,117	1,144,306	59,189	1,204,117
Services and Supplies	515,933	441,615	563,620	416,440	(147,180)	416,440
Other Charges	199,663	196,365	195,793	196,095	302	196,095
Gross Appropriations	1,760,283	1,691,821	1,844,530	1,756,841	(87,689)	1,816,652
Intrafund Transfers	(644,442)	(564,524)	(671,886)	(449,656)	222,230	(454,275)
TOTAL REQUIREMENTS	1,115,841	1,127,297	1,172,644	1,307,185	134,541	1,362,377
NET COUNTY COST	895,826	838,569	880,635	1,090,754	210,119	1,143,877
AUTHORIZED POSITIONS						
Salary Resolution	16.0	15.0	15.0	15.0		15.0
Funded FTE	16.0	14.5	14.5	14.5		14.5

Information Services Department (1800B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	78,805	67,032	90,000	77,000	(13,000)	77,000
Charges for Services	851,157	519,323	546,773	546,773		546,773
Interfund Revenue	10,700,600	9,951,822	10,300,800	10,377,451	76,651	9,665,659
Miscellaneous Revenue	81,475	47,540				
Other Financing Sources		1,428				
Total Revenue	11,712,038	10,587,145	10,937,573	11,001,224	63,651	10,289,432
Fund Balance	2,774,317	3,683,981	3,683,981	4,314,614	630,633	4,127,892
TOTAL SOURCES	14,486,355	14,271,126	14,621,554	15,315,838	694,284	14,417,324
REQUIREMENTS						
Salaries and Benefits	13,315,375	14,110,204	16,214,258	15,865,866	(348,392)	16,667,345
Services and Supplies	18,274,592	17,784,165	21,703,488	21,405,432	(298,056)	20,309,532
Other Charges	1,036,931	1,081,340	1,201,340	1,149,745	(51,595)	1,149,745
Fixed Assets	871,263	303,877	686,600	1,560,393	873,793	50,000
Other Financing Uses	56,130	286,577	324,000	324,000		324,000
Gross Appropriations	33,554,292	33,566,164	40,129,686	40,305,436	175,750	38,500,622
Intrafund Transfers	(22,765,695)	(23,394,758)	(29,493,106)	(29,117,490)	375,616	(28,950,685)
Net Appropriations	10,788,597	10,171,406	10,636,580	11,187,946	551,366	9,549,937
Contingencies/Dept Reserves	3,697,758	4,099,720	3,984,974	4,127,892	142,918	4,867,387
TOTAL REQUIREMENTS	14,486,355	14,271,126	14,621,554	15,315,838	694,284	14,417,324
AUTHORIZED POSITIONS						
Salary Resolution	154.0	144.0	144.0	135.0	(9.0)	135.0
Funded FTE	152.8	143.1	143.1	134.1	(9.0)	134.1

Information and Technology Availability (1830P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	78,805	67,032	90,000	77,000	(13,000)	77,000
Charges for Services	584,610	422,197	514,541	514,541		514,541
Interfund Revenue	1,998,210	1,860,993	5,161,036	5,358,207	197,171	5,290,707
Miscellaneous Revenue	50,393	42,173				
Total Revenue	2,712,019	2,392,395	5,765,577	5,949,748	184,171	5,882,248
Fund Balance	2,762,165	3,389,829	3,389,829	4,024,424	634,595	3,941,749
TOTAL SOURCES	5,474,184	5,782,224	9,155,406	9,974,172	818,766	9,823,997
REQUIREMENTS						
Salaries and Benefits	7,885,912	8,264,214	9,518,543	8,737,672	(780,871)	9,173,394
Services and Supplies	11,618,280	11,361,238	11,868,813	11,958,857	90,044	11,760,958
Other Charges	643,430	630,109	759,015	752,725	(6,290)	752,725
Fixed Assets	851,463	275,770	399,100	1,442,893	1,043,793	50,000
Other Financing Uses	56,130	286,577	324,000	324,000		324,000
Gross Appropriations	21,055,215	20,817,908	22,869,471	23,216,147	346,676	22,061,077
Intrafund Transfers	(8,311,026)	(8,488,641)	(17,586,058)	(17,183,724)	402,334	(16,845,162)
Net Appropriations	12,744,189	12,329,267	5,283,413	6,032,423	749,010	5,215,915
Contingencies/Dept Reserves	3,653,606	3,986,739	3,871,993	3,941,749	69,756	4,608,082
TOTAL REQUIREMENTS	16,397,795	16,316,006	9,155,406	9,974,172	818,766	9,823,997
NET COUNTY COST	10,923,612	10,533,782				
AUTHORIZED POSITIONS						
Salary Resolution	90.0	88.0	88.0	77.0	(11.0)	77.0
Funded FTE	89.1	87.3	87.3	76.3	(11.0)	76.3

Project Management (1840P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	266,547	97,126	32,232	32,232		32,232
Interfund Revenue	8,702,391	8,090,830	5,139,764	5,019,244	(120,520)	4,374,952
Miscellaneous Revenue	31,082	5,366				
Other Financing Sources		1,428				
Total Revenue	9,000,020	8,194,750	5,171,996	5,051,476	(120,520)	4,407,184
Fund Balance	12,152	294,152	294,152	290,190	(3,962)	186,143
TOTAL SOURCES	9,012,172	8,488,902	5,466,148	5,341,666	(124,482)	4,593,327
REQUIREMENTS						
Salaries and Benefits	5,429,464	5,845,991	6,695,715	7,128,194	432,479	7,493,951
Services and Supplies	6,656,312	6,422,927	9,834,675	9,446,575	(388,100)	8,548,574
Other Charges	393,501	451,231	442,325	397,020	(45,305)	397,020
Fixed Assets	19,800	28,107	287,500	117,500	(170,000)	
Gross Appropriations	12,499,077	12,748,256	17,260,215	17,089,289	(170,926)	16,439,545
Intrafund Transfers	(14,454,669)	(14,906,117)	(11,907,048)	(11,933,766)	(26,718)	(12,105,523)
Net Appropriations	(1,955,592)	(2,157,861)	5,353,167	5,155,523	(197,644)	4,334,022
Contingencies/Dept Reserves	44,152	112,981	112,981	186,143	73,162	259,305
TOTAL REQUIREMENTS	(1,911,440)	(2,044,880)	5,466,148	5,341,666	(124,482)	4,593,327
NET COUNTY COST	(10,923,612)	(10,533,782)				
AUTHORIZED POSITIONS						
Salary Resolution	64.0	56.0	56.0	58.0	2.0	58.0
Funded FTE	63.7	55.9	55.9	57.8	2.0	57.8

Grand Jury (1920B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Interfund Revenue		25,000				
Total Revenue		25,000				
Fund Balance		21,543	21,543	32,064	10,521	
TOTAL SOURCES		46,543	21,543	32,064	10,521	
REQUIREMENTS						
Salaries and Benefits	48,749	50,781	62,907	68,381	5,474	71,795
Services and Supplies	125,594	369,843	369,575	395,515	25,940	378,378
Other Charges	10,092	4,306	10,200	10,200		10,200
TOTAL REQUIREMENTS	184,436	424,930	442,682	474,096	31,414	460,373
NET COUNTY COST	184,436	378,387	421,139	442,032	20,893	460,373

First 5 San Mateo County (1950B)
First 5 Fund (Information Only)

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	1,122,933	943,801	990,100	850,000	(140,100)	750,000
Intergovernmental Revenues	11,175,664	9,745,516	9,704,111	10,769,701	1,065,590	9,994,701
Miscellaneous Revenue	125,066	506,204	355,000		(355,000)	
Total Revenue	12,423,664	11,195,521	11,049,211	11,619,701	570,490	10,744,701
Fund Balance	29,472,264	32,523,111	32,523,111	34,424,465	1,901,354	31,206,231
TOTAL SOURCES	41,895,928	43,718,632	43,572,322	46,044,166	2,471,844	41,950,932
REQUIREMENTS						
Salaries and Benefits	544,859	692,743	757,409	885,459	128,050	919,250
Services and Supplies	1,417,206	1,623,184	1,520,086	2,272,356	752,270	2,312,861
Other Charges	6,389,758	7,999,235	9,159,600	11,547,850	2,388,250	11,207,750
Net Appropriations	8,351,823	10,315,161	11,437,095	14,705,665	3,268,570	14,439,861
Non-General Fund Reserves	33,544,104	33,403,470	32,135,227	31,338,501	(796,726)	27,511,071
TOTAL REQUIREMENTS	41,895,927	43,718,631	43,572,322	46,044,166	2,471,844	41,950,932
AUTHORIZED POSITIONS						
Salary Resolution	8.0	8.0	8.0	10.0	2.0	10.0
Funded FTE	8.0	8.0	8.0	9.2	1.2	9.2

Retirement Office (2000B)
Retirement Trust Fund (Information Only)

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Miscellaneous Revenue	1,880,376	1,948,799				
Other Financing Sources			1,994,500	2,763,310	768,810	2,435,740
TOTAL SOURCES	1,880,376	1,948,799	1,994,500	2,763,310	768,810	2,435,740
REQUIREMENTS						
Salaries and Benefits	960,776	1,108,896	1,120,292	1,632,412	512,120	1,438,342
Services and Supplies	810,658	729,557	694,208	940,398	246,190	819,898
Other Charges	108,943	82,334	150,000	175,500	25,500	162,500
Fixed Assets		28,012	30,000	15,000	(15,000)	15,000
TOTAL REQUIREMENTS	1,880,376	1,948,799	1,994,500	2,763,310	768,810	2,435,740
AUTHORIZED POSITIONS						
Salary Resolution	11.0	11.0	11.0	13.0	2.0	13.0
Funded FTE	11.0	11.0	11.0	13.0	2.0	13.0

Message Switch (1940B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	382,259	422,351	422,350	450,548	28,198	473,952
Interfund Revenue	22,170	27,050		20,335	20,335	20,335
Miscellaneous Revenue		18,776				
Total Revenue	404,429	468,177	422,350	470,883	48,533	494,287
Fund Balance	466,758	474,598	474,598	486,480	11,882	486,480
TOTAL SOURCES	871,187	942,775	896,948	957,363	60,415	980,767
REQUIREMENTS						
Services and Supplies	289,689	337,569	358,817	399,261	40,444	399,261
Other Charges	187,616	217,538	217,990	215,379	(2,611)	238,783
Gross Appropriations	477,305	555,107	576,807	614,640	37,833	638,044
Intrafund Transfers	(88,051)	(98,809)	(125,859)	(105,642)	20,217	(105,642)
Net Appropriations	389,254	456,298	450,948	508,998	58,050	532,402
Contingencies/Dept Reserves	481,933	486,477	446,000	448,365	2,365	448,365
TOTAL REQUIREMENTS	871,187	942,775	896,948	957,363	60,415	980,767

District Attorney/Public Administrator (2510B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	353,210	610,863	342,720	342,720		342,720
Use of Money and Property	138,198	145,993	69,955	85,500	15,545	85,500
Intergovernmental Revenues	12,438,416	11,767,717	12,347,052	12,268,281	(78,771)	12,268,281
Charges for Services	212,067	345,283	173,000	198,000	25,000	198,000
Miscellaneous Revenue	93,680	59,356	48,993	20,000	(28,993)	20,000
Total Revenue	13,235,571	12,929,212	12,981,720	12,914,501	(67,219)	12,914,501
Fund Balance	3,191,839	4,244,005	4,244,005	4,708,110	464,105	4,708,110
TOTAL SOURCES	16,427,410	17,173,217	17,225,725	17,622,611	396,886	17,622,611
REQUIREMENTS						
Salaries and Benefits	12,733,152	14,567,916	16,285,273	16,698,169	412,896	17,575,067
Services and Supplies	789,860	657,533	789,287	866,936	77,649	866,936
Other Charges	1,507,398	1,618,834	1,621,473	1,586,158	(35,315)	1,586,158
Fixed Assets	15,205					
Gross Appropriations	15,045,615	16,844,283	18,696,033	19,151,263	455,230	20,028,161
Intrafund Transfers	(272,556)					
Net Appropriations	14,773,059	16,844,283	18,696,033	19,151,263	455,230	20,028,161
Contingencies/Dept Reserves	2,285,510	3,106,051	3,106,051	3,047,707	(58,344)	3,047,707
TOTAL REQUIREMENTS	17,058,569	19,950,334	21,802,084	22,198,970	396,886	23,075,868
NET COUNTY COST	631,158	2,777,118	4,576,359	4,576,359		5,453,257
AUTHORIZED POSITIONS						
Salary Resolution	123.0	123.0	123.0	123.0		123.0
Funded FTE	119.5	120.2	120.1	120.2	0.2	120.2

Department of Child Support Services (2600B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	13,060,348	12,523,159	13,477,143	11,322,697	(2,154,446)	11,322,697
Miscellaneous Revenue	67,247					
TOTAL SOURCES	13,127,595	12,523,159	13,477,143	11,322,697	(2,154,446)	11,322,697
REQUIREMENTS						
Salaries and Benefits	8,666,712	8,913,445	9,557,978	9,279,891	(278,087)	9,299,859
Services and Supplies	2,876,796	2,173,598	2,541,608	596,941	(1,944,667)	576,973
Other Charges	1,571,434	1,400,064	1,377,557	1,445,865	68,308	1,445,865
Fixed Assets	12,654	36,051				
TOTAL REQUIREMENTS	13,127,595	12,523,159	13,477,143	11,322,697	(2,154,446)	11,322,697
AUTHORIZED POSITIONS						
Salary Resolution	130.0	112.0	121.0	112.0	(9.0)	112.0
Funded FTE	128.6	111.2	120.4	111.2	(9.2)	111.2

County Support of the Courts (2700B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	5,844,473	5,907,519	5,383,190	5,483,190	100,000	5,483,190
Charges for Services	5,086,210	5,327,449	4,349,269	4,499,269	150,000	4,499,269
Miscellaneous Revenue	150,923		20,000	20,000		20,000
TOTAL SOURCES	11,081,606	11,234,968	9,752,459	10,002,459	250,000	10,002,459
REQUIREMENTS						
Salaries and Benefits	295,801	319,092	340,000	340,000		340,000
Services and Supplies	783,979	1,163,923	702,180	1,084,180	382,000	1,084,180
Other Charges	18,894,385	20,448,799	20,645,562	21,303,006	657,444	21,303,006
TOTAL REQUIREMENTS	19,974,165	21,931,814	21,687,742	22,727,186	1,039,444	22,727,186
NET COUNTY COST	8,892,559	10,696,846	11,935,283	12,724,727	789,444	12,724,727

Private Defender Program (2800B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	408,494	456,590	350,000	375,000	25,000	375,000
Interfund Revenue	380,207	365,883	325,000	325,000		325,000
TOTAL SOURCES	788,701	822,474	675,000	700,000	25,000	700,000
REQUIREMENTS						
Services and Supplies	11,007,462	11,636,110	11,636,110	12,257,336	621,226	12,992,777
Gross Appropriations	11,007,462	11,636,110	11,636,110	12,257,336	621,226	12,992,777
Intrafund Transfers	(98,476)	(73,857)	(98,476)	(98,476)		(98,476)
TOTAL REQUIREMENTS	10,908,986	11,562,253	11,537,634	12,158,860	621,226	12,894,301
NET COUNTY COST	10,120,285	10,739,779	10,862,634	11,458,860	596,226	12,194,301

Sheriff's Office (3000B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	11,323	12,728	10,650	11,250	600	11,250
Fines, Forfeitures and Penalties	303,654	318,569	305,000	310,000	5,000	310,000
Use of Money and Property	36,000	36,000	36,007	36,010	3	36,010
Intergovernmental Revenues	35,873,578	37,286,638	38,367,353	41,827,258	3,459,905	39,827,258
Charges for Services	5,769,904	6,722,634	6,472,514	7,775,653	1,303,139	8,552,958
Interfund Revenue	9,648,191	9,200,133	9,140,498	10,289,650	1,149,152	10,289,650
Miscellaneous Revenue	901,397	484,675	515,430	563,918	48,488	508,918
Total Revenue	52,544,046	54,061,377	54,847,452	60,813,739	5,966,287	59,536,044
Fund Balance	5,515,656	3,782,050	3,782,050	5,106,971	1,324,921	5,106,971
TOTAL SOURCES	58,059,702	57,843,427	58,629,502	65,920,710	7,291,208	64,643,015
REQUIREMENTS						
Salaries and Benefits	68,417,861	76,622,850	74,966,238	80,868,449	5,902,211	85,249,913
Services and Supplies	5,820,117	7,974,680	9,539,853	14,171,912	4,632,059	12,116,912
Other Charges	14,908,387	14,011,934	14,728,963	15,155,049	426,086	15,932,354
Fixed Assets	6,702	224,941	740,390	538,121	(202,269)	538,121
Other Financing Uses	380,747	441,531	1,769,212	905,032	(864,180)	905,032
Gross Appropriations	89,533,815	99,275,935	101,744,656	111,638,563	9,893,907	114,742,332
Intrafund Transfers	(379,181)	(333,500)	(338,530)	(491,410)	(152,880)	(491,410)
Net Appropriations	89,154,634	98,942,435	101,406,126	111,147,153	9,741,027	114,250,922
Contingencies/Dept Reserves		694,709	694,709	774,508	79,799	774,508
TOTAL REQUIREMENTS	89,154,634	99,637,144	102,100,835	111,921,661	9,820,826	115,025,430
NET COUNTY COST	31,094,932	41,793,716	43,471,333	46,000,951	2,529,618	50,382,415
AUTHORIZED POSITIONS						
Salary Resolution	624.0	595.0	595.0	585.0	(10.0)	585.0
Funded FTE	619.0	591.2	591.2	578.2	(13.0)	578.2

Administrative and Support Services (3011P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	9,453	9,027				
Intergovernmental Revenues	343,801	149,243	140,074	139,004	(1,070)	139,004
Charges for Services	29,013	28,053	3,800	8,000	4,200	22,810
Interfund Revenue	430,729	503,596	466,388	547,546	81,158	547,546
Miscellaneous Revenue	42,432	12,092	4,500	5,500	1,000	5,500
Total Revenue	855,429	702,011	614,762	700,050	85,288	714,860
Fund Balance	5,515,656	3,782,050	3,782,050	5,106,971	1,324,921	5,106,971
TOTAL SOURCES	6,371,085	4,484,061	4,396,812	5,807,021	1,410,209	5,821,831
REQUIREMENTS						
Salaries and Benefits	2,574,003	3,543,750	3,464,865	3,766,655	301,790	3,931,377
Services and Supplies	414,556	383,799	753,064	1,203,981	450,917	1,203,981
Other Charges	633,929	644,761	742,852	767,292	24,440	782,102
Gross Appropriations	3,622,488	4,572,310	4,960,781	5,737,928	777,147	5,917,460
Intrafund Transfers	(92,577)	(102,240)	(90,236)	(95,473)	(5,237)	(95,473)
Net Appropriations	3,529,911	4,470,070	4,870,545	5,642,455	771,910	5,821,987
Contingencies/Dept Reserves		694,709	694,709	774,508	79,799	774,508
TOTAL REQUIREMENTS	3,529,911	5,164,779	5,565,254	6,416,963	851,709	6,596,495
NET COUNTY COST	(2,841,174)	680,718	1,168,442	609,942	(558,500)	774,664
AUTHORIZED POSITIONS						
Salary Resolution	30.0	28.0	28.0	28.0		28.0
Funded FTE	29.0	27.0	27.0	26.7	(0.3)	26.7

Professional Standards Bureau (3013P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	1,870	3,526	10,650	11,250	600	11,250
Intergovernmental Revenues	1,245,358	1,140,448	1,102,131	1,102,131		1,102,131
Charges for Services	238,867	148,259	201,750	161,370	(40,380)	176,080
Miscellaneous Revenue	73,337	87,930	353,000	317,600	(35,400)	317,600
TOTAL SOURCES	1,559,432	1,380,164	1,667,531	1,592,351	(75,180)	1,607,061
REQUIREMENTS						
Salaries and Benefits	2,031,917	1,613,686	2,257,154	2,224,239	(32,915)	2,288,840
Services and Supplies	556,926	418,066	593,115	569,945	(23,170)	569,945
Other Charges	393,839	352,686	346,713	379,499	32,786	394,209
Fixed Assets		14,415				
TOTAL REQUIREMENTS	2,982,683	2,398,853	3,196,982	3,173,683	(23,299)	3,252,994
NET COUNTY COST	1,423,250	1,018,690	1,529,451	1,581,332	51,881	1,645,933
AUTHORIZED POSITIONS						
Salary Resolution	15.0	11.0	11.0	10.0	(1.0)	10.0
Funded FTE	15.0	10.8	10.8	9.7	(1.0)	9.7

Civil and Records Bureau (3015P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises		175				
Fines, Forfeitures and Penalties	22,788	42,990	20,000	25,000	5,000	25,000
Intergovernmental Revenues	342,580	821,677	824,817	241,317	(583,500)	241,317
Charges for Services	300,195	295,882	240,100	267,984	27,884	282,274
Interfund Revenue	1,810,828	319,919	354,852	301,477	(53,375)	301,477
Miscellaneous Revenue	36,322	14,858	2,100	3,400	1,300	3,400
TOTAL SOURCES	2,512,713	1,495,501	1,441,869	839,178	(602,691)	853,468
REQUIREMENTS						
Salaries and Benefits	2,890,160	3,189,395	2,966,963	3,052,538	85,575	3,241,181
Services and Supplies	574,138	1,399,218	851,634	776,938	(74,696)	776,938
Other Charges	645,517	733,370	710,924	762,351	51,427	776,641
TOTAL REQUIREMENTS	4,109,815	5,321,984	4,529,521	4,591,827	62,306	4,794,760
NET COUNTY COST	1,597,102	3,826,483	3,087,652	3,752,649	664,997	3,941,292
AUTHORIZED POSITIONS						
Salary Resolution	39.0	33.0	33.0	32.0	(1.0)	32.0
Funded FTE	39.0	33.0	33.0	32.0	(1.0)	32.0

Sheriff's Forensic Laboratory (3017P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	2,127,452	2,195,799	2,119,332	2,061,429	(57,903)	2,061,429
Charges for Services	144,063	537,953	647,317	1,067,134	419,817	1,130,114
Interfund Revenue	178,507	267,170	309,724	320,673	10,949	320,673
Miscellaneous Revenue	55,656	17,090	16,900		(16,900)	
TOTAL SOURCES	2,505,678	3,018,012	3,093,273	3,449,236	355,963	3,512,216
REQUIREMENTS						
Salaries and Benefits	2,445,433	2,757,944	2,779,034	2,842,601	63,567	2,986,599
Services and Supplies	311,922	399,901	342,458	442,458	100,000	442,458
Other Charges	324,541	487,970	492,119	487,519	(4,600)	550,499
Fixed Assets			16,900		(16,900)	
Other Financing Uses		314,066	905,032	905,032		905,032
Gross Appropriations	3,081,896	3,959,880	4,535,543	4,677,610	142,067	4,884,588
Intrafund Transfers	(57,903)			(50,203)	(50,203)	(50,203)
TOTAL REQUIREMENTS	3,023,993	3,959,880	4,535,543	4,627,407	91,864	4,834,385
NET COUNTY COST	518,315	941,868	1,442,270	1,178,171	(264,099)	1,322,169
AUTHORIZED POSITIONS						
Salary Resolution		26.0	26.0	25.0	(1.0)	25.0
Funded FTE		25.8	25.8	24.8	(1.0)	24.8

Patrol Bureau (3051P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	280,866	275,580	285,000	285,000		285,000
Intergovernmental Revenues	7,852,023	8,127,233	8,109,598	8,008,031	(101,567)	8,008,031
Charges for Services	1,899,072	2,220,378	2,184,017	2,735,371	551,354	2,865,961
Miscellaneous Revenue	182,244	62,549		103,488	103,488	103,488
TOTAL SOURCES	10,214,206	10,685,739	10,578,615	11,131,890	553,275	11,262,480
REQUIREMENTS						
Salaries and Benefits	11,290,277	13,742,311	12,785,748	14,693,069	1,907,321	15,504,488
Services and Supplies	494,232	453,178	733,193	820,776	87,583	820,776
Other Charges	1,749,963	1,749,503	1,811,472	1,933,003	121,531	2,063,593
Other Financing Uses	380,747	127,465	864,180		(864,180)	
TOTAL REQUIREMENTS	13,915,219	16,072,456	16,194,593	17,446,848	1,252,255	18,388,857
NET COUNTY COST	3,701,013	5,386,717	5,615,978	6,314,958	698,980	7,126,377
AUTHORIZED POSITIONS						
Salary Resolution	96.0	92.0	92.0	95.0	3.0	95.0
Funded FTE	95.5	90.7	90.7	95.5	4.8	95.5

Investigations Bureau (3053P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	36,000	36,000	36,007	36,010	3	36,010
Intergovernmental Revenues	6,333,533	6,720,339	6,384,948	6,567,299	182,351	6,567,299
Charges for Services	562,209	712,390	652,602	927,994	275,392	1,040,824
Interfund Revenue	1,895,730	2,298,724	2,204,417	2,251,770	47,353	2,251,770
Miscellaneous Revenue	29,654	12,360		55,000	55,000	
TOTAL SOURCES	8,857,126	9,779,814	9,277,974	9,838,073	560,099	9,895,903
REQUIREMENTS						
Salaries and Benefits	7,949,402	8,648,340	8,674,616	8,944,857	270,241	9,440,872
Services and Supplies	1,876,343	1,871,393	2,019,929	2,305,384	285,455	2,250,384
Other Charges	893,321	916,539	1,149,604	1,193,450	43,846	1,306,280
Fixed Assets		79,776		50,000	50,000	50,000
Gross Appropriations	10,719,066	11,516,048	11,844,149	12,493,691	649,542	13,047,536
Intrafund Transfers	(228,701)	(231,260)	(248,294)	(175,593)	72,701	(175,593)
TOTAL REQUIREMENTS	10,490,365	11,284,788	11,595,855	12,318,098	722,243	12,871,943
NET COUNTY COST	1,633,239	1,504,974	2,317,881	2,480,025	162,144	2,976,040
AUTHORIZED POSITIONS						
Salary Resolution	92.0	63.0	63.0	60.0	(3.0)	60.0
Funded FTE	89.5	63.0	63.0	56.7	(6.3)	56.7

Office of Emergency Services (3055P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	1,502,257	2,761,898	4,162,553	7,320,349	3,157,796	5,320,349
Charges for Services	57,714	50,444	101,278	57,000	(44,278)	57,000
Miscellaneous Revenue	15,011	2,694				
TOTAL SOURCES	1,574,982	2,815,037	4,263,831	7,377,349	3,113,518	5,377,349
REQUIREMENTS						
Salaries and Benefits	1,622,183	1,852,914	1,380,072	1,498,903	118,831	1,582,408
Services and Supplies	279,802	1,421,965	2,343,809	5,786,925	3,443,116	3,786,925
Other Charges	598,719	601,642	600,072	630,334	30,262	630,334
Fixed Assets	6,702	130,750	683,490	443,121	(240,369)	443,121
Gross Appropriations	2,507,407	4,007,272	5,007,443	8,359,283	3,351,840	6,442,788
Intrafund Transfers				(170,141)	(170,141)	(170,141)
TOTAL REQUIREMENTS	2,507,407	4,007,272	5,007,443	8,189,142	3,181,699	6,272,647
NET COUNTY COST	932,424	1,192,235	743,612	811,793	68,181	895,298
AUTHORIZED POSITIONS						
Salary Resolution	12.0	11.0	11.0	11.0		11.0
Funded FTE	12.0	10.9	10.9	10.9		10.9

Maguire Correctional Facility (3101P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	9,265,245	11,657,523	11,823,277	12,687,075	863,798	12,687,075
Charges for Services	1,571,960	1,758,318	1,581,050	1,660,900	79,850	1,732,870
Interfund Revenue	156,129	154,359	154,359	184,078	29,719	184,078
Miscellaneous Revenue	304,802	118,754				
TOTAL SOURCES	11,298,136	13,688,953	13,558,686	14,532,053	973,367	14,604,023
REQUIREMENTS						
Salaries and Benefits	23,828,839	27,406,398	26,981,995	29,117,959	2,135,964	30,785,593
Services and Supplies	703,632	872,938	986,895	1,042,295	55,400	1,042,295
Other Charges	7,106,437	7,142,295	7,154,695	7,352,925	198,230	7,674,895
TOTAL REQUIREMENTS	31,638,908	35,421,631	35,123,585	37,513,179	2,389,594	39,502,783
NET COUNTY COST	20,340,772	21,732,678	21,564,899	22,981,126	1,416,227	24,898,760
AUTHORIZED POSITIONS						
Salary Resolution	225.0	229.0	229.0	224.0	(5.0)	224.0
Funded FTE	225.0	229.0	229.0	224.0	(5.0)	224.0

Custody Programs (3150P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	5,362,614	2,270,678	2,239,818	2,239,818		2,239,818
Charges for Services	898,446	919,752	837,600	857,300	19,700	890,165
Miscellaneous Revenue	110,474	112,663	138,930	78,930	(60,000)	78,930
TOTAL SOURCES	6,371,534	3,303,093	3,216,348	3,176,048	(40,300)	3,208,913
REQUIREMENTS						
Salaries and Benefits	6,029,291	4,929,363	4,832,930	5,238,073	405,143	5,520,184
Services and Supplies	193,294	173,715	307,322	315,022	7,700	315,022
Other Charges	2,141,693	1,066,525	1,286,397	1,202,605	(83,792)	1,235,470
TOTAL REQUIREMENTS	8,364,278	6,169,602	6,426,649	6,755,700	329,051	7,070,676
NET COUNTY COST	1,992,744	2,866,509	3,210,301	3,579,652	369,351	3,861,763
AUTHORIZED POSITIONS						
Salary Resolution	49.0	36.0	36.0	36.0		36.0
Funded FTE	49.0	36.0	36.0	36.0		36.0

Transportation and Court Security (3158P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	1,498,714	1,441,800	1,460,805	1,460,805		1,460,805
Charges for Services	68,363	51,204	23,000	32,600	9,600	354,860
Interfund Revenue	5,176,268	5,656,365	5,650,758	6,684,106	1,033,348	6,684,106
Miscellaneous Revenue	51,464	43,684				
TOTAL SOURCES	6,794,809	7,193,053	7,134,563	8,177,511	1,042,948	8,499,771
REQUIREMENTS						
Salaries and Benefits	7,756,355	8,938,749	8,842,861	9,489,555	646,694	9,968,371
Services and Supplies	415,271	580,507	608,434	908,188	299,754	908,188
Other Charges	420,428	316,642	434,115	446,071	11,956	518,331
Fixed Assets			40,000	45,000	5,000	45,000
TOTAL REQUIREMENTS	8,592,055	9,835,898	9,925,410	10,888,814	963,404	11,439,890
NET COUNTY COST	1,797,245	2,642,845	2,790,847	2,711,303	(79,544)	2,940,119
AUTHORIZED POSITIONS						
Salary Resolution	66.0	66.0	66.0	64.0	(2.0)	64.0
Funded FTE	65.0	65.0	65.0	62.0	(3.0)	62.0

Probation Department (3200B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	110,939	101,129	121,700	121,700		121,700
Intergovernmental Revenues	29,757,359	30,192,734	28,627,334	30,014,983	1,387,649	29,776,983
Charges for Services	895,474	1,167,395	1,383,681	1,149,931	(233,750)	1,149,931
Miscellaneous Revenue	527,756	325,054	374,358	257,558	(116,800)	257,558
Other Financing Sources	230,000	230,000	230,000	230,000		230,000
Total Revenue	31,521,529	32,016,313	30,737,073	31,774,172	1,037,099	31,536,172
Fund Balance	1,896,401	1,897,037	1,897,037	2,096,753	199,716	1,481,628
TOTAL SOURCES	33,417,930	33,913,350	32,634,110	33,870,925	1,236,815	33,017,800
REQUIREMENTS						
Salaries and Benefits	34,821,744	39,557,695	39,452,143	40,624,421	1,172,278	42,148,299
Services and Supplies	6,037,517	6,838,333	7,258,440	10,116,036	2,857,596	9,769,673
Other Charges	7,164,279	6,854,658	7,261,520	6,607,780	(653,740)	6,607,780
Fixed Assets	16,743	29,352		412,000	412,000	
Gross Appropriations	48,040,282	53,280,038	53,972,103	57,760,237	3,788,134	58,525,752
Intrafund Transfers	(3,048,993)	(3,650,707)	(4,324,093)	(7,304,061)	(2,979,968)	(7,304,061)
Net Appropriations	44,991,289	49,629,331	49,648,010	50,456,176	808,166	51,221,691
Contingencies/Dept Reserves	669,772			511,851	511,851	511,851
TOTAL REQUIREMENTS	45,661,061	49,629,331	49,648,010	50,968,027	1,320,017	51,733,542
NET COUNTY COST	12,243,131	15,715,981	17,013,900	17,097,102	83,202	18,715,742
AUTHORIZED POSITIONS						
Salary Resolution	427.0	440.0	440.0	429.0	(11.0)	429.0
Funded FTE	418.7	426.8	426.8	415.8	(10.9)	415.8

Administration (3211P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	49,470	38,834	48,200	48,200		48,200
Intergovernmental Revenues	11,495,261	12,268,066	8,881,241	5,600,504	(3,280,737)	5,600,504
Charges for Services	354,149	506,406	736,900	143,400	(593,500)	143,400
Miscellaneous Revenue	135,535	114,204	2,000	2,000		2,000
Total Revenue	12,034,415	12,927,510	9,668,341	5,794,104	(3,874,237)	5,794,104
Fund Balance	1,896,401	1,897,037	1,897,037	2,096,753	199,716	1,481,628
TOTAL SOURCES	13,930,816	14,824,547	11,565,378	7,890,857	(3,674,521)	7,275,732
REQUIREMENTS						
Salaries and Benefits	7,682,158	8,680,045	9,815,634	9,464,288	(351,346)	9,941,534
Services and Supplies	2,485,630	2,847,183	2,788,487	2,889,446	100,959	2,686,321
Other Charges	4,499,596	4,236,785	3,583,786	3,140,193	(443,593)	3,140,193
Fixed Assets		21,774		412,000	412,000	
Gross Appropriations	14,667,384	15,785,787	16,187,907	15,905,927	(281,980)	15,768,048
Intrafund Transfers	(2,597,285)	(3,111,757)	(3,778,070)	(6,758,038)	(2,979,968)	(6,758,038)
Net Appropriations	12,070,099	12,674,030	12,409,837	9,147,889	(3,261,948)	9,010,010
Contingencies/Dept Reserves	669,772			511,851	511,851	511,851
TOTAL REQUIREMENTS	12,739,871	12,674,030	12,409,837	9,659,740	(2,750,097)	9,521,861
NET COUNTY COST	(1,190,945)	(2,150,517)	844,459	1,768,883	924,424	2,246,129
AUTHORIZED POSITIONS						
Salary Resolution	106.0	103.0	103.0	102.0	(1.0)	102.0
Funded FTE	105.8	103.6	103.6	101.7	(1.9)	101.7

Adult Court Services (3223P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	1,288,349	1,239,423	1,255,761	1,892,203	636,442	1,892,203
Charges for Services			65,781	65,781		65,781
Miscellaneous Revenue	52	1,163				
TOTAL SOURCES	1,288,401	1,240,587	1,321,542	1,957,984	636,442	1,957,984
REQUIREMENTS						
Salaries and Benefits	3,329,341	4,105,532	3,512,478	4,098,061	585,583	4,263,864
Services and Supplies	571,371	711,932	1,003,775	1,069,043	65,268	1,069,043
Other Charges	274,333	171,208	116,191	111,868	(4,323)	111,868
TOTAL REQUIREMENTS	4,175,045	4,988,671	4,632,444	5,278,972	646,528	5,444,775
NET COUNTY COST	2,886,644	3,748,085	3,310,902	3,320,988	10,086	3,486,791
AUTHORIZED POSITIONS						
Salary Resolution	41.0	40.0	40.0	41.0	1.0	41.0
Funded FTE	39.9	39.8	39.8	39.9	0.1	39.9

Drug Treatment and Relapse Services (3225P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	1,242,669	911,881	801,481	753,362	(48,119)	515,362
Charges for Services		10,000		6,185	6,185	6,185
Miscellaneous Revenue	695					
TOTAL SOURCES	1,243,364	921,881	801,481	759,547	(41,934)	521,547
REQUIREMENTS						
Salaries and Benefits	1,023,757	890,566	968,919	983,177	14,258	918,247
Services and Supplies	98,759	140,884	77,476	439,890	362,414	296,652
Other Charges	113,635	77,216	126,283	64,308	(61,975)	64,308
TOTAL REQUIREMENTS	1,236,151	1,108,666	1,172,678	1,487,375	314,697	1,279,207
NET COUNTY COST	(7,212)	186,785	371,197	727,828	356,631	757,660
AUTHORIZED POSITIONS						
Salary Resolution		10.0	10.0	9.0	(1.0)	9.0
Funded FTE		10.9	10.9	8.7	(2.2)	8.7

Adult Supervision Services (3227P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	2,054,082	1,928,497	2,043,918	2,101,703	57,785	2,101,703
Charges for Services				82,352	82,352	82,352
Miscellaneous Revenue	33,403	181,489				
TOTAL SOURCES	2,087,485	2,109,986	2,043,918	2,184,055	140,137	2,184,055
REQUIREMENTS						
Salaries and Benefits	3,544,732	4,271,512	4,160,873	4,617,279	456,406	4,772,304
Services and Supplies	1,325,156	1,089,672	1,363,207	1,215,084	(148,123)	1,215,084
Gross Appropriations	4,869,888	5,361,184	5,524,080	5,832,363	308,283	5,987,388
Intrafund Transfers	(364,059)	(355,742)	(367,297)	(367,297)		(367,297)
TOTAL REQUIREMENTS	4,505,829	5,005,443	5,156,783	5,465,066	308,283	5,620,091
NET COUNTY COST	2,418,344	2,895,457	3,112,865	3,281,011	168,146	3,436,036
AUTHORIZED POSITIONS						
Salary Resolution	60.0	41.0	41.0	41.0		41.0
Funded FTE	59.8	41.0	41.0	40.8	(0.2)	40.8

Computer Assisted Case Load (3229P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	445,966	440,164	445,966	369,211	(76,755)	369,211
Charges for Services	7,201	7,882	17,250	387,213	369,963	387,213
TOTAL SOURCES	453,167	448,046	463,216	756,424	293,208	756,424
REQUIREMENTS						
Salaries and Benefits	694,574	745,156	718,599	794,545	75,946	821,587
Services and Supplies	693	854		162,957	162,957	162,957
Other Charges	12,440	344				
TOTAL REQUIREMENTS	707,707	746,353	718,599	957,502	238,903	984,544
NET COUNTY COST	254,541	298,307	255,383	201,078	(54,305)	228,120
AUTHORIZED POSITIONS						
Salary Resolution		8.0	8.0	8.0		8.0
Funded FTE		8.0	8.0	8.0		8.0

Juvenile Supervision Services (3253P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	1,536,109	1,581,257	1,497,255	2,026,022	528,767	2,026,022
Miscellaneous Revenue	12,067	4,964				
Other Financing Sources	230,000	230,000	230,000	230,000		230,000
TOTAL SOURCES	1,778,176	1,816,221	1,727,255	2,256,022	528,767	2,256,022
REQUIREMENTS						
Salaries and Benefits	2,159,317	2,211,720	2,166,529	2,256,840	90,311	2,339,444
Services and Supplies	66,759	264,791	224,740	898,724	673,984	898,724
Other Charges	79,355	54,273	48,104	49,256	1,152	49,256
TOTAL REQUIREMENTS	2,305,431	2,530,783	2,439,373	3,204,820	765,447	3,287,424
NET COUNTY COST	527,255	714,562	712,118	948,798	236,680	1,031,402
AUTHORIZED POSITIONS						
Salary Resolution	30.0	27.0	27.0	26.0	(1.0)	26.0
Funded FTE	28.8	25.2	25.2	23.5	(1.7)	23.5

Juvenile Intensive Services (3255P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	3,597,698	3,485,823	3,684,497	5,348,105	1,663,608	5,348,105
Miscellaneous Revenue	4,334	1,011				
TOTAL SOURCES	3,602,032	3,486,834	3,684,497	5,348,105	1,663,608	5,348,105
REQUIREMENTS						
Salaries and Benefits	3,959,776	4,459,151	4,443,684	4,634,648	190,964	4,795,246
Services and Supplies	494,075	770,837	790,392	1,651,469	861,077	1,651,469
Other Charges	288,456	247,086	342,584	271,662	(70,922)	271,662
Gross Appropriations	4,742,307	5,477,075	5,576,660	6,557,779	981,119	6,718,377
Intrafund Transfers	(87,649)	(183,208)	(178,726)	(178,726)		(178,726)
TOTAL REQUIREMENTS	4,654,658	5,293,867	5,397,934	6,379,053	981,119	6,539,651
NET COUNTY COST	1,052,626	1,807,033	1,713,437	1,030,948	(682,489)	1,191,546
AUTHORIZED POSITIONS						
Salary Resolution	49.0	49.0	49.0	48.0	(1.0)	48.0
Funded FTE	45.4	45.6	45.6	44.4	(1.1)	44.4

Prevention and Court Services (3257P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	61,469	62,296	73,500	73,500		73,500
Intergovernmental Revenues	2,176,725	2,463,196	2,752,715	4,086,436	1,333,721	4,086,436
Miscellaneous Revenue	252,631		363,858	247,058	(116,800)	247,058
TOTAL SOURCES	2,490,825	2,525,492	3,190,073	4,406,994	1,216,921	4,406,994
REQUIREMENTS						
Salaries and Benefits	3,204,159	3,728,603	3,323,261	4,127,403	804,142	4,271,278
Services and Supplies	406,296	322,131	358,098	1,074,560	716,462	1,074,560
Other Charges	46,170	34,517	73,717	52,166	(21,551)	52,166
Fixed Assets	16,743					
TOTAL REQUIREMENTS	3,673,369	4,085,251	3,755,076	5,254,129	1,499,053	5,398,004
NET COUNTY COST	1,182,544	1,559,760	565,003	847,135	282,132	991,010
AUTHORIZED POSITIONS						
Salary Resolution	39.0	40.0	40.0	43.0	3.0	43.0
Funded FTE	37.5	35.4	35.4	40.0	4.6	40.0

Juvenile Hall (3283P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	4,038,874	3,827,985	5,486,658	5,847,885	361,227	5,847,885
Charges for Services	384,823	462,607	459,450	360,700	(98,750)	360,700
Miscellaneous Revenue	69,256	22,087	8,500	8,500		8,500
TOTAL SOURCES	4,492,953	4,312,679	5,954,608	6,217,085	262,477	6,217,085
REQUIREMENTS						
Salaries and Benefits	6,785,391	7,624,347	7,577,470	6,987,155	(590,315)	7,272,401
Services and Supplies	374,870	448,669	432,444	495,221	62,777	495,221
Other Charges	1,112,473	1,257,295	2,212,732	2,184,794	(27,938)	2,184,794
Fixed Assets		7,578				
TOTAL REQUIREMENTS	8,272,734	9,337,888	10,222,646	9,667,170	(555,476)	9,952,416
NET COUNTY COST	3,779,781	5,025,209	4,268,038	3,450,085	(817,953)	3,735,331
AUTHORIZED POSITIONS						
Salary Resolution	71.0	92.0	92.0	81.0	(11.0)	81.0
Funded FTE	71.0	88.4	88.4	79.9	(8.6)	79.9

Camp Glenwood (3285P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	1,881,625	2,046,442	1,777,842	1,989,552	211,710	1,989,552
Charges for Services	149,302	180,499	104,300	104,300		104,300
Miscellaneous Revenue	19,784	137				
TOTAL SOURCES	2,050,711	2,227,078	1,882,142	2,093,852	211,710	2,093,852
REQUIREMENTS						
Salaries and Benefits	2,438,538	2,841,063	2,764,696	2,661,025	(103,671)	2,752,394
Services and Supplies	213,908	241,381	219,821	219,642	(179)	219,642
Other Charges	737,820	775,934	758,123	733,533	(24,590)	733,533
TOTAL REQUIREMENTS	3,390,266	3,858,378	3,742,640	3,614,200	(128,440)	3,705,569
NET COUNTY COST	1,339,555	1,631,300	1,860,498	1,520,348	(340,150)	1,611,717
AUTHORIZED POSITIONS						
Salary Resolution	31.0	30.0	30.0	30.0		30.0
Funded FTE	30.5	28.9	28.9	28.9		28.9

Coroner's Office (3300B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	10,990	10,763	11,000	11,000		11,000
Intergovernmental Revenues	536,421	516,052	522,854	522,854		522,854
Charges for Services	77,267	121,368	134,000	142,000	8,000	142,000
Miscellaneous Revenue	6,220	4,541	10,000	5,000	(5,000)	5,000
Total Revenue	630,898	652,724	677,854	680,854	3,000	680,854
Fund Balance	102,599	206,714	206,714	206,714		206,714
TOTAL SOURCES	733,497	859,438	884,568	887,568	3,000	887,568
REQUIREMENTS						
Salaries and Benefits	1,358,248	1,575,460	1,446,874	1,494,567	47,693	1,556,505
Services and Supplies	520,793	473,079	606,066	544,733	(61,333)	544,733
Other Charges	267,379	209,039	210,000	206,640	(3,360)	206,640
Net Appropriations	2,146,421	2,257,579	2,262,940	2,245,940	(17,000)	2,307,878
Contingencies/Dept Reserves	49,605	164,162	164,162	164,162		164,162
TOTAL REQUIREMENTS	2,196,026	2,421,741	2,427,102	2,410,102	(17,000)	2,472,040
NET COUNTY COST	1,462,528	1,562,303	1,542,534	1,522,534	(20,000)	1,584,472
AUTHORIZED POSITIONS						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	15.0	15.0	15.0		15.0

Coroner Investigations (3316P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	10,990	10,763	11,000	11,000		11,000
Intergovernmental Revenues	533,557	513,296	520,062	520,062		520,062
Charges for Services	16,015	19,486	30,000	17,000	(13,000)	17,000
Miscellaneous Revenue	5,620	1,541	10,000	5,000	(5,000)	5,000
Total Revenue	566,182	545,086	571,062	553,062	(18,000)	553,062
Fund Balance	102,599	206,714	206,714	206,714		206,714
TOTAL SOURCES	668,781	751,800	777,776	759,776	(18,000)	759,776
REQUIREMENTS						
Salaries and Benefits	1,183,409	1,391,471	1,218,691	1,289,277	70,586	1,338,326
Services and Supplies	122,595	91,881	150,635	125,266	(25,369)	125,266
Other Charges	242,194	208,778	152,548	149,188	(3,360)	149,188
Net Appropriations	1,548,199	1,692,129	1,521,874	1,563,731	41,857	1,612,780
Contingencies/Dept Reserves	49,605	164,162	164,162	164,162		164,162
TOTAL REQUIREMENTS	1,597,804	1,856,291	1,686,036	1,727,893	41,857	1,776,942
NET COUNTY COST	929,022	1,104,491	908,260	968,117	59,857	1,017,166
AUTHORIZED POSITIONS						
Salary Resolution	12.0	12.0	12.0	12.0		12.0
Funded FTE	12.0	12.0	12.0	12.0		12.0

Coroner Pathology (3321P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	2,864	2,756	2,792	2,792		2,792
Charges for Services	61,252	101,882	104,000	125,000	21,000	125,000
Miscellaneous Revenue	600	3,000				
TOTAL SOURCES	64,716	107,638	106,792	127,792	21,000	127,792
REQUIREMENTS						
Salaries and Benefits	174,839	183,989	228,183	205,290	(22,893)	218,179
Services and Supplies	398,198	381,199	455,431	419,467	(35,964)	419,467
Other Charges	25,185	262	57,452	57,452		57,452
TOTAL REQUIREMENTS	598,222	565,450	741,066	682,209	(58,857)	695,098
NET COUNTY COST	533,506	457,812	634,274	554,417	(79,857)	567,306
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

Environmental Services Administration (3500B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Interfund Revenue	20,604					
Miscellaneous Revenue	854	167				
Total Revenue	21,458	167				
Fund Balance	27,163	36,945	36,945	23,340	(13,605)	23,340
TOTAL SOURCES	48,621	37,112	36,945	23,340	(13,605)	23,340
REQUIREMENTS						
Salaries and Benefits	371,281	393,313	393,635	404,470	10,835	425,079
Services and Supplies	15,173	10,372	28,676	18,461	(10,215)	18,461
Other Charges	19,086	16,566	20,407	20,410	3	20,410
Gross Appropriations	405,540	420,250	442,718	443,341	623	463,950
Intrafund Transfers	(77,281)	(44,465)	(46,645)	(63,419)	(16,774)	(63,419)
Net Appropriations	328,259	375,785	396,073	379,922	(16,151)	400,531
Contingencies/Dept Reserves	7,104	8,000	8,000	10,546	2,546	10,546
TOTAL REQUIREMENTS	335,363	383,785	404,073	390,468	(13,605)	411,077
NET COUNTY COST	286,741	346,673	367,128	367,128		387,737
AUTHORIZED POSITIONS						
Salary Resolution	4.0	3.0	3.0	3.0		3.0
Funded FTE	3.8	2.7	2.7	2.6	(0.1)	2.6

Agricultural Commissioner/Sealer (3520B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	115,938	256,982	225,000	249,000	24,000	249,000
Fines, Forfeitures and Penalties	20	11,980				
Intergovernmental Revenues	2,033,342	2,213,078	2,117,232	1,630,225	(487,007)	1,630,225
Charges for Services	140,515	152,588	156,500	148,500	(8,000)	148,500
Miscellaneous Revenue	13,502	19,499	200	200		200
Total Revenue	2,303,317	2,654,126	2,498,932	2,027,925	(471,007)	2,027,925
Fund Balance	132,691	175,318	175,318	284,293	108,975	36,183
TOTAL SOURCES	2,436,008	2,829,444	2,674,250	2,312,218	(362,032)	2,064,108
REQUIREMENTS						
Salaries and Benefits	2,446,693	2,658,248	2,723,453	2,551,737	(171,716)	2,487,426
Services and Supplies	891,629	951,950	1,155,057	973,072	(181,985)	967,339
Other Charges	310,158	312,557	366,061	270,368	(95,693)	260,510
Gross Appropriations	3,648,480	3,922,756	4,244,571	3,795,177	(449,394)	3,715,275
Intrafund Transfers	(791,725)	(806,061)	(956,259)	(868,897)	87,362	(878,606)
Net Appropriations	2,856,755	3,116,695	3,288,312	2,926,280	(362,032)	2,836,669
Contingencies/Dept Reserves	36,183	36,183	36,183	36,183		36,183
TOTAL REQUIREMENTS	2,892,938	3,152,878	3,324,495	2,962,463	(362,032)	2,872,852
NET COUNTY COST	456,930	323,434	650,245	650,245		808,744
AUTHORIZED POSITIONS						
Salary Resolution	33.0	33.0	33.0	28.0	(5.0)	25.0
Funded FTE	31.7	31.8	31.7	26.3	(5.4)	23.8

Administration and Support (3521P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fund Balance	132,691	175,318	175,318	55,435	(119,883)	36,183
TOTAL SOURCES	132,691	175,318	175,318	55,435	(119,883)	36,183
REQUIREMENTS						
Salaries and Benefits	409,554	437,480	499,893	533,140	33,247	558,149
Services and Supplies	72,083	56,024	96,544	65,389	(31,155)	59,947
Other Charges	310,158	312,557	366,061	270,368	(95,693)	260,510
Gross Appropriations	791,795	806,061	962,498	868,897	(93,601)	878,606
Intrafund Transfers	(791,725)	(806,061)	(956,259)	(868,897)	87,362	(878,606)
Net Appropriations	70		6,239		(6,239)	
Contingencies/Dept Reserves	36,183	36,183	36,183	36,183		36,183
TOTAL REQUIREMENTS	36,253	36,183	42,422	36,183	(6,239)	36,183
NET COUNTY COST	(96,438)	(139,135)	(132,896)	(19,252)	113,644	
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

Environmental Protection (3522P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties		130				
Intergovernmental Revenues	2,002,939	2,179,013	2,081,930	1,593,433	(488,497)	1,593,433
Charges for Services	138,003	148,124	144,000	144,000		144,000
Miscellaneous Revenue	12,013	3,079				
Total Revenue	2,152,955	2,330,346	2,225,930	1,737,433	(488,497)	1,737,433
Fund Balance				228,858	228,858	
TOTAL SOURCES	2,152,955	2,330,346	2,225,930	1,966,291	(259,639)	1,737,433
REQUIREMENTS						
Salaries and Benefits	1,731,365	1,850,106	1,861,811	1,640,016	(221,795)	1,532,872
Services and Supplies	728,166	738,778	926,204	775,911	(150,293)	784,034
TOTAL REQUIREMENTS	2,459,531	2,588,884	2,788,015	2,415,927	(372,088)	2,316,906
NET COUNTY COST	306,577	258,538	562,085	449,636	(112,449)	579,473
AUTHORIZED POSITIONS						
Salary Resolution	24.0	24.0	24.0	19.0	(5.0)	16.0
Funded FTE	22.8	22.8	22.8	17.4	(5.3)	14.9

Consumer Protection (3523P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	115,938	256,982	225,000	249,000	24,000	249,000
Fines, Forfeitures and Penalties	20	11,850				
Intergovernmental Revenues	30,403	34,065	35,302	36,792	1,490	36,792
Charges for Services	2,512	4,464	12,500	4,500	(8,000)	4,500
Miscellaneous Revenue	1,490	16,420	200	200		200
TOTAL SOURCES	150,362	323,780	273,002	290,492	17,490	290,492
REQUIREMENTS						
Salaries and Benefits	305,774	370,663	361,749	378,581	16,832	396,405
Services and Supplies	91,379	157,148	132,309	131,772	(537)	123,358
TOTAL REQUIREMENTS	397,153	527,811	494,058	510,353	16,295	519,763
NET COUNTY COST	246,791	204,031	221,056	219,861	(1,195)	229,271
AUTHORIZED POSITIONS						
Salary Resolution	4.0	4.0	4.0	4.0		4.0
Funded FTE	4.0	4.0	4.0	4.0	(0.0)	4.0

Animal Control Services (3530B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	21,190	24,175	24,650	24,650		24,650
Intergovernmental Revenues	3,674,542	3,682,277	3,681,103	3,681,103		3,888,233
Charges for Services	239,740	336,176	300,587	300,587		300,587
Miscellaneous Revenue	31,434	66,274				
Total Revenue	3,966,905	4,108,901	4,006,340	4,006,340		4,213,470
Fund Balance	173,333	79,970	79,970	112,325	32,355	45,636
TOTAL SOURCES	4,140,238	4,188,871	4,086,310	4,118,665	32,355	4,259,106
REQUIREMENTS						
Salaries and Benefits	16,095	16,626	19,301	18,610	(691)	19,301
Services and Supplies	4,468,669	4,500,634	4,507,675	4,595,775	88,100	4,751,806
Other Charges	20,624	22,190	22,237	22,237		22,237
Gross Appropriations	4,505,388	4,539,449	4,549,213	4,636,622	87,409	4,793,344
Intrafund Transfers	(168,123)	(189,768)	(189,768)	(231,172)	(41,404)	(231,863)
TOTAL REQUIREMENTS	4,337,265	4,349,681	4,359,445	4,405,450	46,005	4,561,481
NET COUNTY COST	197,027	160,810	273,135	286,785	13,650	302,375

U.C. Cooperative Extension (3540B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	20,167					
Miscellaneous Revenue	2,468					
Total Revenue	22,636					
Fund Balance	7,554	20,367	20,367	1,554	(18,813)	1,554
TOTAL SOURCES	30,190	20,367	20,367	1,554	(18,813)	1,554
REQUIREMENTS						
Salaries and Benefits	91,721	62,915	77,086	64,353	(12,733)	67,904
Services and Supplies	27,817	18,134	12,737	15,462	2,725	15,462
Other Charges	72,113	63,979	57,277	49,842	(7,435)	49,842
Net Appropriations	191,651	145,028	147,100	129,657	(17,443)	133,208
Contingencies/Dept Reserves	4,240			1,554	1,554	1,554
TOTAL REQUIREMENTS	195,891	145,028	147,100	131,211	(15,889)	134,762
NET COUNTY COST	165,701	124,661	126,733	129,657	2,924	133,208
AUTHORIZED POSITIONS						
Salary Resolution	2.0	2.0	2.0	2.0		2.0
Funded FTE	1.8	1.4	1.4	1.2	(0.1)	1.2

Structural Fire (3550B)
Structural Fire Protection Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	5,039,140	5,028,186	5,235,102	5,284,024	48,922	5,284,024
Use of Money and Property	107,076	87,857	50,000	77,600	27,600	77,600
Intergovernmental Revenues	233,295	137,562	125,929	123,277	(2,652)	123,277
Charges for Services	100,148	111,187	72,000	100,000	28,000	100,000
Interfund Revenue		137,237	137,237		(137,237)	
Miscellaneous Revenue	19,179	12,635				
Total Revenue	5,498,838	5,514,665	5,620,268	5,584,901	(35,367)	5,584,901
Fund Balance	1,542,685	1,765,606	1,765,606	1,513,956	(251,650)	1,413,956
TOTAL SOURCES	7,041,523	7,280,271	7,385,874	7,098,857	(287,017)	6,998,857
REQUIREMENTS						
Services and Supplies	5,275,917	5,766,314	6,073,351	6,037,708	(35,643)	6,362,859
Other Charges				100,000	100,000	
Net Appropriations	5,275,917	5,766,314	6,073,351	6,137,708	64,357	6,362,859
Non-General Fund Reserves	1,765,606	1,513,956	1,312,523	961,149	(351,374)	635,998
TOTAL REQUIREMENTS	7,041,523	7,280,270	7,385,874	7,098,857	(287,017)	6,998,857

County Service Area #1 (3560B)
County Service Area #1 Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	1,347,464	1,486,905	1,371,282	1,492,950	121,668	1,492,950
Use of Money and Property	45,520	37,714	20,000	25,000	5,000	25,000
Intergovernmental Revenues	37,337	14,458	13,351	13,952	601	13,952
Charges for Services	93,278	92,183	93,000	93,000		93,000
Interfund Revenue	(20)	(21)				
Miscellaneous Revenue	1,000	6,900				
Total Revenue	1,524,579	1,638,138	1,497,633	1,624,902	127,269	1,624,902
Fund Balance	648,966	1,238,170	1,238,170	1,035,687	(202,483)	1,035,687
TOTAL SOURCES	2,173,545	2,876,308	2,735,803	2,660,589	(75,214)	2,660,589
REQUIREMENTS						
Services and Supplies	1,169,217	1,500,163	1,575,331	1,978,415	403,084	2,079,824
Other Charges			300	100	(200)	100
Fixed Assets	32,682	169,710	358,000		(358,000)	
Net Appropriations	1,201,899	1,669,874	1,933,631	1,978,515	44,884	2,079,924
Non-General Fund Reserves	971,647	1,206,435	802,172	682,074	(120,098)	580,665
TOTAL REQUIREMENTS	2,173,546	2,876,309	2,735,803	2,660,589	(75,214)	2,660,589

Local Agency Formation Commission (3570B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	92,769	82,878	81,396	100,984	19,588	105,883
Charges for Services	15,145	42,436	24,500	20,000	(4,500)	20,110
Miscellaneous Revenue	90					
Total Revenue	108,004	125,314	105,896	120,984	15,088	125,993
Fund Balance	57,673	54,947	54,947	56,586	1,639	30,249
TOTAL SOURCES	165,677	180,261	160,843	177,570	16,727	156,242
REQUIREMENTS						
Salaries and Benefits	123,217	132,475	130,990	138,159	7,169	145,671
Services and Supplies	12,989	18,845	38,090	38,173	83	38,173
Other Charges	25,452	13,054	14,664	41,000	26,336	14,663
Gross Appropriations	161,658	164,374	183,744	217,332	33,588	198,507
Intrafund Transfers		(40,699)	(40,699)	(50,492)	(9,793)	(52,995)
Net Appropriations	161,658	123,675	143,045	166,840	23,795	145,512
Contingencies/Dept Reserves	21,726	17,798	17,798	10,730	(7,068)	10,730
TOTAL REQUIREMENTS	183,384	141,473	160,843	177,570	16,727	156,242
NET COUNTY COST	17,707	(38,788)				
AUTHORIZED POSITIONS						
Salary Resolution	1.0	1.0	1.0	1.0		1.0
Funded FTE	1.0	1.0	1.0	1.0		1.0

Fire Protection Services (3580B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Interfund Revenue	5,255,313	5,734,966	6,044,590	6,007,041	(37,549)	6,330,817
TOTAL SOURCES	5,255,313	5,734,966	6,044,590	6,007,041	(37,549)	6,330,817
REQUIREMENTS						
Services and Supplies	4,610,601	5,267,821	5,752,877	5,775,049	22,172	6,098,825
Other Charges	278,536	215,172	218,663	231,992	13,329	231,992
Fixed Assets	366,176	251,974	73,050		(73,050)	
TOTAL REQUIREMENTS	5,255,313	5,734,967	6,044,590	6,007,041	(37,549)	6,330,817

County Library (3700B)
County Library Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	11,066,222	12,455,311	11,430,300	12,081,380	651,080	12,823,845
Use of Money and Property	142,671	129,125	152,300	153,000	700	140,000
Intergovernmental Revenues	822,011	835,465	436,164	718,164	282,000	718,164
Charges for Services	474,128	624,076	566,200	702,000	135,800	708,600
Interfund Revenue	638,600	546,200	546,200	341,234	(204,966)	236,000
Miscellaneous Revenue	478,852	712,621	515,780	566,000	50,220	416,000
Total Revenue	13,622,485	15,302,798	13,646,944	14,561,778	914,834	15,042,609
Fund Balance	4,114,891	4,606,790	4,606,790	5,944,200	1,337,410	3,832,821
TOTAL SOURCES	17,737,376	19,909,588	18,253,734	20,505,978	2,252,244	18,875,430
REQUIREMENTS						
Salaries and Benefits	8,402,383	8,973,093	8,976,803	9,750,556	773,753	10,145,866
Services and Supplies	3,297,571	3,860,994	4,043,056	5,153,577	1,110,521	4,704,259
Other Charges	1,656,443	982,393	1,032,526	1,045,602	13,076	1,080,422
Fixed Assets	47,540	148,908	500,000	50,000	(450,000)	50,000
Net Appropriations	13,403,937	13,965,388	14,552,385	15,999,735	1,447,350	15,980,547
Contingencies/Dept Reserves	3,793,438	5,264,200	3,021,349	4,286,243	1,264,894	2,674,883
Non-General Fund Reserves	540,000	680,000	680,000	220,000	(460,000)	220,000
TOTAL REQUIREMENTS	17,737,375	19,909,588	18,253,734	20,505,978	2,252,244	18,875,430
AUTHORIZED POSITIONS						
Salary Resolution	123.0	123.0	123.0	124.0	1.0	124.0
Funded FTE	108.9	107.9	107.9	108.2	0.3	108.2

Planning and Building (3800B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	1,928,448	2,511,187	2,843,537	2,897,853	54,316	2,882,986
Fines, Forfeitures and Penalties	48,260	55,288	54,600	30,000	(24,600)	30,000
Intergovernmental Revenues	62,029	57,909	59,768	212,474	152,706	50,000
Charges for Services	1,010,241	1,462,925	1,494,187	2,094,204	600,017	2,094,204
Interfund Revenue	165,438	147,466	182,261	163,667	(18,594)	165,042
Miscellaneous Revenue	205,033	233,049	260,375	366,140	105,765	173,000
Total Revenue	3,419,449	4,467,825	4,894,728	5,764,338	869,610	5,395,232
Fund Balance	1,090,832	1,151,488	1,151,488	618,172	(533,316)	831,062
TOTAL SOURCES	4,510,281	5,619,313	6,046,216	6,382,510	336,294	6,226,294
REQUIREMENTS						
Salaries and Benefits	3,816,534	4,058,010	4,261,145	4,484,878	223,733	4,719,654
Services and Supplies	2,292,086	2,952,735	3,536,947	3,695,988	159,041	2,775,104
Other Charges	608,266	626,559	650,170	573,933	(76,237)	610,975
Fixed Assets	10,056	5,590				
Gross Appropriations	6,726,942	7,642,894	8,448,262	8,754,799	306,537	8,105,733
Intrafund Transfers	(1,771,680)	(2,396,512)	(2,395,311)	(2,110,260)	285,051	(1,955,564)
Net Appropriations	4,955,262	5,246,382	6,052,951	6,644,539	591,588	6,150,169
Contingencies/Dept Reserves	113,523	204,176	204,176	618,172	413,996	831,062
TOTAL REQUIREMENTS	5,068,785	5,450,558	6,257,127	7,262,711	1,005,584	6,981,231
NET COUNTY COST	558,504	(168,755)	210,911	880,201	669,290	754,937
AUTHORIZED POSITIONS						
Salary Resolution	45.0	44.0	44.0	44.0		44.0
Funded FTE	44.7	43.5	43.5	43.8	0.2	43.8

Administration and Support (3810P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	58,768	(104,565)				
Interfund Revenue		28,761	28,761	30,667	1,906	32,042
Miscellaneous Revenue	13,184	(4,160)				
Total Revenue	71,952	(79,964)	28,761	30,667	1,906	32,042
Fund Balance	542,691	562,870	562,870	618,172	55,302	831,062
TOTAL SOURCES	614,643	482,906	591,631	648,839	57,208	863,104
REQUIREMENTS						
Salaries and Benefits	1,118,697	1,083,722	1,129,061	1,191,965	62,904	1,245,451
Services and Supplies	227,512	371,739	646,329	596,132	(50,197)	232,019
Other Charges	509,363	532,830	551,835	478,094	(73,741)	510,136
Fixed Assets	10,056	5,590				
Gross Appropriations	1,865,628	1,993,881	2,327,225	2,266,191	(61,034)	1,987,606
Intrafund Transfers	(1,770,459)	(1,840,507)	(1,839,306)	(2,110,260)	(270,954)	(1,955,564)
Net Appropriations	95,169	153,374	487,919	155,931	(331,988)	32,042
Contingencies/Dept Reserves	113,523	204,176	204,176	618,172	413,996	831,062
TOTAL REQUIREMENTS	208,692	357,550	692,095	774,103	82,008	863,104
NET COUNTY COST	(405,951)	(125,356)	100,464	125,264	24,800	
AUTHORIZED POSITIONS						
Salary Resolution	13.0	13.0	13.0	13.0		13.0
Funded FTE	12.8	12.9	12.9	12.9	(0.0)	12.9

Long Range Planning Services (3830P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues		162,474		162,474	162,474	
Interfund Revenue	165,438	118,705	153,500	133,000	(20,500)	133,000
Miscellaneous Revenue	128,813	132,385	123,658	175,360	51,702	171,200
Total Revenue	294,252	413,564	277,158	470,834	193,676	304,200
Fund Balance	82,221	84,238	84,238		(84,238)	
TOTAL SOURCES	376,473	497,802	361,396	470,834	109,438	304,200
REQUIREMENTS						
Salaries and Benefits	471,681	588,630	656,680	697,905	41,225	724,203
Services and Supplies	266,588	92,719	257,521	524,766	267,245	331,834
Other Charges	3,775	3,076	3,200	3,100	(100)	3,100
Gross Appropriations	742,044	684,425	917,401	1,225,771	308,370	1,059,137
Intrafund Transfers	(1,163)	(556,005)	(556,005)		556,005	
TOTAL REQUIREMENTS	740,881	128,420	361,396	1,225,771	864,375	1,059,137
NET COUNTY COST	364,408	(369,382)		754,937	754,937	754,937
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	4.7	4.7	5.0	0.3	5.0

Development Review Services (3840P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	1,928,448	2,511,187	2,843,537	2,897,853	54,316	2,882,986
Fines, Forfeitures and Penalties	48,260	55,288	54,600	30,000	(24,600)	30,000
Intergovernmental Revenues	3,261		59,768	50,000	(9,768)	50,000
Charges for Services	1,010,241	1,462,925	1,494,187	2,094,204	600,017	2,094,204
Miscellaneous Revenue	63,036	104,825	136,717	190,780	54,063	1,800
Total Revenue	3,053,245	4,134,225	4,588,809	5,262,837	674,028	5,058,990
Fund Balance	465,920	504,380	504,380		(504,380)	
TOTAL SOURCES	3,519,165	4,638,605	5,093,189	5,262,837	169,648	5,058,990
REQUIREMENTS						
Salaries and Benefits	2,226,156	2,385,659	2,475,404	2,595,008	119,604	2,750,000
Services and Supplies	1,797,986	2,488,277	2,633,097	2,575,090	(58,007)	2,211,251
Other Charges	95,129	90,653	95,135	92,739	(2,396)	97,739
Gross Appropriations	4,119,271	4,964,589	5,203,636	5,262,837	59,201	5,058,990
Intrafund Transfers	(58)					
TOTAL REQUIREMENTS	4,119,213	4,964,589	5,203,636	5,262,837	59,201	5,058,990
NET COUNTY COST	600,048	325,984	110,447		(110,447)	
AUTHORIZED POSITIONS						
Salary Resolution	27.0	26.0	26.0	26.0		26.0
Funded FTE	26.9	25.9	25.9	25.9		25.9

Parks and Recreation (3900B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	3,857	8,087	4,000	6,000	2,000	6,000
Use of Money and Property	127,340	106,627	112,750	81,750	(31,000)	81,750
Intergovernmental Revenues	16,453					
Charges for Services	1,079,051	1,231,158	1,311,410	1,259,410	(52,000)	1,259,410
Interfund Revenue	80,104	174,417	163,054	166,478	3,424	166,478
Miscellaneous Revenue	199,848	116,971	58,673	57,282	(1,391)	57,282
Total Revenue	1,506,652	1,637,260	1,649,887	1,570,920	(78,967)	1,570,920
Fund Balance	766,920	706,805	706,805	448,084	(258,721)	415,896
TOTAL SOURCES	2,273,572	2,344,065	2,356,692	2,019,004	(337,688)	1,986,816
REQUIREMENTS						
Salaries and Benefits	5,013,701	5,081,574	5,127,761	5,334,314	206,553	5,590,037
Services and Supplies	1,063,345	949,567	938,831	875,262	(63,569)	843,074
Other Charges	1,006,477	819,268	830,062	794,877	(35,185)	794,877
Fixed Assets	18,334	66,314	338,476	84,985	(253,491)	84,985
Net Appropriations	7,101,858	6,916,722	7,235,130	7,089,438	(145,692)	7,312,973
Contingencies/Dept Reserves	99,613	135,668	135,668	138,031	2,363	138,031
TOTAL REQUIREMENTS	7,201,471	7,052,390	7,370,798	7,227,469	(143,329)	7,451,004
NET COUNTY COST	4,927,899	4,708,325	5,014,106	5,208,465	194,359	5,464,188
AUTHORIZED POSITIONS						
Salary Resolution	58.0	55.0	55.0	55.0		55.0
Funded FTE	58.0	54.6	54.6	54.8	0.2	54.8

Administration and Support (3910P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	3,857	8,087	4,000	6,000	2,000	6,000
Use of Money and Property	45,631	39,465	54,000	54,000		54,000
Intergovernmental Revenues	16,453					
Charges for Services	15,602	21,660	17,160	18,160	1,000	18,160
Interfund Revenue	42,866	79,154	57,826	57,826		57,826
Miscellaneous Revenue	48,898	570	8,545	8,545		8,545
Total Revenue	173,306	148,936	141,531	144,531	3,000	144,531
Fund Balance	39,998	468,513	468,513	155,378	(313,135)	155,378
TOTAL SOURCES	213,304	617,449	610,044	299,909	(310,135)	299,909
REQUIREMENTS						
Salaries and Benefits	554,234	550,507	563,180	603,138	39,958	628,928
Services and Supplies	230,626	84,221	84,749	69,912	(14,837)	69,912
Other Charges	316,411	289,320	152,359	135,103	(17,256)	135,103
Net Appropriations	1,101,271	924,048	800,288	808,153	7,865	833,943
Contingencies/Dept Reserves	21,910	57,965	57,965	60,328	2,363	60,328
TOTAL REQUIREMENTS	1,123,181	982,013	858,253	868,481	10,228	894,271
NET COUNTY COST	909,877	364,564	248,209	568,572	320,363	594,362
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	4.9	4.9	5.0	0.1	5.0

Operations and Maintenance (3930P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	81,708	67,163	58,750	27,750	(31,000)	27,750
Charges for Services	1,063,449	1,209,498	1,294,250	1,241,250	(53,000)	1,241,250
Interfund Revenue	37,238	95,263	105,228	108,652	3,424	108,652
Miscellaneous Revenue	150,950	116,401	50,128	48,737	(1,391)	48,737
Total Revenue	1,333,346	1,488,324	1,508,356	1,426,389	(81,967)	1,426,389
Fund Balance	726,922	238,292	238,292	292,706	54,414	260,518
TOTAL SOURCES	2,060,268	1,726,616	1,746,648	1,719,095	(27,553)	1,686,907
REQUIREMENTS						
Salaries and Benefits	4,459,467	4,531,067	4,564,581	4,731,176	166,595	4,961,109
Services and Supplies	832,719	865,346	854,082	805,350	(48,732)	773,162
Other Charges	690,066	529,948	677,703	659,774	(17,929)	659,774
Fixed Assets	18,334	66,314	338,476	84,985	(253,491)	84,985
Net Appropriations	6,000,587	5,992,675	6,434,842	6,281,285	(153,557)	6,479,030
Contingencies/Dept Reserves	77,703	77,703	77,703	77,703		77,703
TOTAL REQUIREMENTS	6,078,290	6,070,378	6,512,545	6,358,988	(153,557)	6,556,733
NET COUNTY COST	4,018,022	4,343,761	4,765,897	4,639,893	(126,004)	4,869,826
AUTHORIZED POSITIONS						
Salary Resolution	53.0	50.0	50.0	50.0		50.0
Funded FTE	53.0	49.7	49.7	49.8	0.1	49.8

Fish and Game (3950B)
Fish and Game Propagation Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	10,506	10,895	4,000	5,000	1,000	5,000
Use of Money and Property	2,261	2,187	2,500	1,500	(1,000)	1,500
Miscellaneous Revenue	1,254	(1,254)				
Total Revenue	14,022	11,828	6,500	6,500		6,500
Fund Balance	60,158	72,879	72,879	77,863	4,984	77,863
TOTAL SOURCES	74,180	84,707	79,379	84,363	4,984	84,363
REQUIREMENTS						
Services and Supplies	1,300	7,129	25,578	25,000	(578)	25,000
Net Appropriations	1,300	7,129	25,578	25,000	(578)	25,000
Non-General Fund Reserves	72,879	77,578	53,801	59,363	5,562	59,363
TOTAL REQUIREMENTS	74,179	84,707	79,379	84,363	4,984	84,363

Off-Highway Vehicle License Fees (3960B)
Off-Highway Vehicle License Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	10,951	9,479	10,500	7,500	(3,000)	7,500
Intergovernmental Revenues	15,710	17,309	15,000	20,000	5,000	20,000
Total Revenue	26,660	26,788	25,500	27,500	2,000	27,500
Fund Balance	296,897	316,447	316,447	297,687	(18,760)	297,687
TOTAL SOURCES	323,557	343,235	341,947	325,187	(16,760)	325,187
REQUIREMENTS						
Services and Supplies	7,110	45,548	74,000	74,000		74,000
Net Appropriations	7,110	45,548	74,000	74,000		74,000
Non-General Fund Reserves	316,447	297,687	267,947	251,187	(16,760)	251,187
TOTAL REQUIREMENTS	323,557	343,235	341,947	325,187	(16,760)	325,187

Parks Acquisition and Development (3970B)
Parks Acquisition and Development Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	10,000					
Use of Money and Property	65,254	19,736	30,000	15,000	(15,000)	15,000
Intergovernmental Revenues	394,628	4,237,804	2,825,118	3,122,844	297,726	1,674,620
Miscellaneous Revenue	188,000	319,348	363,230	165,925	(197,305)	165,925
Other Financing Sources		1,228,607				
Total Revenue	657,882	5,805,496	3,218,348	3,303,769	85,421	1,855,545
Fund Balance	1,503,009	946,939	946,939	3,187,300	2,240,361	917,224
TOTAL SOURCES	2,160,891	6,752,435	4,165,287	6,491,069	2,325,782	2,772,769
REQUIREMENTS						
Services and Supplies	355,706	493,549	1,186,493	864,918	(321,575)	264,918
Other Charges	75,000					
Fixed Assets	28,493	3,067,998				
Other Financing Uses	754,753	393,734	2,922,788	5,570,145	2,647,357	2,451,845
Net Appropriations	1,213,952	3,955,280	4,109,281	6,435,063	2,325,782	2,716,763
Non-General Fund Reserves	946,939	2,797,155	56,006	56,006		56,006
TOTAL REQUIREMENTS	2,160,891	6,752,435	4,165,287	6,491,069	2,325,782	2,772,769

Coyote Point Marina (3980B)
Coyote Point Marina Operating Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	100,122	76,870	46,500	46,500		48,046
Intergovernmental Revenues		10,009				
Charges for Services	1,088,115	1,014,842	940,900	1,117,350	176,450	1,181,904
Miscellaneous Revenue	8,509	4,760	3,529	1,700	(1,829)	1,700
Total Revenue	1,196,747	1,106,482	990,929	1,165,550	174,621	1,231,650
Fund Balance	1,923,412	2,119,271	2,119,271	1,101,126*	(1,018,145)	623,274
TOTAL SOURCES	3,120,159	3,225,753	3,110,200	2,266,676	(843,524)	1,854,924
REQUIREMENTS						
Salaries and Benefits	396,808	464,296	446,426	509,291	62,865	530,994
Services and Supplies	341,055	273,327	252,591	207,651	(44,940)	215,198
Other Charges	253,380	380,021	261,482	263,141	1,659	234,163
Fixed Assets	9,646	17,116	30,000		(30,000)	
Other Financing Uses		1,102,381	1,300,000	500,000	(800,000)	137,000
Gross Appropriations	1,000,889	2,237,140	2,290,499	1,480,083	(810,416)	1,117,355
Intrafund Transfers		105,900	108,054	111,296	3,242	114,634
Net Appropriations	1,000,889	2,343,040	2,398,553	1,591,379	(807,174)	1,231,989
Contingencies/Dept Reserves	300,000	300,000	300,000		(300,000)	
Non-General Fund Reserves	1,819,271	582,712	411,647	675,297	263,650	622,935
TOTAL REQUIREMENTS	3,120,160	3,225,752	3,110,200	2,266,676	(843,524)	1,854,924
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

*The reason for the difference between the Marina's budgeted Fund Balance for FY 2004-05 ($1,101,126) and Controller's Schedules 1 and 2 ($0) is due to outstanding loans of $1.5 million owed the Department of Boating and Waterways. Funds have been appropriated in the Marina's FY 2004-05 operating budget for the annual principal plus interest payments.

Administrative Services (4510P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	5,852	2,736				
Charges for Services	310	52				
Interfund Revenue	3,800,240	3,782,667	4,830,854	4,731,386	(99,468)	4,781,805
Miscellaneous Revenue	52,220	56,345	556		(556)	
Other Financing Sources	35,000	35,000	35,000	35,000		35,000
Total Revenue	3,893,622	3,876,800	4,866,410	4,766,386	(100,024)	4,816,805
Fund Balance	200,203	92,797	92,797	85,338	(7,459)	
TOTAL SOURCES	4,093,825	3,969,597	4,959,207	4,851,724	(107,483)	4,816,805
REQUIREMENTS						
Salaries and Benefits	2,393,650	2,470,353	2,726,671	2,701,847	(24,824)	2,810,266
Services and Supplies	766,149	724,011	965,955	919,117	(46,838)	833,779
Other Charges	1,234,079	1,302,128	1,334,657	1,378,633	43,976	1,378,633
Fixed Assets	27,206	17,781	75,000	88,000	13,000	30,000
Other Financing Uses	80,155					
Gross Appropriations	4,501,238	4,514,272	5,102,283	5,087,597	(14,686)	5,052,678
Intrafund Transfers	(235,561)	(372,690)				
TOTAL REQUIREMENTS	4,265,678	4,141,582	5,102,283	5,087,597	(14,686)	5,052,678
NET COUNTY COST	171,853	171,985	143,076	235,873	92,797	235,873
AUTHORIZED POSITIONS						
Salary Resolution	31.0	29.0	29.0	28.0	(1.0)	28.0
Funded FTE	31.0	29.0	29.0	27.9	(1.1)	27.9

Engineering Services (4600P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Charges for Services	7,911	1,752	15,000	15,000		15,000
Interfund Revenue	4,218,434	4,159,586	4,768,976	4,706,476	(62,500)	4,905,558
Miscellaneous Revenue	12,985	1,537		556	556	556
Total Revenue	4,239,330	4,162,876	4,783,976	4,722,032	(61,944)	4,921,114
Fund Balance	1,435			15,224	15,224	
TOTAL SOURCES	4,240,765	4,162,876	4,783,976	4,737,256	(46,720)	4,921,114
REQUIREMENTS						
Salaries and Benefits	4,049,636	3,652,832	4,185,419	3,998,067	(187,352)	4,247,149
Services and Supplies	236,708	418,142	221,198	294,222	73,024	228,998
Other Charges	333,950	452,029	458,057	535,665	77,608	535,665
Fixed Assets		9,568	10,000		(10,000)	
Gross Appropriations	4,620,294	4,532,572	4,874,674	4,827,954	(46,720)	5,011,812
Intrafund Transfers	(267,591)	(282,295)				
TOTAL REQUIREMENTS	4,352,703	4,250,277	4,874,674	4,827,954	(46,720)	5,011,812
NET COUNTY COST	111,938	87,402	90,698	90,698		90,698
AUTHORIZED POSITIONS						
Salary Resolution	48.0	40.0	40.0	36.0	(4.0)	36.0
Funded FTE	47.8	39.4	39.4	35.5	(3.9)	35.5

Facilities Services (4730P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	401,035	367,519	314,433	413,361	98,928	422,483
Intergovernmental Revenues	3,475					
Charges for Services	9,420	26,885		33,580	33,580	32,541
Interfund Revenue	3,668,694	5,241,434	4,547,462	4,514,610	(32,852)	4,514,610
Miscellaneous Revenue	142,885	3,123,032	177,143	150,600	(26,543)	150,600
Total Revenue	4,225,509	8,758,871	5,039,038	5,112,151	73,113	5,120,234
Fund Balance	1,423,871	2	2	2,082,480	2,082,478	
TOTAL SOURCES	5,649,380	8,758,873	5,039,040	7,194,631	2,155,591	5,120,234
REQUIREMENTS						
Salaries and Benefits	6,529,910	7,576,713	7,639,657	8,070,725	431,068	8,251,218
Services and Supplies	10,881,687	10,419,379	9,991,704	10,350,077	358,373	9,601,606
Other Charges	1,771,771	1,597,316	1,706,644	1,606,602	(100,042)	1,606,602
Fixed Assets				10,000	10,000	
Other Financing Uses	2,513,995	3,439,890	3,439,890	3,943,618	503,728	3,443,044
Gross Appropriations	21,697,363	23,033,298	22,777,895	23,981,022	1,203,127	22,902,470
Intrafund Transfers	(15,808,952)	(15,996,239)	(17,408,620)	(17,509,264)	(100,644)	(17,543,205)
Net Appropriations	5,888,411	7,037,059	5,369,275	6,471,758	1,102,483	5,359,265
Contingencies/Dept Reserves		1,591	1,593	961,904	960,311	
TOTAL REQUIREMENTS	5,888,411	7,038,650	5,370,868	7,433,662	2,062,794	5,359,265
NET COUNTY COST	239,031	(1,720,223)	331,828	239,031	(92,797)	239,031
AUTHORIZED POSITIONS						
Salary Resolution	95.0	95.0	95.0	94.0	(1.0)	91.0
Funded FTE	93.4	94.6	104.6	93.3	(11.3)	95.2

Road Construction and Operations (4520P)
Special Revenue Funds

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	525,737	324,311	730,102	335,224	(394,878)	335,224
Intergovernmental Revenues	15,342,002	14,538,543	12,977,252	12,501,706	(475,546)	12,501,706
Charges for Services	773,956	662,160	520,820	518,906	(1,914)	518,906
Interfund Revenue	569,409	535,125	675,382	610,434	(64,948)	633,333
Miscellaneous Revenue	1,827,526	1,067,370	305,741	373,741	68,000	373,741
Total Revenue	19,038,630	17,127,509	15,209,297	14,340,011	(869,286)	14,362,910
Fund Balance	16,929,525	12,791,753	5,553,249	5,336,150	(217,099)	4,405,867
TOTAL SOURCES	35,968,155	29,919,262	20,762,546	19,676,161	(1,086,385)	18,768,777
REQUIREMENTS						
Salaries and Benefits	5,045,827	5,534,043	6,319,837	6,292,659	(27,178)	6,665,824
Services and Supplies	16,567,665	10,912,575	10,277,993	8,681,741	(1,596,252)	8,176,936
Other Charges	411,015	1,324,528	697,425	763,726	66,301	763,726
Fixed Assets		3,364,082		995,000	995,000	795,000
Gross Appropriations	22,024,507	21,135,228	17,295,255	16,733,126	(562,129)	16,401,486
Intrafund Transfers			(227,577)	(287,577)	(60,000)	(287,577)
Net Appropriations	22,024,507	21,135,228	17,067,678	16,445,549	(622,129)	16,113,909
Contingencies/Dept Reserves	400,000	400,000	400,000	400,000		400,000
Non-General Fund Reserves	12,391,753	6,992,446	3,294,868	2,830,612	(464,256)	2,254,868
TOTAL REQUIREMENTS	34,816,260	28,527,674	20,762,546	19,676,161	(1,086,385)	18,768,777
NET COUNTY COST	(1,151,895)	(1,391,587)				
AUTHORIZED POSITIONS						
Salary Resolution	68.0	73.0	73.0	68.0	(5.0)	68.0
Funded FTE	68.0	73.0	73.0	68.0	(5.0)	68.0

Construction Services (4740P)
Construction Services Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	(1,774)	(4,899)				
Charges for Services	55,073	242,877	465,425	301,425	(164,000)	301,425
Interfund Revenue	2,687,779	3,477,698	3,044,853	3,676,895	632,042	3,798,375
Miscellaneous Revenue	41,452	6,284				
Other Financing Sources	80,155		13,000		(13,000)	
Total Revenue	2,862,685	3,721,959	3,523,278	3,978,320	455,042	4,099,800
Fund Balance	612,669	258,656	258,655	339,681	81,026	24,500
TOTAL SOURCES	3,475,354	3,980,615	3,781,933	4,318,001	536,068	4,124,300
REQUIREMENTS						
Salaries and Benefits	1,888,355	2,227,220	2,391,349	2,699,213	307,864	2,851,324
Services and Supplies	1,218,701	1,215,672	1,197,905	1,407,295	209,390	1,069,483
Other Charges	142,950	219,138	192,679	203,493	10,814	203,493
Fixed Assets				8,000	8,000	
Gross Appropriations	3,250,006	3,662,031	3,781,933	4,318,001	536,068	4,124,300
Intrafund Transfers	(33,307)	(21,097)				
Net Appropriations	3,216,699	3,640,934	3,781,933	4,318,001	536,068	4,124,300
Contingencies/Dept Reserves	60,000	60,000				
Non-General Fund Reserves	198,655	279,681				
TOTAL REQUIREMENTS	3,475,354	3,980,615	3,781,933	4,318,001	536,068	4,124,300
AUTHORIZED POSITIONS						
Salary Resolution	26.0	26.0	26.0	27.0	1.0	27.0
Funded FTE	25.7	25.8	25.8	26.6	0.9	26.6

Vehicle and Equipment Services (4760P)
All Funds

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	198,521	197,446	140,000	140,000		120,000
Intergovernmental Revenues	578	21,696				
Charges for Services	373	2,103	10,000	10,000		10,000
Interfund Revenue	5,882,020	5,353,570	4,711,920	4,791,920	80,000	4,671,920
Miscellaneous Revenue	139,332	129,875	50,000	56,000	6,000	56,000
Other Financing Sources			3,000	3,000		3,000
Total Revenue	6,220,823	5,704,690	4,914,920	5,000,920	86,000	4,860,920
Fund Balance	4,607,863	6,248,026	6,248,026	6,919,971	671,945	6,919,971
TOTAL SOURCES	10,828,686	11,952,716	11,162,946	11,920,891	757,945	11,780,891
REQUIREMENTS						
Salaries and Benefits	2,112,271	2,188,011	2,305,340	2,457,939	152,599	2,580,459
Services and Supplies	2,779,163	2,538,983	2,916,218	3,044,228	128,010	2,781,708
Other Charges	596,659	578,161	595,893	583,284	(12,609)	583,284
Fixed Assets	1,622,663	2,301,697	2,233,472	2,226,418	(7,054)	2,040,718
Gross Appropriations	7,110,756	7,606,851	8,050,923	8,311,869	260,946	7,986,169
Intrafund Transfers	(1,378,201)	(1,182,519)	(2,677,600)	(2,796,100)	(118,500)	(2,670,100)
Net Appropriations	5,732,555	6,424,333	5,373,323	5,515,769	142,446	5,316,069
Non-General Fund Reserves	6,248,026	6,919,970	5,789,623	6,405,122	615,499	6,464,822
TOTAL REQUIREMENTS	11,980,581	13,344,303	11,162,946	11,920,891	757,945	11,780,891
NET COUNTY COST	1,151,895	1,391,587				
AUTHORIZED POSITIONS						
Salary Resolution	26.0	26.0	26.0	26.0		26.0
Funded FTE	26.0	26.0	26.0	26.0		26.0

Waste Management (4820P)
Solid Waste Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	4,388,499	3,882,862	5,100,000	4,800,000	(300,000)	4,824,000
Use of Money and Property	491,790	359,125	400,000	400,000		555,525
Intergovernmental Revenues	217,224	202,411	265,604	168,321	(97,283)	184,604
Charges for Services	57,132	49,265	60,000	75,000	15,000	77,250
Interfund Revenue	38,479	19,475				
Miscellaneous Revenue	37,521	16,349	25,000	25,000		60,000
Total Revenue	5,230,644	4,529,488	5,850,604	5,468,321	(382,283)	5,701,379
Fund Balance	12,991,360	13,023,717	12,645,269	10,964,776	(1,680,493)	11,155,261
TOTAL SOURCES	18,222,004	17,553,205	18,495,873	16,433,097	(2,062,776)	16,856,640
REQUIREMENTS						
Salaries and Benefits	815,092	886,113	1,134,746	1,207,735	72,989	1,259,050
Services and Supplies	1,812,858	2,045,547	4,822,013	7,733,563	2,911,550	7,741,963
Other Charges	2,273,685	1,830,697	1,835,786	1,833,389	(2,397)	1,888,009
Fixed Assets			350,000	350,000		
Other Financing Uses	675,101	1,826,071	3,110,000	110,000	(3,000,000)	191,000
Net Appropriations	5,576,735	6,588,428	11,252,545	11,234,687	(17,858)	11,080,022
Contingencies/Dept Reserves	390,000	390,000	390,000	390,000		390,000
Non-General Fund Reserves	12,255,269	10,574,776	6,853,328	4,808,410	(2,044,918)	5,386,618
TOTAL REQUIREMENTS	18,222,004	17,553,204	18,495,873	16,433,097	(2,062,776)	16,856,640
AUTHORIZED POSITIONS						
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	9.6	9.4	9.4	9.4		9.4

Transportation Services (4830P)
Half-Cent Transportation Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	1,445,925	1,444,593	1,350,000	1,381,720	31,720	1,381,720
Use of Money and Property	126,886	87,426	114,000	114,000		114,000
Intergovernmental Revenues	47,210	209,539		150,000	150,000	
Charges for Services	388,917	571,571	590,562	590,562		590,562
Interfund Revenue			50,000		(50,000)	
Miscellaneous Revenue	9,837	399				
Total Revenue	2,018,775	2,313,529	2,104,562	2,236,282	131,720	2,086,282
Fund Balance	3,794,535	3,131,507	3,131,507	2,657,638	(473,869)	1,712,808
TOTAL SOURCES	5,813,310	5,445,036	5,236,069	4,893,920	(342,149)	3,799,090
REQUIREMENTS						
Salaries and Benefits	430,659	583,257	580,533	632,253	51,720	659,487
Services and Supplies	1,056,227	1,190,928	2,604,692	1,605,579	(999,113)	1,478,579
Other Charges	622,136	460,433	746,557	390,500	(356,057)	390,500
Other Financing Uses	572,780	552,780	572,780	572,780		572,780
Net Appropriations	2,681,803	2,787,397	4,504,562	3,201,112	(1,303,450)	3,101,346
Non-General Fund Reserves	3,131,507	2,657,638	731,507	1,692,808	961,301	697,744
TOTAL REQUIREMENTS	5,813,310	5,445,035	5,236,069	4,893,920	(342,149)	3,799,090
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	4.8	4.8	4.8	4.8		4.8

Utilities (4840P)
All Funds

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	3,438,356	3,905,440	3,279,070	3,074,991	(204,079)	3,074,991
Licenses, Permits and Franchises	312,339	377,225	330,000	373,904	43,904	373,904
Use of Money and Property	1,062,722	843,186	1,052,450	593,809	(458,641)	478,809
Intergovernmental Revenues	4,343,173	41,322	161,961	1,136,890	974,929	236,890
Charges for Services	4,762,863	5,309,794	4,625,000	5,194,000	569,000	5,519,740
Interfund Revenue	1,682,614	1,404,249	1,479,027	1,530,860	51,833	1,603,945
Miscellaneous Revenue	4,521,292	184,393	1,840		(1,840)	
Other Financing Sources	1,331,723	1,471,311	154,000	1,676,801	1,522,801	1,489,178
Total Revenue	21,455,083	13,536,920	11,083,348	13,581,255	2,497,907	12,777,457
Fund Balance	34,085,110	31,239,662	33,688,263	27,673,661	(6,014,602)	27,673,661
TOTAL SOURCES	55,540,193	44,776,582	44,771,611	41,254,916	(3,516,695)	40,451,118
REQUIREMENTS						
Salaries and Benefits	1,255,172	1,194,854	1,311,526	1,388,256	76,730	1,461,341
Services and Supplies	7,669,698	6,580,475	7,996,158	8,157,228	161,070	8,076,728
Other Charges	712,000	845,418	383,697	1,983,719	1,600,022	483,719
Fixed Assets	9,782,111	6,234,816	23,209,497	14,763,329	(8,446,168)	480,702
Other Financing Uses	2,372,041	2,488,007	2,484,890	2,590,156	105,266	2,401,748
Gross Appropriations	21,791,022	17,343,571	35,385,768	28,882,688	(6,503,080)	12,904,238
Intrafund Transfers	(14,051)	(509,598)	(2,147,893)	(575,062)	1,572,831	(649,144)
Net Appropriations	21,776,971	16,833,973	33,237,875	28,307,626	(4,930,249)	12,255,094
Contingencies/Dept Reserves	33,676,716	27,660,272	11,401,746	12,812,986	1,411,240	28,061,720
Non-General Fund Reserves	11,547	13,389	11,284	13,598	2,314	13,598
TOTAL REQUIREMENTS	55,465,234	44,507,634	44,650,905	41,134,210	(3,516,695)	40,330,412
NET COUNTY COST	(74,960)	(268,949)	(120,706)	(120,706)		(120,706)
AUTHORIZED POSITIONS						
Salary Resolution	15.0	13.0	13.0	13.0		13.0
Funded FTE	15.0	12.9	12.9	13.0	0.1	13.0

Airports (4850P)
County Airports Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	15,500	15,500				
Use of Money and Property	1,790,031	1,799,804	1,621,147	1,618,923	(2,224)	1,618,923
Intergovernmental Revenues	3,123	44,427	1,335,000	2,725,347	1,390,347	
Charges for Services	9,616	49,452	38,000	38,000		38,000
Miscellaneous Revenue	36,319	28,943	13,000	13,000		13,000
Total Revenue	1,854,588	1,938,126	3,007,147	4,395,270	1,388,123	1,669,923
Fund Balance	1,362,895	1,660,085	1,426,807	1,772,568	345,761	1,772,568
TOTAL SOURCES	3,217,483	3,598,211	4,433,954	6,167,838	1,733,884	3,442,491
REQUIREMENTS						
Salaries and Benefits	575,958	642,327	686,889	738,452	51,563	786,355
Services and Supplies	620,093	470,030	899,163	692,177	(206,986)	692,177
Other Charges	573,334	587,173	395,148	358,380	(36,768)	358,380
Fixed Assets	21,292	126,113	1,335,000	2,899,396	1,564,396	
Net Appropriations	1,790,677	1,825,642	3,316,200	4,688,405	1,372,205	1,836,912
Non-General Fund Reserves	1,426,807	1,772,568	1,117,754	1,479,433	361,679	1,605,579
TOTAL REQUIREMENTS	3,217,484	3,598,210	4,433,954	6,167,838	1,733,884	3,442,491
AUTHORIZED POSITIONS						
Salary Resolution	9.0	8.0	8.0	8.0		8.0
Funded FTE	9.0	8.0	8.0	8.0		8.0

Health Services Administration (5500B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	742,020	920,424	1,000,770	995,437	(5,333)	1,010,316
Charges for Services	92,045	63,000	63,000	63,000		63,000
Interfund Revenue	185,283	134,216	161,549	142,633	(18,916)	142,633
Miscellaneous Revenue	724,880	3,702,490	3,081,818	5,576,075	2,494,257	5,599,551
Other Financing Sources	565,101					
Total Revenue	2,309,329	4,820,130	4,307,137	6,777,145	2,470,008	6,815,500
Fund Balance	15,145			237,176	237,176	31,473
TOTAL SOURCES	2,324,474	4,820,130	4,307,137	7,014,321	2,707,184	6,846,973
REQUIREMENTS						
Salaries and Benefits	1,886,398	2,386,844	2,385,060	2,727,376	342,316	2,846,263
Services and Supplies	2,271,171	6,018,100	5,390,188	8,877,727	3,487,539	8,672,024
Other Charges	945,439	700,642	1,005,490	990,939	(14,551)	990,939
Gross Appropriations	5,103,008	9,105,586	8,780,738	12,596,042	3,815,304	12,509,226
Intrafund Transfers	(2,679,323)	(4,757,960)	(4,473,601)	(5,484,532)	(1,010,931)	(5,565,064)
Net Appropriations	2,423,685	4,347,626	4,307,137	7,111,510	2,804,373	6,944,162
Contingencies/Dept Reserves	15,145			31,473	31,473	31,473
TOTAL REQUIREMENTS	2,438,830	4,347,626	4,307,137	7,142,983	2,835,846	6,975,635
NET COUNTY COST	114,356	(472,505)		128,662	128,662	128,662
AUTHORIZED POSITIONS						
Salary Resolution	21.0	20.0	20.0	21.0	1.0	21.0
Funded FTE	19.3	20.0	20.0	21.0	1.0	21.0

Emergency Medical Services GF (5600B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	9,184	7,293	6,500	5,500	(1,000)	5,500
Fines, Forfeitures and Penalties	174,556	182,426	283,000	321,500	38,500	321,500
Intergovernmental Revenues	77,482	45,427	54,000	75,000	21,000	75,000
Miscellaneous Revenue	357,433	401,612	380,523	375,115	(5,408)	377,624
TOTAL SOURCES	618,654	636,758	724,023	777,115	53,092	779,624
REQUIREMENTS						
Salaries and Benefits	467,037	553,175	540,226	590,698	50,472	617,028
Services and Supplies	528,112	192,860	265,978	274,686	8,708	272,986
Other Charges	52,485	54,176	56,426	50,673	(5,753)	50,746
Gross Appropriations	1,047,634	800,211	862,630	916,057	53,427	940,760
Intrafund Transfers	(437,401)	(147,907)	(138,607)	(138,942)	(335)	(161,136)
TOTAL REQUIREMENTS	610,233	652,305	724,023	777,115	53,092	779,624
NET COUNTY COST	(8,421)	15,547				
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

Emergency Medical Services Fund (5630B)
Emergency Medical Services Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	1,032,860	1,089,275	1,009,370	1,030,000	20,630	1,030,000
Use of Money and Property	87,776	40,649	90,000	90,000		90,000
Miscellaneous Revenue	649,478	337,038		325,529	325,529	325,529
Total Revenue	1,770,114	1,466,961	1,099,370	1,445,529	346,159	1,445,529
Fund Balance	2,339,982	2,229,433	2,229,433	882,226	(1,347,207)	882,226
TOTAL SOURCES	4,110,096	3,696,394	3,328,803	2,327,755	(1,001,048)	2,327,755
REQUIREMENTS						
Services and Supplies	1,880,663	2,814,168	1,126,361	1,067,460	(58,901)	1,067,460
Net Appropriations	1,880,663	2,814,168	1,126,361	1,067,460	(58,901)	1,067,460
Non-General Fund Reserves	2,229,433	882,226	2,202,442	1,260,295	(942,147)	1,260,295
TOTAL REQUIREMENTS	4,110,096	3,696,394	3,328,803	2,327,755	(1,001,048)	2,327,755

Aging and Adult Services (5700B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	59,930	57,486	80,000	70,000	(10,000)	70,000
Use of Money and Property	480,000	502,103	533,248	565,000	31,752	565,000
Intergovernmental Revenues	10,652,104	9,930,802	9,507,291	9,145,672	(361,619)	9,225,672
Charges for Services	1,550,287	1,209,749	2,289,784	2,472,833	183,049	2,572,833
Interfund Revenue	167,658	182,396	240,910	221,672	(19,238)	221,672
Miscellaneous Revenue	1,220,851	351,616	732,258	549,000	(183,258)	549,000
Other Financing Sources	35,201	34,380		40,000	40,000	40,000
Total Revenue	14,166,031	12,268,531	13,383,491	13,064,177	(319,314)	13,244,177
Fund Balance	340,033	337,612	337,612	337,612		337,612
TOTAL SOURCES	14,506,064	12,606,143	13,721,103	13,401,789	(319,314)	13,581,789
REQUIREMENTS						
Salaries and Benefits	9,338,339	10,149,607	10,604,615	11,139,127	534,512	11,701,828
Services and Supplies	2,395,158	2,457,598	3,348,620	3,114,777	(233,843)	3,108,277
Other Charges	5,641,840	4,238,962	4,391,784	3,999,936	(391,848)	3,970,139
Gross Appropriations	17,375,337	16,846,167	18,345,019	18,253,840	(91,179)	18,780,244
Intrafund Transfers	(1,434,922)	(1,405,566)	(1,585,349)	(1,597,148)	(11,799)	(1,597,148)
Net Appropriations	15,940,415	15,440,601	16,759,670	16,656,692	(102,978)	17,183,096
Contingencies/Dept Reserves	75,000	72,579	72,579		(72,579)	
TOTAL REQUIREMENTS	16,015,415	15,513,180	16,832,249	16,656,692	(175,557)	17,183,096
NET COUNTY COST	1,509,350	2,907,036	3,111,146	3,254,903	143,757	3,601,307
AUTHORIZED POSITIONS						
Salary Resolution	120.0	117.0	117.0	115.0	(2.0)	115.0
Funded FTE	119.9	117.0	117.0	117.0	(0.0)	117.0

Conservatorship Program (5700P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	480,000	502,103	533,248	565,000	31,752	565,000
Intergovernmental Revenues	527,971	(62,423)	210,000	210,000		210,000
Charges for Services	1,257,437	1,086,398	2,157,296	2,340,345	183,049	2,440,345
Interfund Revenue			80,363	43,194	(37,169)	43,194
Miscellaneous Revenue	194,575	192,425	561,710	470,822	(90,888)	470,822
Other Financing Sources				40,000	40,000	40,000
Total Revenue	2,459,982	1,718,502	3,542,617	3,669,361	126,744	3,769,361
Fund Balance			135,334		(135,334)	
TOTAL SOURCES	2,459,982	1,718,502	3,677,951	3,669,361	(8,590)	3,769,361
REQUIREMENTS						
Salaries and Benefits	3,218,358	3,570,713	3,670,145	3,964,946	294,801	4,167,209
Services and Supplies	911,403	903,383	1,534,698	1,395,668	(139,030)	1,433,168
Other Charges	238,385	225,296	448,359	451,900	3,541	451,900
Gross Appropriations	4,368,146	4,699,392	5,653,202	5,812,514	159,312	6,052,277
Intrafund Transfers	(1,124,603)	(1,124,603)	(1,167,482)	(1,156,047)	11,435	(1,156,047)
Net Appropriations	3,243,543	3,574,789	4,485,720	4,656,467	170,747	4,896,230
Contingencies/Dept Reserves		29,850	29,850		(29,850)	
TOTAL REQUIREMENTS	3,243,543	3,604,639	4,515,570	4,656,467	140,897	4,896,230
NET COUNTY COST	783,561	1,886,137	837,619	987,106	149,487	1,126,869
AUTHORIZED POSITIONS						
Salary Resolution	47.0	46.0	46.0	46.0		46.0
Funded FTE	47.0	46.0	46.0	46.0		46.0

Community-Based Programs (5720P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	59,930	57,486	80,000	70,000	(10,000)	70,000
Intergovernmental Revenues	10,124,133	9,993,225	9,297,291	8,935,672	(361,619)	9,015,672
Charges for Services	292,850	123,351	132,488	132,488		132,488
Interfund Revenue	167,658	182,396	160,547	178,478	17,931	178,478
Miscellaneous Revenue	1,026,277	159,191	170,548	78,178	(92,370)	78,178
Other Financing Sources	35,201	34,380				
Total Revenue	11,706,050	10,550,029	9,840,874	9,394,816	(446,058)	9,474,816
Fund Balance	340,033	337,612	202,278	337,612	135,334	337,612
TOTAL SOURCES	12,046,083	10,887,641	10,043,152	9,732,428	(310,724)	9,812,428
REQUIREMENTS						
Salaries and Benefits	6,119,980	6,578,894	6,934,470	7,174,181	239,711	7,534,619
Services and Supplies	1,483,755	1,554,215	1,813,922	1,719,109	(94,813)	1,675,109
Other Charges	5,403,455	4,013,666	3,943,425	3,548,036	(395,389)	3,518,239
Gross Appropriations	13,007,191	12,146,775	12,691,817	12,441,326	(250,491)	12,727,967
Intrafund Transfers	(310,319)	(280,963)	(417,867)	(441,101)	(23,234)	(441,101)
Net Appropriations	12,696,872	11,865,812	12,273,950	12,000,225	(273,725)	12,286,866
Contingencies/Dept Reserves	75,000	42,729	42,729		(42,729)	
TOTAL REQUIREMENTS	12,771,872	11,908,541	12,316,679	12,000,225	(316,454)	12,286,866
NET COUNTY COST	725,789	1,020,900	2,273,527	2,267,797	(5,730)	2,474,438
AUTHORIZED POSITIONS						
Salary Resolution	73.0	71.0	71.0	69.0	(2.0)	69.0
Funded FTE	73.0	71.0	71.0	71.0	(0.0)	71.0

IHSS Public Authority (5800B)
IHSS Public Authority Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	4,005	(5,677)	40,000	40,000		40,000
Intergovernmental Revenues	5,877,934	5,797,836	7,366,337	7,709,797	343,460	8,042,473
Interfund Revenue	4,604,077	4,487,523	4,487,523	4,487,523		4,487,523
Miscellaneous Revenue	25,767	7,334				
Total Revenue	10,511,783	10,287,017	11,893,860	12,237,320	343,460	12,569,996
Fund Balance	860,340	1,436,434	1,352,672	1,346,434	(6,238)	1,346,434
TOTAL SOURCES	11,372,123	11,723,451	13,246,532	13,583,754	337,222	13,916,430
REQUIREMENTS						
Salaries and Benefits	218,576	138,773	362,958	391,056	28,098	406,159
Services and Supplies	2,198,491	2,393,951	2,400,279	2,423,331	23,052	2,501,493
Other Charges	7,602,384	7,835,394	9,339,514	9,631,824	292,310	9,871,235
Net Appropriations	10,019,451	10,368,119	12,102,751	12,446,211	343,460	12,778,887
Non-General Fund Reserves	1,352,672	1,355,332	1,143,781	1,137,543	(6,238)	1,137,543
TOTAL REQUIREMENTS	11,372,123	11,723,451	13,246,532	13,583,754	337,222	13,916,430

Environmental Health Services (5900B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	703,996	872,079	822,671	680,750	(141,921)	798,956
Fines, Forfeitures and Penalties	51,856	78,405	49,878	49,999	121	49,999
Intergovernmental Revenues	1,353,344	1,438,426	2,191,681	1,742,243	(449,438)	1,702,243
Charges for Services	6,546,202	6,664,906	6,506,031	6,785,878	279,847	6,857,522
Interfund Revenue			76,795	76,795		76,795
Miscellaneous Revenue	68,082	269,441	140,000	140,000		140,000
Other Financing Sources	110,000	76,795				
Total Revenue	8,833,480	9,400,052	9,787,056	9,475,665	(311,391)	9,625,515
Fund Balance	784,134	821,279	821,279	922,516	101,237	706,624
TOTAL SOURCES	9,617,614	10,221,331	10,608,335	10,398,181	(210,154)	10,332,139
REQUIREMENTS						
Salaries and Benefits	6,014,728	7,085,557	7,539,370	7,751,885	212,515	7,961,735
Services and Supplies	2,864,770	2,257,039	2,592,227	1,893,170	(699,057)	1,833,170
Other Charges	172,381	515,403	586,600	632,043	45,443	597,073
Fixed Assets	9,526	7,294				
Other Financing Uses	50,720	379,078	300,000	180,922	(119,078)	
Gross Appropriations	9,112,125	10,244,372	11,018,197	10,458,020	(560,177)	10,391,978
Intrafund Transfers	(42,457)	(863,188)	(1,001,048)	(198,803)	802,245	(198,803)
Net Appropriations	9,069,669	9,381,184	10,017,149	10,259,217	242,068	10,193,175
Contingencies/Dept Reserves	784,134	674,934	674,934	706,624	31,690	706,624
TOTAL REQUIREMENTS	9,853,803	10,056,118	10,692,083	10,965,841	273,758	10,899,799
NET COUNTY COST	236,189	(165,213)	83,748	567,660	483,912	567,660
AUTHORIZED POSITIONS						
Salary Resolution	75.0	76.0	76.0	75.0	(1.0)	73.0
Funded FTE	74.8	75.8	75.1	74.8	(0.3)	72.8

Food and Nutrition Services (6000B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Interfund Revenue	2,125,554			12,600	12,600	12,600
Miscellaneous Revenue	1,021,828	705,772	752,391	748,312	(4,079)	788,312
Total Revenue	3,147,382	705,772	752,391	760,912	8,521	800,912
Fund Balance	124,350	43,048	43,048	43,048		43,048
TOTAL SOURCES	3,271,732	748,820	795,439	803,960	8,521	843,960
REQUIREMENTS						
Salaries and Benefits	5,133,987	2,450,574	2,370,934	2,510,022	139,088	2,630,216
Services and Supplies	3,451,918	2,334,862	2,333,216	2,324,823	(8,393)	2,375,323
Other Charges	359,419	95,402	96,533	90,868	(5,665)	90,868
Fixed Assets	38,575	28,946	88,048		(88,048)	
Gross Appropriations	8,983,899	4,909,785	4,888,731	4,925,713	36,982	5,096,407
Intrafund Transfers	(5,749,913)	(4,173,225)	(4,093,292)	(4,121,753)	(28,461)	(4,252,447)
TOTAL REQUIREMENTS	3,233,986	736,560	795,439	803,960	8,521	843,960
NET COUNTY COST	(37,746)	(12,261)				
AUTHORIZED POSITIONS						
Salary Resolution	72.0	35.0	35.0	35.0		35.0
Funded FTE	69.8	32.3	31.3	32.3	1.0	32.3

Mental Health Services (6100B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	39,713,792	42,610,912	45,341,535	46,781,010	1,439,475	41,231,010
Charges for Services	21,523,910	23,785,328	24,910,547	24,571,729	(338,818)	19,021,729
Interfund Revenue		2,000				
Miscellaneous Revenue	71,061	132,379	60,000	87,232	27,232	87,232
Other Financing Sources	35,484	35,174	50,000	50,000		50,000
Total Revenue	61,344,247	66,565,793	70,362,082	71,489,971	1,127,889	60,389,971
Fund Balance	3,965,788	5,384,659	5,384,659	5,406,721	22,062	5,401,887
TOTAL SOURCES	65,310,035	71,950,452	75,746,741	76,896,692	1,149,951	65,791,858
REQUIREMENTS						
Salaries and Benefits	21,741,590	25,476,904	26,492,844	27,767,642	1,274,798	29,049,419
Services and Supplies	37,765,497	37,781,373	41,144,680	40,506,825	(637,855)	29,242,469
Other Charges	13,230,491	13,688,720	13,891,059	14,355,980	464,921	14,355,980
Gross Appropriations	72,737,578	76,946,996	81,528,583	82,630,447	1,101,864	72,647,868
Intrafund Transfers	(1,169,945)	(1,840,785)	(2,393,779)	(2,368,549)	25,230	(2,368,549)
Net Appropriations	71,567,633	75,106,212	79,134,804	80,261,898	1,127,094	70,279,319
Contingencies/Dept Reserves	3,940,788	5,373,295	5,373,295	5,406,721	33,426	5,401,887
TOTAL REQUIREMENTS	75,508,421	80,479,507	84,508,099	85,668,619	1,160,520	75,681,206
NET COUNTY COST	10,198,386	8,529,055	8,761,358	8,771,927	10,569	9,889,348
AUTHORIZED POSITIONS						
Salary Resolution	296.0	295.0	295.0	295.0		295.0
Funded FTE	280.1	274.1	275.6	274.2	(1.4)	274.2

Mental Health Administration (6110P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	3,208,322	2,112,228	3,992,732	5,183,724	1,190,992	5,183,724
Charges for Services	1,711,046	3,508,963	1,669,394	1,604,389	(65,005)	1,604,389
Miscellaneous Revenue	14,008	18,756	15,000	22,333	7,333	22,333
Other Financing Sources	35,484	35,174	50,000	50,000		50,000
Total Revenue	4,968,860	5,675,121	5,727,126	6,860,446	1,133,320	6,860,446
Fund Balance	3,965,788	5,384,659	5,373,295	5,406,721	33,426	5,401,887
TOTAL SOURCES	8,934,648	11,059,780	11,100,421	12,267,167	1,166,746	12,262,333
REQUIREMENTS						
Salaries and Benefits	2,697,307	3,013,639	2,913,064	3,135,819	222,755	3,283,392
Services and Supplies	2,203,079	2,345,665	2,318,303	2,576,727	258,424	2,547,212
Other Charges	944,178	1,007,538	972,280	1,420,372	448,092	1,420,372
Gross Appropriations	5,844,563	6,366,843	6,203,647	7,132,918	929,271	7,250,976
Intrafund Transfers	(107)					
Net Appropriations	5,844,456	6,366,843	6,203,647	7,132,918	929,271	7,250,976
Contingencies/Dept Reserves	3,940,788	5,373,295	5,373,295	5,406,721	33,426	5,401,887
TOTAL REQUIREMENTS	9,785,244	11,740,138	11,576,942	12,539,639	962,697	12,652,863
NET COUNTY COST	850,596	680,358	476,521	272,472	(204,049)	390,530
AUTHORIZED POSITIONS						
Salary Resolution	30.0	30.0	30.0	31.0	1.0	31.0
Funded FTE	29.3	29.1	29.4	30.1	0.7	30.1

Mental Health Youth Services (6130P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	5,588,298	8,326,265	10,115,306	10,428,407	313,101	10,428,407
Charges for Services	3,707,127	2,870,047	4,353,597	4,177,615	(175,982)	4,177,615
Interfund Revenue		2,000				
Miscellaneous Revenue	20,947	41,132	8,775	12,655	3,880	12,655
Total Revenue	9,316,372	11,239,444	14,477,678	14,618,677	140,999	14,618,677
Fund Balance			11,364		(11,364)	
TOTAL SOURCES	9,316,372	11,239,444	14,489,042	14,618,677	129,635	14,618,677
REQUIREMENTS						
Salaries and Benefits	8,828,393	11,128,693	12,310,374	12,644,581	334,207	13,253,677
Services and Supplies	3,839,414	3,215,849	5,478,306	5,040,514	(437,792)	4,970,695
Other Charges	1,737,473	1,819,464	1,832,229	1,862,678	30,449	1,862,678
Gross Appropriations	14,405,281	16,164,006	19,620,909	19,547,773	(73,136)	20,087,050
Intrafund Transfers	(1,025,144)	(1,675,786)	(1,843,779)	(1,918,549)	(74,770)	(1,918,549)
TOTAL REQUIREMENTS	13,380,137	14,488,220	17,777,130	17,629,224	(147,906)	18,168,501
NET COUNTY COST	4,063,765	3,248,776	3,288,088	3,010,547	(277,541)	3,549,824
AUTHORIZED POSITIONS						
Salary Resolution	141.0	142.0	142.0	141.0	(1.0)	141.0
Funded FTE	133.3	131.1	132.2	130.2	(2.0)	130.2

Mental Health Adult Services (6140P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	30,917,172	32,172,419	31,233,497	31,168,879	(64,618)	25,618,879
Charges for Services	16,105,737	17,406,318	18,887,556	18,789,725	(97,831)	13,239,725
Miscellaneous Revenue	36,106	72,491	36,225	52,244	16,019	52,244
TOTAL SOURCES	47,059,016	49,651,228	50,157,278	50,010,848	(146,430)	38,910,848
REQUIREMENTS						
Salaries and Benefits	10,215,889	11,334,571	11,269,406	11,987,242	717,836	12,512,350
Services and Supplies	31,723,005	32,219,859	33,348,071	32,889,584	(458,487)	21,724,562
Other Charges	10,548,840	10,861,718	11,086,550	11,072,930	(13,620)	11,072,930
Gross Appropriations	52,487,734	54,416,147	55,704,027	55,949,756	245,729	45,309,842
Intrafund Transfers	(144,694)	(164,999)	(550,000)	(450,000)	100,000	(450,000)
TOTAL REQUIREMENTS	52,343,041	54,251,149	55,154,027	55,499,756	345,729	44,859,842
NET COUNTY COST	5,284,025	4,599,921	4,996,749	5,488,908	492,159	5,948,994
AUTHORIZED POSITIONS						
Salary Resolution	125.0	123.0	123.0	123.0		123.0
Funded FTE	117.5	113.9	114.0	113.8	(0.1)	113.8

Public Health Services (6200B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	12,393	11,966	14,000	14,000		14,000
Use of Money and Property			75,000	75,000		75,000
Intergovernmental Revenues	17,410,484	17,909,484	18,759,119	19,375,334	616,215	19,465,334
Charges for Services	3,348,520	2,652,688	3,213,969	3,864,917	650,948	4,018,692
Interfund Revenue	793,388	339,087	666,074	727,364	61,290	727,364
Miscellaneous Revenue	1,945,949	2,189,056	2,417,156	2,148,533	(268,623)	2,163,533
Total Revenue	23,510,735	23,102,281	25,145,318	26,205,148	1,059,830	26,463,923
Fund Balance	1,013,791	1,069,987	1,069,987	1,640,380	570,393	1,640,380
TOTAL SOURCES	24,524,526	24,172,268	26,215,305	27,845,528	1,630,223	28,104,303
REQUIREMENTS						
Salaries and Benefits	19,728,542	21,373,898	23,738,045	24,490,359	752,314	25,924,012
Services and Supplies	6,898,532	7,138,676	7,345,168	6,265,050	(1,080,118)	6,312,433
Other Charges	3,320,144	3,249,541	4,199,947	4,669,791	469,844	4,667,539
Fixed Assets		24,367	150,000	150,000		
Other Financing Uses			5,073		(5,073)	
Gross Appropriations	29,947,218	31,786,482	35,438,233	35,575,200	136,967	36,903,984
Intrafund Transfers	(646,910)	(779,608)	(1,484,413)	(1,009,449)	474,964	(1,009,449)
Net Appropriations	29,300,308	31,006,873	33,953,820	34,565,751	611,931	35,894,535
Contingencies/Dept Reserves	588,624	635,194	635,194	681,500	46,306	681,500
TOTAL REQUIREMENTS	29,888,932	31,642,067	34,589,014	35,247,251	658,237	36,576,035
NET COUNTY COST	5,364,406	7,469,799	8,373,709	7,401,723	(971,986)	8,471,732
AUTHORIZED POSITIONS						
Salary Resolution	275.0	272.0	272.0	273.0	1.0	273.0
Funded FTE	263.4	256.0	259.2	255.6	(3.6)	255.6

Health Promotion and Disease Control (6220P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Licenses, Permits and Franchises	12,393	11,966	14,000	14,000		14,000
Use of Money and Property			75,000	75,000		75,000
Intergovernmental Revenues	9,999,595	9,973,749	10,597,218	10,824,688	227,470	10,824,688
Charges for Services	999,745	1,036,118	1,006,990	1,329,707	322,717	1,483,482
Interfund Revenue	770,105	339,087	666,074	727,364	61,290	727,364
Miscellaneous Revenue	374,214	707,313	500,753	628,540	127,787	628,540
Total Revenue	12,156,051	12,068,233	12,860,035	13,599,299	739,264	13,753,074
Fund Balance	973,800	1,029,996	1,029,996	1,600,389	570,393	1,600,389
TOTAL SOURCES	13,129,851	13,098,229	13,890,031	15,199,688	1,309,657	15,353,463
REQUIREMENTS						
Salaries and Benefits	7,985,532	8,769,885	10,255,005	10,547,812	292,807	11,313,273
Services and Supplies	3,205,546	3,472,103	4,230,993	3,355,723	(875,270)	3,413,106
Other Charges	2,360,358	2,337,194	3,178,032	3,531,778	353,746	3,548,164
Fixed Assets		24,367	150,000	150,000		
Other Financing Uses			5,073		(5,073)	
Gross Appropriations	13,551,436	14,603,549	17,819,103	17,585,313	(233,790)	18,274,543
Intrafund Transfers	(592,699)	(636,228)	(1,351,169)	(927,562)	423,607	(927,562)
Net Appropriations	12,958,737	13,967,321	16,467,934	16,657,751	189,817	17,346,981
Contingencies/Dept Reserves	548,633	595,203	595,203	641,509	46,306	641,509
TOTAL REQUIREMENTS	13,507,370	14,562,524	17,063,137	17,299,260	236,123	17,988,490
NET COUNTY COST	377,519	1,464,295	3,173,106	2,099,572	(1,073,534)	2,635,027
AUTHORIZED POSITIONS						
Salary Resolution	119.0	115.0	115.0	119.0	4.0	119.0
Funded FTE	115.8	112.3	113.0	114.5	1.5	114.5

Family Health Services (6240P)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	7,410,889	7,935,735	8,161,901	8,550,646	388,745	8,640,646
Charges for Services	2,348,775	1,616,570	2,206,979	2,535,210	328,231	2,535,210
Interfund Revenue	23,284					
Miscellaneous Revenue	1,571,736	1,481,743	1,916,403	1,519,993	(396,410)	1,534,993
Total Revenue	11,354,684	11,034,048	12,285,283	12,605,849	320,566	12,710,849
Fund Balance	39,991	39,991	39,991	39,991		39,991
TOTAL SOURCES	11,394,675	11,074,039	12,325,274	12,645,840	320,566	12,750,840
REQUIREMENTS						
Salaries and Benefits	11,743,009	12,604,013	13,483,040	13,942,547	459,507	14,610,739
Services and Supplies	3,692,986	3,666,573	3,114,175	2,909,327	(204,848)	2,899,327
Other Charges	959,786	912,347	1,021,915	1,138,013	116,098	1,119,375
Gross Appropriations	16,395,782	17,182,933	17,619,130	17,989,887	370,757	18,629,441
Intrafund Transfers	(54,210)	(143,381)	(133,244)	(81,887)	51,357	(81,887)
Net Appropriations	16,341,571	17,039,552	17,485,886	17,908,000	422,114	18,547,554
Contingencies/Dept Reserves	39,991	39,991	39,991	39,991		39,991
TOTAL REQUIREMENTS	16,381,562	17,079,543	17,525,877	17,947,991	422,114	18,587,545
NET COUNTY COST	4,986,888	6,005,504	5,200,603	5,302,151	101,548	5,836,705
AUTHORIZED POSITIONS						
Salary Resolution	156.0	157.0	157.0	154.0	(3.0)	154.0
Funded FTE	147.6	143.7	146.2	141.1	(5.2)	141.1

Correctional Health Services (6300B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	186,276	322,125	238,029	341,141	103,112	341,141
Charges for Services	620	897	429	429		429
Interfund Revenue	470,144	420,645	444,654	366,048	(78,606)	366,048
Miscellaneous Revenue	60,602	52,443	39,302	39,302		39,302
Total Revenue	717,642	796,110	722,414	746,920	24,506	746,920
Fund Balance	166,512	117,472	117,472	372,311	254,839	168,489
TOTAL SOURCES	884,154	913,582	839,886	1,119,231	279,345	915,409
REQUIREMENTS						
Salaries and Benefits	5,360,795	5,658,822	5,380,041	6,189,722	809,681	6,412,051
Services and Supplies	1,779,732	1,554,590	1,652,287	1,691,138	38,851	1,487,316
Other Charges	108,287	490,789	718,189	441,599	(276,590)	441,599
Gross Appropriations	7,248,813	7,704,201	7,750,517	8,322,459	571,942	8,340,966
Intrafund Transfers	(1,994,446)	(2,653,143)	(2,618,192)	(2,793,317)	(175,125)	(2,837,782)
Net Appropriations	5,254,368	5,051,058	5,132,325	5,529,142	396,817	5,503,184
Contingencies/Dept Reserves	16,948	117,472	117,472		(117,472)	
TOTAL REQUIREMENTS	5,271,316	5,168,530	5,249,797	5,529,142	279,345	5,503,184
NET COUNTY COST	4,387,162	4,254,949	4,409,911	4,409,911		4,587,775
AUTHORIZED POSITIONS						
Salary Resolution	61.0	55.0	55.0	57.0	2.0	57.0
Funded FTE	56.8	52.1	53.3	52.0	(1.3)	52.0

IHSS Public Authority GF (6900B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
REQUIREMENTS						
Other Charges	4,604,077	4,487,523	4,487,523	4,487,523		4,487,523
TOTAL REQUIREMENTS	4,604,077	4,487,523	4,487,523	4,487,523		4,487,523
NET COUNTY COST	4,604,077	4,487,523	4,487,523	4,487,523		4,487,523

San Mateo Medical Center (6600D)
Medical Center Enterprise Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	9	15,079		28,463	28,463	28,748
Use of Money and Property	4,972	17,837	1,900	1,368	(532)	1,382
Intergovernmental Revenues	24,984,267	28,993,752	26,778,059	34,763,494	7,985,435	36,665,820
Charges for Services	63,337,896	84,392,743	86,596,436	98,423,793	11,827,357	103,294,595
Interfund Revenue	4,414,559	2,333,214	7,341,332	3,083,220	(4,258,112)	3,153,444
Miscellaneous Revenue	11,423,347	2,731,774	3,585,773	2,626,693	(959,080)	3,539,868
Other Financing Sources	43,514,222	54,165,685	46,171,281	43,402,000	(2,769,281)	43,402,000
Total Revenue	147,679,272	172,650,085	170,474,781	182,329,031	11,854,250	190,085,857
Fund Balance	(3,307,280)	(2,813,509)	(2,813,509)		2,813,509	
TOTAL SOURCES	144,371,992	169,836,576	167,661,272	182,329,031	14,667,759	190,085,857
REQUIREMENTS						
Salaries and Benefits	71,068,928	91,788,490	93,521,719	103,227,058	9,705,339	108,195,642
Services and Supplies	45,362,516	49,212,887	41,164,692	48,273,297	7,108,605	50,176,442
Other Charges	18,231,558	18,719,105	18,723,333	20,898,002	2,174,669	21,767,893
Fixed Assets	300,000		4,388,429		(4,388,429)	15,206
Other Financing Uses	12,222,499	10,230,222	9,818,477	9,930,674	112,197	9,930,674
Net Appropriations	147,185,501	169,950,704	167,616,650	182,329,031	14,712,381	190,085,857
Non-General Fund Reserves	(2,813,510)	(114,128)	44,622		(44,622)	
TOTAL REQUIREMENTS	144,371,991	169,836,576	167,661,272	182,329,031	14,667,759	190,085,857
AUTHORIZED POSITIONS						
Salary Resolution	885.0	1,232.0	1,206.0	1,216.0	10.0	1,216.0
Funded FTE	811.5	1,110.1	1,039.8	1,096.4	56.7	1,096.4

Administration and Financial Services (6601B)
Medical Center Enterprise Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	4,650	13,543	200		(200)	
Intergovernmental Revenues	17,657,470	27,745,813	25,288,766	32,847,821	7,559,055	34,654,363
Charges for Services	10,425,415	(108,267,381)	(114,578,762)	(128,070,386)	(13,491,624)	(134,515,892)
Interfund Revenue	2,204,285	1,173,351	5,350,000	1,375,000	(3,975,000)	1,402,500
Miscellaneous Revenue	8,137,786	1,071,277	1,185,264	515,934	(669,330)	1,387,293
Other Financing Sources	35,139,065	53,467,152	46,171,281	43,152,000	(3,019,281)	43,152,000
Total Revenue	73,568,670	(24,796,245)	(36,583,251)	(50,179,631)	(13,596,380)	(53,919,736)
Fund Balance	(5,294,177)	(4,503,766)	(4,503,766)		4,503,766	
TOTAL SOURCES	68,274,493	(29,300,011)	(41,087,017)	(50,179,631)	(9,092,614)	(53,919,736)
REQUIREMENTS						
Salaries and Benefits	7,382,399	9,916,048	10,052,883	10,999,211	946,328	11,583,113
Services and Supplies	15,089,078	15,093,312	14,135,242	18,068,890	3,933,648	18,766,404
Other Charges	8,524,200	11,639,666	11,587,848	12,016,091	428,243	12,520,684
Fixed Assets	300,000		4,230,207		(4,230,207)	
Other Financing Uses	8,110,064	10,230,222	9,818,477	9,930,674	112,197	9,930,674
Net Appropriations	39,405,742	46,879,248	49,824,657	51,014,866	1,190,209	52,800,875
Non-General Fund Reserves	(4,503,766)	(114,128)	44,622		(44,622)	
TOTAL REQUIREMENTS	34,901,976	46,765,120	49,869,279	51,014,866	1,145,587	52,800,875
NET COUNTY COST	(33,372,518)	76,065,131	90,956,296	101,194,497	10,238,201	106,720,611
AUTHORIZED POSITIONS						
Salary Resolution	604.0	130.0	128.0	126.0	(2.0)	126.0
Funded FTE	544.2	128.8	122.4	125.5	3.1	125.5

Quality Management (6605B)
Medical Center Enterprise Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	6	114				
Use of Money and Property		17				
Charges for Services	9,090	9,145	20,000	15,000	(5,000)	15,750
Interfund Revenue	14,425	15,786	9,000	15,000	6,000	15,300
Miscellaneous Revenue	7,350	29,756		275	275	281
TOTAL SOURCES	30,872	54,819	29,000	30,275	1,275	31,331
REQUIREMENTS						
Salaries and Benefits	3,899,648	4,528,714	4,913,260	4,982,429	69,169	5,217,283
Services and Supplies	900,451	1,503,812	1,154,885	1,787,332	632,447	1,856,572
Other Charges	214,715	3,669	31,540	80,186	48,646	83,393
TOTAL REQUIREMENTS	5,014,814	6,036,195	6,099,685	6,849,947	750,262	7,157,248
NET COUNTY COST	4,983,942	5,981,376	6,070,685	6,819,672	748,987	7,125,917
AUTHORIZED POSITIONS						
Salary Resolution	—	57.0	60.0	55.0	(5.0)	55.0
Funded FTE	—	56.8	58.6	55.1	(3.5)	55.1

Patient Care Services (6610B)
Medical Center Enterprise Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property		(6)				
Intergovernmental Revenues	590,692	32,420	81,991		(81,991)	
Charges for Services		59,167,325	63,093,627	69,252,189	6,158,562	72,714,798
Interfund Revenue	79,114		60,000		(60,000)	
Miscellaneous Revenue	487,055	104,605	766,973	454,093	(312,880)	463,175
Other Financing Sources		(4,250)				
TOTAL SOURCES	1,156,860	59,300,095	64,002,591	69,706,282	5,703,691	73,177,973
REQUIREMENTS						
Salaries and Benefits	20,772,537	22,577,882	21,699,471	24,226,943	2,527,472	25,133,933
Services and Supplies	6,569,820	7,851,938	3,158,488	8,418,387	5,259,899	8,742,823
Other Charges	1,648,059	303,814	132,017	447,758	315,741	462,572
TOTAL REQUIREMENTS	28,990,415	30,733,635	24,989,976	33,093,088	8,103,112	34,339,328
NET COUNTY COST	27,833,555	(28,566,460)	(39,012,615)	(36,613,194)	2,399,421	(38,838,645)
AUTHORIZED POSITIONS						
Salary Resolution	—	254.0	242.0	250.0	8.0	250.0
Funded FTE	—	208.8	197.2	206.0	8.8	206.0

Ancillary and Support Services (6640B)
Medical Center Enterprise Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes		14,951		28,463	28,463	28,748
Use of Money and Property		4,283	1,700	1,368	(332)	1,382
Intergovernmental Revenues	556,070					
Charges for Services	2,233,750	53,092,855	52,882,372	58,240,891	5,358,519	61,144,535
Interfund Revenue	503,010	320,258	713,000	289,752	(423,248)	304,107
Miscellaneous Revenue	846,749	1,122,254	1,383,536	1,319,759	(63,777)	1,346,154
Other Financing Sources	406,838	706,934		250,000	250,000	250,000
TOTAL SOURCES	4,546,416	55,261,535	54,980,608	60,130,233	5,149,625	63,074,926
REQUIREMENTS						
Salaries and Benefits	11,588,506	17,353,441	17,160,651	19,296,445	2,135,794	20,256,979
Services and Supplies	14,145,173	16,358,383	15,137,821	15,269,321	131,500	15,881,694
Other Charges	3,920,840	3,721,286	4,005,566	4,652,729	647,163	4,853,093
TOTAL REQUIREMENTS	29,654,519	37,433,109	36,304,038	39,218,495	2,914,457	40,991,766
NET COUNTY COST	25,108,103	(17,828,426)	(18,676,570)	(20,911,738)	(2,235,168)	(22,083,160)
AUTHORIZED POSITIONS						
Salary Resolution		236.0	228.0	232.0	4.0	232.0
Funded FTE		232.1	210.5	228.2	17.6	228.2

Long Term Care Services (6680B)
Medical Center Enterprise Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	2,831,324	860				
Charges for Services	15,386,197	44,593,177	45,835,753	61,889,543	16,053,790	64,984,020
Miscellaneous Revenue	28,678	43,753				
TOTAL SOURCES	18,246,199	44,637,790	45,835,753	61,889,543	16,053,790	64,984,020
REQUIREMENTS						
Salaries and Benefits	4,915,720	13,546,055	14,880,013	17,228,256	2,348,243	18,228,860
Services and Supplies	258,445	2,427,463	2,249,933	1,933,590	(316,343)	2,018,341
Other Charges	684,348	1,586,756	947,531	1,556,770	609,239	1,618,107
Fixed Assets			158,222		(158,222)	15,206
TOTAL REQUIREMENTS	5,858,513	17,560,274	18,235,699	20,718,616	2,482,917	21,880,514
NET COUNTY COST	(12,387,686)	(27,077,515)	(27,600,054)	(41,170,927)	(13,570,873)	(43,103,506)
AUTHORIZED POSITIONS						
Salary Resolution		261.0	257.0	259.0	2.0	259.0
Funded FTE		208.2	183.2	206.2	23.0	206.2

Ambulatory and Medical Services (6850B)
Medical Center Enterprise Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	3	14				
Use of Money and Property	322					
Intergovernmental Revenues	3,348,712	1,214,660	1,407,302	1,915,673	508,371	2,011,457
Charges for Services	35,283,445	35,797,623	39,343,446	37,096,556	(2,246,890)	38,951,384
Interfund Revenue	1,613,725	823,818	1,209,332	1,403,468	194,136	1,431,537
Miscellaneous Revenue	1,915,729	360,129	250,000	336,632	86,632	342,965
Other Financing Sources	7,968,319	(4,151)				
Total Revenue	50,130,254	38,192,092	42,210,080	40,752,329	(1,457,751)	42,737,343
Fund Balance	1,986,897	1,690,257	1,690,257		(1,690,257)	
TOTAL SOURCES	52,117,151	39,882,349	43,900,337	40,752,329	(3,148,008)	42,737,343
REQUIREMENTS						
Salaries and Benefits	22,510,118	23,866,350	24,815,441	26,493,774	1,678,333	27,775,474
Services and Supplies	8,399,549	5,977,980	5,328,323	2,795,777	(2,532,546)	2,910,608
Other Charges	3,239,396	1,463,914	2,018,831	2,144,468	125,637	2,230,044
Other Financing Uses	4,112,435					
Net Appropriations	38,261,499	31,308,243	32,162,595	31,434,019	(728,576)	32,916,126
Non-General Fund Reserves	1,690,256					
TOTAL REQUIREMENTS	39,951,755	31,308,243	32,162,595	31,434,019	(728,576)	32,916,126
NET COUNTY COST	(12,165,397)	(8,574,107)	(11,737,742)	(9,318,310)	2,419,432	(9,821,217)
AUTHORIZED POSITIONS						
Salary Resolution	281.0	294.0	291.0	294.0	3.0	294.0
Funded FTE	267.4	275.4	267.9	275.4	7.6	275.4

Medical Center Capital Purchases (6750D)
Medical Center Enterprise Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Interfund Revenue		3,154,507				
Miscellaneous Revenue				1,638,681	1,638,681	97,465
Other Financing Sources				3,000,000	3,000,000	181,008
Fund Balance				767,172	767,172	
TOTAL SOURCES		3,154,507		5,405,853	5,405,853	278,473
REQUIREMENTS						
Services and Supplies		1,482,014				
Other Charges		855,636				
Fixed Assets				3,405,853	3,405,853	(1,721,527)
Other Financing Uses		55,685		2,000,000	2,000,000	2,000,000
Net Appropriations		2,393,334		5,405,853	5,405,853	278,473
Non-General Fund Reserves		761,173				
TOTAL REQUIREMENTS		3,154,507		5,405,853	5,405,853	278,473

Contributions to Medical Center (5850D)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	14,632,668	12,959,732	12,166,231	11,534,162	(632,069)	11,534,162
Miscellaneous Revenue		7,327,092	8,024,480	7,193,499	(830,981)	7,193,499
TOTAL SOURCES	14,632,668	20,286,824	20,190,711	18,727,661	(1,463,050)	18,727,661
REQUIREMENTS						
Services and Supplies	11,959,714	10,464,334	8,670,833	8,670,833		8,670,833
Other Financing Uses	38,333,289	50,828,417	43,716,417	43,152,000	(564,417)	43,152,000
Gross Appropriations	50,293,003	61,292,751	52,387,250	51,822,833	(564,417)	51,822,833
Intrafund Transfers	(1,000,000)	(1,000,000)				
TOTAL REQUIREMENTS	49,293,003	60,292,751	52,387,250	51,822,833	(564,417)	51,822,833
NET COUNTY COST	34,660,335	40,005,927	32,196,539	33,095,172	898,633	33,095,172

Human Services Agency
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	26,752	27,017	27,017	27,017		27,017
Intergovernmental Revenues	120,515,787	137,162,063	151,611,045	150,547,830	(1,063,215)	149,742,274
Charges for Services	1,471,440	1,310,527	1,856,298	1,643,747	(212,551)	1,643,747
Interfund Revenue	327,337	41,054	75,000	50,000	(25,000)	50,000
Miscellaneous Revenue	7,752,197	7,988,791	5,722,187	6,849,657	1,127,470	6,462,291
Total Revenue	130,093,513	146,529,452	159,291,547	159,118,251	(173,296)	157,925,329
Fund Balance	7,747,425	5,765,281	5,765,281	6,166,477	401,196	4,886,811
TOTAL SOURCES	137,840,938	152,294,733	165,056,828	165,284,728	227,900	162,812,140
REQUIREMENTS						
Salaries and Benefits	53,187,487	60,389,701	65,053,542	69,157,255	4,103,713	72,509,797
Services and Supplies	35,500,650	36,081,200	40,618,852	40,930,937	312,085	40,310,079
Other Charges	78,663,487	84,400,993	91,418,630	90,366,517	(1,052,113)	88,031,900
Fixed Assets	339,491	1,437,814	928,000	224,000	(704,000)	
Other Financing Uses	109,973	311,859	338,135	341,947	3,812	341,947
Gross Appropriations	167,801,087	182,621,568	198,357,159	201,020,656	2,663,497	201,193,723
Intrafund Transfers	(16,548,955)	(17,754,318)	(18,007,248)	(19,731,338)	(1,724,090)	(20,209,385)
Net Appropriations	151,252,132	164,867,249	180,349,911	181,289,318	939,407	180,984,338
Contingencies/Dept Reserves	4,571,579	4,597,626	4,597,626	4,086,733	(510,893)	4,086,733
TOTAL REQUIREMENTS	155,823,711	169,464,875	184,947,537	185,376,051	428,514	185,071,071
NET COUNTY COST	17,982,773	17,170,142	19,890,709	20,091,323	200,614	22,258,931
AUTHORIZED POSITIONS						
Salary Resolution	723.0	752.0	749.0	753.0	4.0	753.0
Funded FTE	717.6	740.7	737.7	747.3	9.6	747.3

Program Support (7301B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	1,012,772	1,676,030	1,597,194	1,539,688	(57,506)	1,556,560
Interfund Revenue	126,436					
Miscellaneous Revenue	75,951	29,951	84,299	96,127	11,828	96,127
Total Revenue	1,215,159	1,705,981	1,681,493	1,635,815	(45,678)	1,652,687
Fund Balance	3,911,598	4,112,300	4,112,300	3,337,891	(774,409)	3,096,891
TOTAL SOURCES	5,126,757	5,818,281	5,793,793	4,973,706	(820,087)	4,749,578
REQUIREMENTS						
Salaries and Benefits	8,598,793	9,825,238	9,936,233	10,817,939	881,706	11,380,347
Services and Supplies	3,325,551	2,017,185	3,324,743	3,312,943	(11,800)	3,290,943
Other Charges	2,290,388	2,241,279	2,398,971	2,398,971		2,398,971
Fixed Assets	288,613	511,626	310,000	219,000	(91,000)	
Gross Appropriations	14,503,345	14,595,329	15,969,947	16,748,853	778,906	17,070,261
Intrafund Transfers	(12,043,317)	(13,036,369)	(13,549,660)	(14,442,163)	(892,503)	(14,920,210)
Net Appropriations	2,460,028	1,558,960	2,420,287	2,306,690	(113,597)	2,150,051
Contingencies/Dept Reserves	3,646,598	3,672,645	3,672,645	3,096,891	(575,754)	3,096,891
TOTAL REQUIREMENTS	6,106,626	5,231,605	6,092,932	5,403,581	(689,351)	5,246,942
NET COUNTY COST	979,869	(586,676)	299,139	429,875	130,736	497,364
AUTHORIZED POSITIONS						
Salary Resolution	102.0	108.0	108.0	111.0	3.0	111.0
Funded FTE	101.7	107.7	107.7	110.5	2.8	110.5

Community Capacity Building (7201B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	6,947,445	9,217,938	13,074,517	13,651,635	577,118	12,738,150
Miscellaneous Revenue	3,006,647	4,567,318	2,469,507	2,699,307	229,800	2,699,307
Total Revenue	9,954,092	13,785,256	15,544,024	16,350,942	806,918	15,437,457
Fund Balance	737,039					
TOTAL SOURCES	10,691,131	13,785,256	15,544,024	16,350,942	806,918	15,437,457
REQUIREMENTS						
Salaries and Benefits	1,588,290	1,768,116	1,748,167	1,888,381	140,214	1,974,896
Services and Supplies	2,386,708	2,481,010	2,701,241	3,157,652	456,411	3,157,652
Other Charges	8,068,823	10,531,194	12,841,467	13,248,103	406,636	12,248,103
Fixed Assets		725,710				
Gross Appropriations	12,043,821	15,506,030	17,290,875	18,294,136	1,003,261	17,380,651
Intrafund Transfers	(310,641)	(451,808)	(339,447)	(618,626)	(279,179)	(618,626)
TOTAL REQUIREMENTS	11,733,179	15,054,223	16,951,428	17,675,510	724,082	16,762,025
NET COUNTY COST	1,042,048	1,268,967	1,407,404	1,324,568	(82,836)	1,324,568
AUTHORIZED POSITIONS						
Salary Resolution	18.0	17.0	17.0	17.0		17.0
Funded FTE	18.0	17.0	17.0	17.0		17.0

Economic Self-Sufficiency (7001B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	53,550,843	64,052,465	70,739,725	70,491,568	(248,157)	70,983,579
Charges for Services	880,689	687,319	1,220,000	1,020,000	(200,000)	1,020,000
Interfund Revenue	200,900	41,054	75,000	50,000	(25,000)	50,000
Miscellaneous Revenue	1,008,227	951,631	460,120	687,759	227,639	687,759
Total Revenue	55,640,659	65,732,469	72,494,845	72,249,327	(245,518)	72,741,338
Fund Balance		278,000	278,000	197,393	(80,607)	
TOTAL SOURCES	55,640,659	66,010,469	72,772,845	72,446,720	(326,125)	72,741,338
REQUIREMENTS						
Salaries and Benefits	23,145,372	26,990,449	29,890,004	31,281,753	1,391,749	32,787,497
Services and Supplies	16,195,300	18,124,862	19,542,089	17,957,709	(1,584,380)	17,693,904
Other Charges	25,668,778	31,157,568	31,352,086	32,814,682	1,462,596	32,814,682
Fixed Assets	5,199	200,478	618,000	5,000	(613,000)	
Other Financing Uses	109,973	197,791	213,044	224,175	11,131	224,175
Gross Appropriations	65,124,623	76,671,148	81,615,223	82,283,319	668,096	83,520,258
Intrafund Transfers	(3,455,351)	(3,402,095)	(3,193,288)	(3,845,520)	(652,232)	(3,845,520)
TOTAL REQUIREMENTS	61,669,272	73,269,053	78,421,935	78,437,799	15,864	79,674,738
NET COUNTY COST	6,028,613	7,258,584	5,649,090	5,991,079	341,989	6,933,400
AUTHORIZED POSITIONS						
Salary Resolution	341.0	370.0	367.0	370.0	3.0	370.0
Funded FTE	340.0	364.2	361.2	367.0	5.8	367.0

Family Strength (7101B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	26,752	27,017	27,017	27,017		27,017
Intergovernmental Revenues	59,004,726	62,215,629	66,199,609	64,864,939	(1,334,670)	64,463,985
Charges for Services	590,751	623,208	636,298	623,747	(12,551)	623,747
Miscellaneous Revenue	3,661,373	2,439,892	2,708,261	3,366,464	658,203	2,979,098
Total Revenue	63,283,603	65,305,746	69,571,185	68,882,167	(689,018)	68,093,847
Fund Balance	3,098,788	1,374,981	1,374,981	2,631,193	1,256,212	1,789,920
TOTAL SOURCES	66,382,391	66,680,727	70,946,166	71,513,360	567,194	69,883,767
REQUIREMENTS						
Salaries and Benefits	19,855,031	21,805,897	23,479,138	25,169,182	1,690,044	26,367,057
Services and Supplies	13,593,091	13,458,143	15,050,779	16,502,633	1,451,854	16,167,580
Other Charges	42,635,498	40,470,952	44,826,106	41,904,761	(2,921,345)	40,570,144
Fixed Assets	45,679					
Other Financing Uses		114,068	125,091	117,772	(7,319)	117,772
Gross Appropriations	76,129,299	75,849,060	83,481,114	83,694,348	213,234	83,222,553
Intrafund Transfers	(739,646)	(864,046)	(924,853)	(825,029)	99,824	(825,029)
Net Appropriations	75,389,653	74,985,014	82,556,261	82,869,319	313,058	82,397,524
Contingencies/Dept Reserves	924,981	924,981	924,981	989,842	64,861	989,842
TOTAL REQUIREMENTS	76,314,634	75,909,995	83,481,242	83,859,161	377,919	83,387,366
NET COUNTY COST	9,932,243	9,229,267	12,535,076	12,345,801	(189,275)	13,503,599
AUTHORIZED POSITIONS						
Salary Resolution	262.0	257.0	257.0	255.0	(2.0)	255.0
Funded FTE	257.9	251.8	251.8	252.8	1.0	252.8

Non-Departmental Services (8000B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Taxes	155,239,956	188,002,427	156,015,890	163,346,403	7,330,513	170,268,109
Licenses, Permits and Franchises	330,255	354,924	330,000	330,000		330,000
Use of Money and Property	11,937,330	8,626,696	9,608,366	9,608,366		9,800,533
Intergovernmental Revenues	51,102,153	39,588,143	14,435,938	43,059,091	28,623,153	43,956,139
Charges for Services	23,302	23,695				
Interfund Revenue	2,895,262	5,531,834	6,481,082	5,345,134	(1,135,948)	5,345,134
Miscellaneous Revenue	282,554	484,900				
Other Financing Sources	3,878,834	1,680,581				
Total Revenue	225,689,647	244,293,202	186,871,276	221,688,994	34,817,718	229,699,915
Fund Balance	127,545,177	148,324,378	148,324,378	142,413,310	(5,911,068)	120,817,151
TOTAL SOURCES	353,234,824	392,617,580	335,195,654	364,102,304	28,906,650	350,517,066
REQUIREMENTS						
Salaries and Benefits	19,490	24,209	536,000	6,036,000	5,500,000	4,736,000
Services and Supplies	3,378,904	6,247,389	24,053,163	21,540,526	(2,512,637)	20,540,526
Other Charges	2,213,484	11,106,213	15,849,798	5,088,354	(10,761,444)	3,000,000
Fixed Assets	189,216	25,394	210,784		(210,784)	
Other Financing Uses	8,857,511	15,782,900	13,041,548	10,185,938	(2,855,610)	7,892,969
Gross Appropriations	14,658,605	33,186,105	53,691,293	42,850,818	(10,840,475)	36,169,495
Intrafund Transfers	(627,388)	(514,035)	(513,453)	(569,809)	(56,356)	(569,809)
Net Appropriations	14,031,217	32,672,070	53,177,840	42,281,009	(10,896,831)	35,599,686
Contingencies/Dept Reserves	73,316,790	44,806,193	59,003,637	93,275,246	34,271,609	71,639,059
TOTAL REQUIREMENTS	87,348,007	77,478,263	112,181,477	135,556,255	23,374,778	107,238,745
NET COUNTY COST	(265,886,818)	(315,139,317)	(223,014,178)	(228,546,050)	(5,531,872)	(243,278,322)

Sergeants/Teamsters Retiree Health (8050B)
Sergeants/Teamsters Retiree Health Funds

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	7,675	3,996				
Interfund Revenue	19,490	24,209	20,000	20,000		20,000
Miscellaneous Revenue	19,713	24,209	20,000	20,000		20,000
Total Revenue	46,878	52,414	40,000	40,000		40,000
Fund Balance	243,342	142,755	142,755	140,889	(1,866)	139,659
TOTAL SOURCES	290,220	195,169	182,755	180,889	(1,866)	179,659
REQUIREMENTS						
Salaries and Benefits	290,220	54,279	115,814	51,230	(64,584)	50,000
Net Appropriations	290,220	54,279	115,814	51,230	(64,584)	50,000
Contingencies/Dept Reserves		140,890	66,941	129,659	62,718	129,659
TOTAL REQUIREMENTS	290,220	195,169	182,755	180,889	(1,866)	179,659

Contingencies (8100B)
General Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
REQUIREMENTS						
Contingencies/Dept Reserves	20,984,016	23,198,948	23,198,948	23,501,594	302,646	23,359,619
TOTAL REQUIREMENTS	20,984,016	23,198,948	23,198,948	23,501,594	302,646	23,359,619
NET COUNTY COST	20,984,016	23,198,948	23,198,948	23,501,594	302,646	23,359,619

Accumulated Capital Outlay Fund (8200B)
Accumulated Capital Outlay Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	1,157	222				
Total Revenue	1,157	222				
Fund Balance	43,063	8,561	8,561	7,635	(926)	3,693
TOTAL SOURCES	44,220	8,783	8,561	7,635	(926)	3,693
REQUIREMENTS						
Other Financing Uses	35,659	1,148	8,561	7,635	(926)	3,693
Net Appropriations	35,659	1,148	8,561	7,635	(926)	3,693
Non-General Fund Reserves	8,561	7,635				
TOTAL REQUIREMENTS	44,220	8,783	8,561	7,635	(926)	3,693

Courthouse Construction Fund (8300B)
Courthouse Temporary Construction Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Fines, Forfeitures and Penalties	1,054					
Use of Money and Property	83,631	68,400	40,000	40,000		40,000
Charges for Services	1,253,481	1,281,346	1,200,000	1,200,000		1,200,000
Total Revenue	1,338,167	1,349,746	1,240,000	1,240,000		1,240,000
Fund Balance	2,141,012	2,553,041	2,553,040	2,855,738	302,698	2,851,614
TOTAL SOURCES	3,479,179	3,902,787	3,793,040	4,095,738	302,698	4,091,614
REQUIREMENTS						
Other Financing Uses	925,778	1,047,049	2,522,078	2,538,114	16,036	1,536,485
Net Appropriations	925,778	1,047,049	2,522,078	2,538,114	16,036	1,536,485
Non-General Fund Reserves	2,553,400	2,855,738	1,270,962	1,557,624	286,662	2,555,129
TOTAL REQUIREMENTS	3,479,178	3,902,787	3,793,040	4,095,738	302,698	4,091,614

Criminal Justice Construction Fund (8400B)
Criminal Justice Temporary Construction Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	91,048	60,442	40,000	40,000		40,000
Charges for Services	1,254,042	1,281,218	1,200,000	1,200,000		1,200,000
Total Revenue	1,345,090	1,341,660	1,240,000	1,240,000		1,240,000
Fund Balance	2,031,225	2,276,316	2,276,315	2,066,511	(209,804)	2,154,045
TOTAL SOURCES	3,376,315	3,617,976	3,516,315	3,306,511	(209,804)	3,394,045
REQUIREMENTS						
Other Financing Uses	1,100,000	1,551,465	2,764,124	2,314,689	(449,435)	1,707,345
Net Appropriations	1,100,000	1,551,465	2,764,124	2,314,689	(449,435)	1,707,345
Non-General Fund Reserves	2,276,315	2,066,511	752,191	991,822	239,631	1,686,700
TOTAL REQUIREMENTS	3,376,315	3,617,976	3,516,315	3,306,511	(209,804)	3,394,045

Capital Projects (8500B)
Capital Project Funds

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Intergovernmental Revenues	1,798,050	195,040	2,250,653	1,764,254	(486,399)	882,128
Charges for Services	1,241	915	502,678	217,312	(285,366)	152,656
Miscellaneous Revenue	389,908	23,055	275,930	300,000	24,070	150,000
Other Financing Sources	8,908,483	8,124,229	12,441,741	12,813,865	372,124	6,268,019
Total Revenue	11,097,681	8,343,239	15,471,002	15,095,431	(375,571)	7,452,803
Fund Balance	1,194,190	1,133,149	1,221,790	869,144	(352,646)	529,489
TOTAL SOURCES	12,291,871	9,476,388	16,692,792	15,964,575	(728,217)	7,982,292
REQUIREMENTS						
Fixed Assets	11,070,082	8,607,244	16,692,792	15,964,575	(728,217)	7,982,292
Net Appropriations	11,070,082	8,607,244	16,692,792	15,964,575	(728,217)	7,982,292
Non-General Fund Reserves	1,221,790	869,144				
TOTAL REQUIREMENTS	12,291,872	9,476,388	16,692,792	15,964,575	(728,217)	7,982,292

Debt Service Fund (8900B)
Debt Service Fund

FY 2004-05 and 2005-06 Budget Unit Summary

	Actual 2002-03	Actual 2003-04	Revised 2003-04	Adopted 2004-05	Change 2004-05	Adopted 2005-06
SOURCES						
Use of Money and Property	454,411	521,239				
Miscellaneous Revenue		6,523,391				
Other Financing Sources	10,404,903	23,589,500	20,878,251	20,985,094	106,843	21,018,483
Total Revenue	10,859,314	30,634,130	20,878,251	20,985,094	106,843	21,018,483
Fund Balance	13,932,780	21,506,318	15,433,659	23,266,183	7,832,524	23,266,183
TOTAL SOURCES	24,792,094	52,140,448	36,311,910	44,251,277	7,939,367	44,284,666
REQUIREMENTS						
Salaries and Benefits	477					
Other Charges	9,357,958	28,874,266	21,428,251	21,535,094	106,843	21,568,483
Net Appropriations	9,358,435	28,874,266	21,428,251	21,535,094	106,843	21,568,483
Non-General Fund Reserves	15,433,659	23,266,183	14,883,659	22,716,183	7,832,524	22,716,183
TOTAL REQUIREMENTS	24,792,094	52,140,449	36,311,910	44,251,277	7,939,367	44,284,666

Controller's Schedules

Adopted Budget
FY 2004-2005
FY 2005-2006

People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

COUNTY BUDGET FORM
SCHEDULE 1

County of San Mateo
STATE OF CALIFORNIA
SUMMARY OF COUNTY BUDGET
FOR FISCAL YEAR 2004-2005

	AVAILABLE FINANCING				FINANCING REQUIREMENTS		
COUNTY FUNDS	Fund Balance Unreserved/ Undesignated 6/30/04	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing	Estimated Financing Uses	Provisions for Reserves and Designations (new or incr.)	Total Financing Requirements
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
00001 GENERAL FUND	186,589,758	0	739,088,706	925,678,464	925,678,464		925,678,464
00102 EMERGENCY MEDICAL SERVICES FD	0	882,226	1,445,529	2,327,755	2,327,755		2,327,755
00105 IHSS PUBLIC AUTHORITY FD	202,653	1,143,781	12,237,320	13,583,754	13,583,754		13,583,754
00106 FISH AND GAME PROPAGATION FD	24,062	53,801	6,500	84,363	84,363		84,363
00107 OFF-HIGHWAY VEHICLE LICENSE FEES F	29,740	267,947	27,500	325,187	325,187		325,187
00108 STRUCTURAL FIRE PROTECTION FD	201,433	1,312,523	5,584,901	7,098,857	7,098,857		7,098,857
00109 LIBRARY	5,264,199	680,000	14,561,778	20,505,977	20,505,978		20,505,978
00110 ROAD FUND	993,761	392,777	13,789,011	15,175,549	15,175,549		15,175,549
00111 HALF-CENT TRANSPORTATION FD	1,926,131	731,507	2,236,282	4,893,920	4,893,920		4,893,920
00114 ROAD IMPROVEMENT FUND	654,744	3,294,868	551,000	4,500,612	4,500,612		4,500,612
00115 SOLID WASTE FUND	4,111,448	6,853,328	5,468,321	16,433,097	16,433,097		16,433,097
00301 DEBT SERVICE FUND	8,382,524	14,883,659	20,985,094	44,251,277	44,251,277		44,251,277
00400 ACCUMULATED CAPITAL OUTLAY FD	7,635	0	0	7,635	7,635		7,635
00401 CRIMINAL JUSTICE TEMP CONST FD	1,314,320	752,191	1,240,000	3,306,511	3,306,511		3,306,511
00402 COURTHOUSE TEMP CONSTRUCTION FD	1,584,776	1,270,962	1,240,000	4,095,738	4,095,738		4,095,738
00404 PARKS ACQUISITION & DEVELOPMENT F	3,131,295	56,006	3,303,769	6,491,070	6,491,069		6,491,069
00410 CAPITAL PROJECTS FD	869,144	0	15,095,431	15,964,575	15,964,575		15,964,575
00500 COYOTE POINT MARINA	0	0	1,165,550	1,165,550	1,165,550		1,165,550
00501 AIRPORTS	654,814	1,117,754	4,395,270	6,167,838	6,167,838		6,167,838
00610 MOTOR POOL INTERNAL SERVICE FUND	1,130,348	5,789,623	4,608,995	11,528,966	11,528,966		11,528,966
00611 TOWER ROAD CONSTRUCTION FUND	339,681	0	3,978,320	4,318,001	4,318,001		4,318,001
Appropriation Limit (including districts under control of the Board of Supervisors) $312,216,678							
Appropriations Subject to the Limitation $201,424,092.25							
TOTAL	217,412,466	39,482,953	851,009,277	1,107,904,696	1,107,904,696	0	1,107,904,696

COUNTY BUDGET FORM
SCHEDULE 2

County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF FUND BALANCE UNRESERVED/UNDESIGNATED
AS OF JUNE 30, 2004

COUNTY FUNDS	Fund Balance (per auditor) as of June 30, 2004 Actual	LESS: FUND BALANCE-RESERVED/DESIGNATED			Fund Balance Unreserved/ Undesignated June 30, 2004 Actual
		Encumbrances	General & Other Reserves	Designations	
(1)	(2)	(3)	(4)	(5)	(6)
00001 GENERAL FUND	201,130,627	9,381,673		5,159,196	186,589,758
00102 EMERGENCY MEDICAL SERVICES FUND	882,226		882,226		-
00105 IHSS PUBLIC AUTHORITY FUND	1,355,332	8,898	1,143,781		202,653
00106 FISH AND GAME PROPAGATION FUND	77,863		53,801		24,062
00107 OFF-HIGHWAY VEHICLE LICENSE FEES	297,687		267,947		29,740
00108 STRUCTURAL FIRE PROTECTION FUND	1,513,956		1,312,523		201,433
00109 LIBRARY	7,686,257		680,000	1,742,058	5,264,199
00110 ROAD FUND	3,442,834	2,056,296	392,777		993,761
00111 HALF-CENT TRANSPORTATION FUND	2,657,638		731,507		1,926,131
00114 ROAD IMPROVEMENT FUND	3,949,612		3,294,868		654,744
00115 SOLID WASTE FUND	10,964,776		6,853,328		4,111,448
00301 DEBT SERVICE FUND	23,266,183		14,883,659		8,382,524
00400 ACCUMULATED CAPITAL OUTLAY FUND	3,007,635			3,000,000	7,635
00401 CRIMINAL JUSTICE TEMP CONST FUND	2,066,511		752,191		1,314,320
00402 COURTHOUSE TEMP CONSTRUCTION	2,855,738		1,270,962		1,584,776
00404 PARKS ACQUISITION & DEVELOPMENT	3,187,301		56,006		3,131,295
00410 CAPITAL PROJECTS FUND	982,868	113,724			869,144
00500 COYOTE POINT MARINA					-
00501 AIRPORTS FUND	15,140,049		1,117,754	13,367,481	654,814
00610 MOTOR POOL INTERNAL SERVICE FUND	6,919,971		5,789,623		1,130,348
00611 TOWER ROAD CONSTRUCTION FUND	339,681				339,681
TOTAL	291,724,745	11,560,591	39,482,953	23,268,735	217,412,466

COUNTY BUDGET FOR

SCHEDULE 3

County of San Mateo
STATE OF CALIFORNIA
DETAIL OF PROVISIONS FOR RESERVES/DESIGNATIONS
(With Supplemental Data Affecting Reserve/Designation Balances)
FOR FISCAL YEAR 2004-2005

Description (Identify Reserves and Designations)	Reserves/ Designations Balance as of 6/30/04	Amount Made Available for Financing by Cancellation		Increase or New Reserves/Desig. to be Provided in Budget Year		Total Reserves/ Designations for Budget Year	Fund
		Recommended	Approved/ Adopted by the Board of Supervisors	Recommended	Approved/ Adopted by the Board of Supervisors		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
00102 GENERAL RESERVES	882,226	882,226	882,226			0	00102
00105 GENERAL RESERVES	1,143,781	1,143,781	1,143,781			0	00105
00106 GENERAL RESERVES	53,801	53,801	53,801			0	00106
00107 GENERAL RESERVES	267,947	267,947	267,947			0	00107
00108 GENERAL RESERVES	1,312,523	1,312,523	1,312,523			0	00108
00109 GENERAL RESERVES	680,000	680,000	680,000			0	00109
00110 GENERAL RESERVES	392,777	392,777	392,777			0	00110
00111 GENERAL RESERVES	731,507	731,507	731,507			0	00111
00114 GENERAL RESERVES	3,294,868	3,294,868	3,294,868			0	00114
00115 GENERAL RESERVES	6,853,328	6,853,328	6,853,328			0	00115
00301 GENERAL RESERVES	14,883,659	14,883,659	14,883,659			0	00301
00401 GENERAL RESERVES	752,191	752,191	752,191			0	00401
00402 GENERAL RESERVES	1,270,962	1,270,962	1,270,962			0	00402
00404 GENERAL RESERVES	56,006	56,006	56,006			0	00404
00501 GENERAL RESERVES	1,117,754	1,117,754	1,117,754			0	00501
00610 GENERAL RESERVES	5,789,623	5,789,623	5,789,623			0	00610
TOTAL	39,482,953	39,482,953	39,482,953	0	0	0	

SCHEDULE 4

County of San Mateo
STATE OF CALIFORNIA
SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES AND RESIDUAL EQUITY TRANSFERS)
BUDGET FOR FISCAL YEAR 2004-2005

DESCRIPTION	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved/ Adopted by the Board of Supervisors 2004-2005
(1)	(2)	(3)	(4)	(5)
SUMMARIZATION BY SOURCE				
Taxes	172,791,243	206,930,517	182,093,527	182,093,527
Licenses, Permits and Franchises	8,301,882	8,769,449	9,926,498	9,926,498
Fines, Forfeitures and Penalties	7,995,174	8,431,922	7,770,109	7,770,109
Revenue from Use of Money and Property	17,771,510	14,046,070	14,466,500	14,466,500
Intergovernmental Revenues				
State	305,345,960	284,979,817	294,576,522	312,810,371
Federal	69,876,325	94,513,139	95,661,453	97,305,798
Other	8,961,371	11,813,865	8,738,520	8,888,829
Charges for Services	78,162,263	81,716,446	85,498,174	85,207,711
Miscellaneous Revenues	20,332,380	37,763,008	26,833,884	27,230,374
Other Financing sources	65,571,455	66,857,687	70,861,117	71,052,601
Operating Transfers In	24,327,402	35,035,695	32,004,155	34,256,959
TOTAL	779,436,965	850,857,615	828,430,459	851,009,277

SCHEDULE 4

County of San Mateo
STATE OF CALIFORNIA
SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES AND RESIDUAL EQUITY TRANSFERS)
BUDGET FOR FISCAL YEAR 2004-2005

DESCRIPTION	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved/ Adopted by the Board of Supervisors 2004-2005
(1)	(2)	(3)	(4)	(5)
SUMMARIZATION BY FUND				
00001 GENERAL FUND	684,561,309	734,658,278	718,270,270	739,088,706
00102 EMERGENCY MEDICAL SERVICES FUND	1,770,114	1,466,961	1,445,529	1,445,529
00105 IHSS PUBLIC AUTHORITY FUND	10,505,544	10,287,017	12,237,320	12,237,320
00106 FISH AND GAME FUND	14,021	11,828	6,500	6,500
00107 OFF-HIGHWAY LICENSE FEES	26,660	26,788	27,500	27,500
00108 STRUCTURAL FIRE PROTECTION	5,498,838	5,514,665	5,584,901	5,584,901
00109 COUNTY LIBRARY	13,622,485	15,302,798	14,561,778	14,561,778
00110 ROAD FUND	18,456,291	16,839,116	13,789,011	13,789,011
00111 SMC HALF-CENT TRANSPORTATION FUN	2,018,775	2,313,529	2,236,282	2,236,282
00114 ROADWAY IMPROVEMENT FUND	850,308	625,375	551,000	551,000
00115 SOLID WASTE FUND	5,230,644	4,529,488	5,468,321	5,468,321
00301 DEBT SERVICE FUND	10,859,314	30,634,130	20,985,094	20,985,094
00400 ACCUMULATED CAPITAL OUTLAY	1,157	222	0	0
00401 CRIMINAL JUSTICE FAC TEMP CONST FU	1,345,090	1,341,660	1,240,000	1,240,000
00402 COURTHOUSE TEMP CONSTRUCTION FU	1,338,167	1,349,746	1,240,000	1,240,000
00404 PARKS ACQ & DEVELOPMENT FUND	657,882	5,805,496	3,303,769	3,303,769
00410 CAPITAL PROJECTS FUND	11,137,566	8,368,322	13,335,049	15,095,431
00500 COYOTE POINT MARINA OPERATING FU	1,196,747	1,106,482	1,165,550	1,165,550
00501 AIRPORTS FUND	1,854,588	1,938,126	4,395,270	4,395,270
00610 MOTOR POOL INTERNAL SERVICE FUND	5,628,780	5,015,629	4,608,995	4,608,995
00611 TOWER ROAD INTERNAL SERVICE FUND	2,862,685	3,721,959	3,978,320	3,978,320
TOTAL	779,436,965	850,857,615	828,430,459	851,009,277

SOURCE CLASSIFICATION	Revenue Number	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2004	Approved/Adopted by the Board of Supervisors 2004-2005	Fund *
TAXES						
Current Year Secured	1021	113,247,245	121,497,692	128,113,019	129,978,231	
	1021	4,321,000	4,387,961	4,649,410	4,649,410	00108
	1021	9,435,412	10,148,654	10,568,250	10,568,250	00109
Prior Yr Sec - State Redemption	1024	107,312	364,095	0	0	
	1024	5,593	19,709	0	0	00109
Current Year Unsecured	1031	12,436,909	12,182,098	12,189,870	10,189,107	
	1031	493,769	456,924	462,114	462,114	00108
	1031	1,084,842	1,125,732	1,118,989	1,118,989	00109
Prior Year Unsecured	1033	(12,853)	(217,583)	0	0	
	1033	477	(7,912)	0	0	00108
	1033	(2,491)	(17,842)	0	0	00109
Current Yr Secure Supplemental	1041	5,905,740	4,939,477	3,428,405	3,428,405	
	1041	201,055	171,108	160,000	160,000	00108
	1041	494,353	394,997	350,000	350,000	00109
Current Yr Unsec Supplemental	1042	122,054	153,752	50,000	50,000	
	1042	4,523	5,716	5,000	5,000	00108
	1042	10,200	12,568	13,000	13,000	00109
Prior Yr Sec Supp - State Redemp	1043	420,740	321,621	50,000	50,000	
	1043	16,847	12,851	7,500	7,500	00108
	1043	35,224	26,960	31,141	31,141	00109
Pior Yr Unsec Supp - State Redemp	1045	36,805	39,918	0		
	1045	1,469	1,537	0	0	00108
	1045	3,087	3,333	0	0	00109
ERAF Rebate	1046	0	24,841,327	0	0	
	1046	0	741,199	0	0	00109
Other Delinquent Tax Penalties	1055	1,080,008	922,985	500,000	500,000	
Unclaimed Property Tax Refunds	1056	1,196	(13,696)	25,000	25,000	
Sales & Use Taxes	1121	14,331,906	14,318,924	13,138,547	13,138,547	
	1121	1,445,925	1,444,593	1,381,720	1,381,720	00111
Aircraft Taxes	1122	1,123,255	1,017,422	1,123,255	1,123,255	
Property Transfer Tax	1123	5,849,734	7,002,464	4,117,096	4,168,734	
Transient Occupancy Tax	1124	589,903	631,931	611,211	695,124	
TOTAL TAXES		172,791,243	206,930,517	182,093,527	182,093,527	
LICENSES, PERMITS AND FRANCHISES						
Dog Licenses	1221	398,302	451,603	563,414	563,414	
Cat Licenses	1222	30,559	35,527	24,431	24,431	
Dangerous/Vicious Animal Permit	1223	15,626	19,916	16,000	16,000	
Animal Quarantine Fees	1224	5,404	3,949	8,350	8,350	
Other Animal Permits & Fees	1225	195	310	300	300	
Misc Business Lic - Massage	1231	6,406	4,820	3,500	3,500	
Building Permits - Bldg	1241	1,275,401	1,580,980	1,903,503	1,903,503	
Underground Tank Permits	1242	361,803	416,116	297,750	297,750	
Well & Septic Permits - Septic	1243	188,795	307,444	283,000	283,000	
Reinstatement Fees	1244	144,737	182,097	60,000	60,000	
Reinspection Fees	1245	1,849	1,487	1,762	1,762	
Building Permits Appeals	1246	666	1,395	0	0	
Zoning Permits	1262	188,741	250,858	304,364	304,364	
	1262	10,000	0	0	0	00404
Grading/Land Clearing Permits	1263	24,434	68,579	70,140	70,140	
Resource Permits	1264	25,057	44,057	63,109	63,109	
Variances & Exceptions	1265	59,520	55,873	71,259	71,259	
Land Division Permits	1266	72,559	92,344	124,473	124,473	
Stable & Kennel Permits	1267	7,803	1,656	2,544	2,544	
Architecture/Design Revisions	1268	101,329	181,752	231,102	231,102	
Other zoning Fees	1269	26,353	50,108	65,597	65,597	
	1269	50	450	0	0	
Death Certificate Filing Fees	1272	23,383	22,729	25,000	25,000	
Device Registration Fees	1273	125,122	129,075	120,500	120,500	

* General Unless Otherwise Indicated

SOURCE CLASSIFICATION	Revenue Number	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2004	Approved/Adopted by the Board of Supervisors 2004-2005	Fund *
Gun & Shooting Fees	1274	1,790	3,066	2,400	2,400	
Other Registration Fees	1275	200	135,400	134,150	134,150	
Misc Licenses & Permits	1276	165,321	160,251	108,850	108,850	
	1276	15,500	15,500	0	0	00501
Franchise Fees	1321	636,479	669,245	641,000	641,000	
	1321	4,388,499	3,882,862	4,800,000	4,800,000	00115
TOTAL LICENSES, PERMITS & FRANCHISES		8,301,882	8,769,449	9,926,498	9,926,498	
FINES, FORFEITURES & PENALTIES						
Court Fines	1421	5,754,739	6,079,467	5,561,405	5,561,405	
	1421	1,032,860	1,089,282	1,030,000	1,030,000	00102
	1421	5,000	0	0	0	
	1421	1,054	0	0	0	00402
Juvenile Traffic Fines	1422	61,795	60,484	70,000	70,000	
	1422	0	(8)	0	0	00102
Vehicle Violations - SB 1372	1423	3,350	3,175	5,000	5,000	
Other Vehicle Code Fines	1424	186,837	179,252	316,500	316,500	
Equip Violation Fines	1425	1,991	1,894	3,500	3,500	
Superior Court Sanctions	1432	450	0	0	0	
Municipal Court Fines	1433	220,955	211,595	330,285	330,285	
Juvenile Court Fines	1434	1,527	2,191	700	700	
Fish & Game Fines	1435	5,506	10,895	5,000	5,000	00106
Bail Forfeitures	1461	242,975	(5,830)	0	0	
Jury Fee Forfeitures	1462	0	130	0	0	
Narcotics Forfeitures	1463	51,856	78,405	49,999	49,999	
Other Forfeitures	1464	22,788	42,990	25,000	25,000	
Agricultural Penalties	1466	20	11,850	0	0	
Other Penalties	1467	401,470	666,151	372,720	372,720	
TOTAL FINES, FORFEITURES & PENALTIES		7,995,174	8,431,922	7,770,109	7,770,109	
REVENUE FROM USE OF MONEY & PROPERTY						
Interest Earned	1521	10,567,197	6,737,709	8,683,366	8,683,366	
	1521	87,776	40,649	90,000	90,000	00102
	1521	(2,234)	(5,677)	40,000	40,000	00105
	1521	2,261	2,187	1,500	1,500	00106
	1521	10,951	9,479	7,500	7,500	00107
	1521	107,076	70,257	60,000	60,000	00108
	1521	133,889	121,325	145,000	145,000	00109
	1521	327,207	163,108	193,094	193,094	00110
	1521	126,886	87,426	114,000	114,000	00111
	1521	158,049	117,673	101,000	101,000	00114
	1521	485,261	359,125	400,000	400,000	00115
	1521	454,411	521,239	0	0	00301
	1521	1,157	222	0	0	00400
	1521	91,048	60,442	40,000	40,000	00401
	1521	83,631	68,400	40,000	40,000	00402
	1521	65,254	19,736	15,000	15,000	00404
	1521	39,885	25,083	0	0	00410
	1521	65,492	45,408	20,000	20,000	00500
	1521	47,622	48,379	35,000	35,000	00501
	1521	198,521	197,446	140,000	140,000	00610
	1521	(1,774)	(4,899)	0	0	00611
Interest Earned - PA/PG	1523	618,198	648,095	650,500	650,500	
Other Interest Earned	1525	28,499	34,148	30,000	30,000	
	1525	6,529	0	0	0	00115
Other Investment Income	1532	1,256,034	1,881,004	1,000,000	1,000,000	
Aircraft Hangar Rentals	1551	706,054	704,789	685,000	685,000	00501
Airport Tiedown Rentals	1552	393,470	396,477	360,000	360,000	00501
Airport Concessions	1553	123,920	128,735	185,000	185,000	00501
Airport Transient Use Fees	1554	35,195	33,421	35,600	35,600	00501

* General Unless Otherwise Indicated

SOURCE CLASSIFICATION	Revenue Number	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2004	Approved/Adopted by the Board of Supervisors 2004-2005	Fund *
Fueling Concessions	1555	51,999	56,973	35,000	35,000	00501
County Land/Building Rentals	1556	652,157	603,591	593,887	593,887	
	1556	8,782	7,800	8,000	8,000	00109
	1556	40,481	41,130	41,130	41,130	00110
	1556	25,034	23,117	20,000	20,000	00500
	1556	336,588	336,084	269,000	269,000	00501
Public Telephone Concessions	1557	7,735	6,169	7,000	7,000	
Service Machines Concessions	1558	7,069	16,139	25,500	25,500	
	1558	737	0	0	0	00500
Other Rents & Concessions	1559	319,421	320,391	357,000	357,000	
	1559	0	17,600	17,600	17,600	00108
	1559	0	2,400	0	0	00110
	1559	8,859	8,345	6,500	6,500	00500
	1559	95,183	94,947	14,323	14,323	00501
TOTAL REV FR. USE OF MONEY & PROPERTY		17,771,510	14,046,070	14,466,500	14,466,500	
INTERGOVERNMENTAL REVENUES						
State Aids						
Highway Users Tax - SCA 1	1631	3,942,706	3,874,498	3,770,050	3,770,050	00110
Highway Users Tax - 1-5/8	1632	8,066,270	8,037,789	7,737,872	7,737,872	00110
Highway Users Tax - 1.04	1633	442,823	423,564	414,203	414,203	00110
Motor Vehicle in-Lieu Tax	1641	46,657,562	34,898,881	44,852,377	44,852,377	
Motor Vehicle-Sp Supply Subvention	1642	3,055,623	3,055,623	3,055,623	3,055,623	
	1642	72,530	72,530	72,530	72,530	00108
	1642	183,164	183,164	183,164	183,164	00109
State Block Grant	1671	2,608,762	2,633,854	2,345,372	2,345,372	
Realignment VLF	1681	14,246,231	14,190,116	14,604,796	14,604,796	
Realignment Sales Tax - Health	1682	1,130,162	1,412,967	1,556,064	1,652,888	
Realignment Sales Tax - Mental Hlth	1683	25,520,020	27,975,927	28,887,404	28,937,048	
Realignment Sales Tax - Pub Asst	1684	9,566,318	8,901,487	11,326,521	11,326,521	
	1684	2,973,426	2,792,375	4,109,806	4,109,806	00105
State Welfare Administration	1691	34,463,331	40,863,535	50,897,489	50,993,203	
State Staff Development	1692	528,965	436,133	994,180	994,180	
Assistance Payments - AFDC	1711	14,430,917	18,631,887	22,233,846	22,233,846	
State IHSS	1713	1,405,768	1,395,379	1,815,186	1,815,186	00105
Child Abuse Services	1714	37,288	95,553	187,806	187,806	
State Child Care	1716	3,017,918	2,608,605	2,177,936	2,177,936	
Misc Welfare Programs	1718	3,180,713	240,831	0	0	
CCS State Subvention	1731	2,812,264	3,055,918	3,253,700	3,256,328	
Mental Health Short Doyle	1741	2,365,036	2,432,149	3,255,616	3,255,616	
Other State Mental Health	1749	9,805,097	9,147,598	9,806,232	9,806,232	
State Public Health Grant	1751	1,339,534	1,149,665	1,404,408	1,404,408	
State Aid - CHDP	1752	716,070	666,509	896,253	973,522	
State Aid - WIC	1753	1,369,247	1,941,419	1,649,482	1,611,501	
State Aid - Infectious Disease	1754	353,357	269,701	374,737	374,737	
State AIDS Master Grant	1756	1,582,775	1,480,456	1,554,990	1,399,990	
State AIDS Drug Asst Program	1757	10,063	9,272	9,272	9,272	
State PH Categorical Aid	1758	130,898	103,494	200,024	200,024	
State - Other Public Health	1759	396,158	247,061	434,588	434,588	
SB855 Transfer Payments	1763	3,288,881	1,793,501	0	0	
A;cohol and Drug Programs	1764	0	0	125,500	125,500	
Other State AIDS Program	1765	52,123	64,264	60,000	60,000	
SB 910 Case Management	1766	557,104	34,768	300,000	300,000	
State Aid - Aging	1767	901,892	795,445	783,580	783,580	
Other State Health Programs	1768	1,209,029	1,421,707	1,749,960	1,749,960	
State Aid - Agriculture	1771	852,954	1,056,014	965,025	965,025	
State Aid - Waste Management	1772	18,076	17,919	0	0	00115
State Aid - Roads & Bridges	1781	1,738,801	1,186,490	151,000	151,000	00110
State Aid-Parks Acquisition & Dev	1785	16,453	0	0	0	
	1785	394,628	2,164,598	3,122,844	3,122,844	00404
	1785	0	10,009	0	0	00500

* General Unless Otherwise Indicated

SOURCE CLASSIFICATION	Revenue Number	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2004	Approved/Adopted by the Board of Supervisors 2004-2005	Fund *
State Aid-Construction	1788	400,000	0	1,465,861	1,580,922	00410
State Aid - Corrections	1791	4,551,518	3,040,933	2,595,628	2,758,143	
Court Ward Travel	1792	689	477	1,000	1,000	
State Aid - Public Safety	1811	9,327	0	0	0	
	1811	56,454	0	0	0	00110
	1811	578	0	0	0	00410
Homeowners' Property Tax Relief	1831	1,368,415	1,419,756	1,368,413	1,368,413	
	1831	49,755	48,724	47,247	47,247	00108
	1831	112,206	116,684	112,000	112,000	00109
State Aid - Public Safety	1851	67,146,974	64,290,200	65,137,648	65,137,648	
	1851	0				00108
	1851	1,207,710	140,763	175,022	183,332	00410
Crime & Deliquency Prevention	1852	29,257	0	0	0	
OCJP Grant - Various	1853	1,325,223	974,480	1,187,327	1,187,327	
Career Criminal Program	1855	12,528	12,341	0	0	
Tobacco Tax	1861	575,468	783,305	733,806	758,563	
School Lunch Program	1862	321,793	253,888	325,000	325,000	
Child Support Incentive Program	1863	13,060,348	3,881,739	3,849,717	3,849,717	
State Mandated Cost Reimbursement	1864	11,834	(1,337,642)	0	0	
Off-Highway License Fees	1865	15,710	17,309	20,000	20,000	00107
Abandoned Vehicle Service Fees	1866	48,810	49,882	39,200	39,200	
Open Space Tax Loss Reimbursement	1867	58,768	57,909	50,000	50,000	
Timber Yield Guaranty	1868	6,715	13,368	10,000	10,000	
	1868	1,386	2,759	3,500	3,500	00108
	1868	848	1,689	1,000	1,000	00109
Misc State Reimb/Subsidies	1869	646,692	528,569	551,750	551,750	
	1869	69,738	7,414	0	0	00108
	1869	0	21,696	0	0	00110
All Other State Aid	1871	7,956,143	7,193,719	(16,331,383)	1,624,849	
	1871	524,569	524,724	422,000	422,000	00109
	1871	47,210	27,000	0	0	00111
State Aid - Anti Terrorism	1872	288,354	1,135,474	1,392,350	1,230,226	
State Aid p TCM-MAA	1873	0	0	100,000	100,000	
Total State Aids		305,345,960	284,979,817	294,576,522	312,810,371	
Federal Aids						
Federal Welfare Administration	1891	18,138,348	24,963,516	23,771,657	23,877,976	
Child Supoport Enforcement Program	1892	95,000	7,423,342	7,472,980	7,472,980	
Federal Staff Development	1893	475,765	1,257,254	538,876	538,876	
Assistance Payments - Other	1912	15,406,560	17,780,483	12,788,666	12,788,666	
	1913	1,498,740	1,610,082	1,784,805	1,784,805	00105
IRAP Assistance	1914	10,452	9,849	10,000	10,000	
Title IV - A Payments	1916	3,320,132	3,320,132	3,320,171	3,320,171	
Title IV - E Payments	1917	2,974,564	4,117,873	3,611,561	3,691,457	
Misc. Welfare Programs-Fed	1919	0	0	155,000	155,000	
Other Federal Health Programs	1922	452,708	556,444	798,412	798,412	
Federal Aid - Roads & Bridges	1931	0	0	2,000,000	2,000,000	
	1931	1,050,478	527,000	386,000	386,000	00110
Federal Aid - Other Transportation	1932	0	182,539	150,000	150,000	00111
Federal Aid - Water Resource Grant	1933	0	120,064	130,810	55,394	
Federal Aid - Disaster Relief	1941	94,883	239,768	122,613	122,613	
	1941	0	391,571	0	0	00110
Federal Aid - Anti Terrorism	1942	0	1,016,597	3,860,151	4,026,894	
OCJP Grant - Federal	1951	365,933	491,294	720,010	720,010	
	1951	0	2,256	0	0	00501
Federal Aid - Aging	1952	3,200,721	2,563,805	2,552,719	2,552,719	
Fed JTPA Program	1953	5,142,104	5,093,743	3,959,828	5,257,631	
Federal Comm Dev HUD Grant	1954	5,673,030	7,526,619	11,589,832	11,589,832	

* General Unless Otherwise Indicated

SOURCE CLASSIFICATION	Revenue Number	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2004	Approved/Adopted by the Board of Supervisors 2004-2005	Fund *
Fed - Cateorical Programs	1955	2,688,116	3,152,041	2,732,945	2,732,945	
	1955	802	8,775	0	0	00109
	1955	190,340	54,276	0	0	00410
	1955	3,123	42,171	2,725,347	2,725,347	00501
All Other Federal Aid	1956	7,761,937	9,335,342	9,315,495	9,315,495	
All Other Federal Grants	1957	1,332,588	2,726,301	1,163,575	1,232,575	
Total Federal Aids		69,876,325	94,513,139	95,661,453	97,305,798	
Other In-Lieu Taxes	1971	13,949	25,582	0	0	
	1971	2,386	6,135	0	0	00108
	1971	423	429	0	0	00109
County Housing Auth Payments	1972	788,046	348,574	467,890	467,890	
Aid From Cities	1981	145,867	153,288	156,784	156,784	
Aid - Transportation Agency	1982	37,500	0	0	0	00108
Aid - Other Local Agencies	1983	4,093,156	4,467,125	4,091,673	4,241,982	
	1983	0	55,250	0	0	00110
Loan Repayments	1985	44,470	42,381	42,581	42,581	00110
Ryan White I - Formula (CSF)	1987	2,337,409	2,370,666	2,226,297	2,226,297	
HOPWA Grant (CSF)	1989	755,000	652,712	1,024,000	1,024,000	
Misc Local Agency Grants	1991	311,600	331,460	140,714	140,714	
All Other Local Govt Revenue	1992	92,769	85,614	100,984	100,984	
	1992	199,148	184,492	168,321	168,321	00115
Realignment Subsidy - VLF	1994	139,650	291,240	319,276	319,276	
Capital Grants and Contributions	1997	0	725,710	0	0	00610
	1997	0	2,073,206	0	0	00611
Total Local Gov. Agencies		8,961,372	11,813,865	8,738,520	8,888,829	
TOTAL INTERGOVERNMENTAL REVENUES		384,183,657	391,306,821	398,976,495	419,004,998	
CHARGES FOR SERVICES						
Assessment & Tax Collection Fees						
Property Tax Admin Fee	2021	2,776,886	2,642,575	2,780,000	2,780,000	
Tax/Assessment And Tax Fees	2022	335,049	637,017	735,000	735,000	
Redemption Fee - County Share	2025	40,991	43,786	96,000	96,000	
Supplemental Tax Admin Fee (5%)	2026	2,647,048	2,229,836	2,097,646	2,097,646	
Tax/Assessment Document Fee	2027	662,231	712,758	645,300	645,300	
Other Administrative Assessment	2028	175,916	193,731	203,275	203,275	
Special Tax Collector Fees	2029	101,434	81,136	225,000	225,000	
Special Assessments	2031	1,424,574	1,780,346	1,475,000	1,475,000	
Accounting Serv. - Other Agencies	2061	54,032	92,930	65,000	80,767	
Audit Fees	2062	38,855	36,874	40,410	40,410	
Returned Check Charges	2063	34,742	39,940	48,510	48,510	
	2063	0	70	0	0	00109
	2063	0	0	50	50	00500
	2063	50	50	0	0	00501
Management Svcs - Other Agencies	2064	50,000	50,000	52,500	52,500	
	2064	307,595	511,019	502,562	502,562	00111
Proc Fee - Installment Account	2065	12,102	5,154	15,000	15,000	
Communication Services						
Telephone Services	2071	165,989	84,372	106,800	106,800	
Public Safety Comm Services	2072	3,017,520	3,248,755	3,452,476	3,452,476	
Network & Information Services	2073	383,039	427,151	496,164	487,580	
Radio Services	2074	366,277	366,296	410,941	410,941	
Election Services						
Candidate Filing Fee	2081	0	15,243	20,000	20,000	
Election Services-Other Agencies	2082	1,691,104	1,800,573	770,000	770,000	
Legal Services						
Public Admin legal Fees	2091	137,715	261,928	129,550	129,550	
Public Guardian Legal Fees	2092	394,177	441,745	809,459	809,459	
Legal Services - Other Agencies	2093	2,092,858	2,434,363	2,727,549	2,727,549	

* General Unless Otherwise Indicated

SOURCE CLASSIFICATION	Revenue Number	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2004	Approved/Adopted by the Board of Supervisors 2004-2005	Fund *
Misc Legal Recoveries	2094	46,896	5,000	15,000	15,000	
Private Defender Fees	2095	408,494	456,590	375,000	375,000	
Human Resources Svcs - Various	2101	3,441	49,440	17,000	17,000	
Planning & Engineering Services						
Plan Report/Review Fee	2111	128	122	0	0	
Plan Research Fee	2112	7,068	10,842	14,584	14,584	
Ordinance/General Plan Fee	2113	13,822	13,822	0	0	
Geotechnical Fee	2114	4,601	7,406	12,891	12,891	
Plan/Inspection Fee	2115	34,808	46,205	54,758	54,758	
Other Planning Service Fees	2116	27,976	37,137	39,617	39,617	
Engineering Services	2117	201,591	345,567	398,452	398,452	
Misc. Engineering Services Fees	2118	0	0	200,000	200,000	
Sale of Plans & Specs	2122	17	0	0	0	
	2122	23,893	18,823	21,000	21,000	00110
	2122	1,241	915	0	0	00410
	2122	0	420	0	0	00501
Environmental Impact Report Fees	2123	59,304	71,688	82,872	82,872	
	2123	900	0	0	0	00108
Plan Checking Fees	2124	660,727	930,012	1,140,880	1,140,880	
	2124	99,248	111,187	100,000	100,000	00108
Agricultural Inspection Fees	2131	127,910	150,388	148,000	148,000	
Misc Agricultural Fees	2132	11,640	0	0	0	
Civil Process Service						
Process Service Fees/Mileage	2142	121,364	143,392	125,000	125,000	
Court Fees						
Clerk & Superior Court Fees	2151	295,006	301,973	238,146	238,146	
Restitution Fee - 10%	2152	101,773	143,780	87,200	87,200	
	2152	7	228	0	0	00402
Municipal Court Fees	2153	1,390,971	1,410,396	1,367,817	1,367,817	
	2153	1,253,987	1,281,218	1,200,000	1,200,000	00401
	2153	1,253,475	1,281,021	1,200,000	1,200,000	00402
Diversion Admin Fee $50/$100	2154	38,554	38,250	42,758	42,758	
	2154	0	97	0	0	00402
Misc Court Fees	2155	1,434	1,756	1,400	1,400	
Financial Responsibility Fee	2156	6,459	3,516	9,500	9,500	
Night Traffic Court Fees	2158	43,376	48,918	36,371	36,371	
	2158	55	0	0	0	00401
Other Court Fees & Costs	2159	5,578	236	68,381	68,381	
Family Court Fees	2161	49	0	0	0	
Estate Fees						
Public Admin for Estate Fees	2171	170,775	310,384	150,000	150,000	
Public Guardian Estate Fees	2173	957,280	674,533	1,890,345	1,890,345	
Other Estate Fees	2174	92,355	82,167	70,000	70,000	
Warehouse Service Fees	2175	37,241	33,648	48,000	48,000	
Humane Services						
Humane Services Fees	2181	239,691	336,176	300,387	300,387	
Misc Animal Services	2182	2,889	1,845	17,350	17,350	
Law Enforcement Services						
Misc. Law Enforcement Fees	2191	9,426	3,493	6,484	6,484	
Impound Admin Fee	2192	11,695	11,510	11,500	11,500	
Jail Booking Fees	2193	1,423,502	1,495,192	1,451,000	1,451,000	
Eichler Contract Patrol Svcs	2194	327,961	357,913	396,524	396,524	
Woodside Contract Patrol Svcs	2195	495,612	479,975	588,098	588,098	
Portola Contract Patrol Svcs	2196	369,785	378,162	449,843	449,843	
Other Agency Patrol Services	2197	546,809	700,720	859,172	904,172	
Work Program Processing Fees	2198	233,493	233,395	225,000	225,000	
Transportation of Prisoners	2199	57,995	40,745	30,000	30,000	
Traffic Patrol Fees - Woodside	2201	16,225	19,310	14,800	14,800	
Work Furlough Maint Fee	2202	623,642	629,472	605,000	605,000	
Fingerprinting Fees	2203	127,803	96,449	92,500	92,500	
Crime Lab Services	2204	111,055	111,866	92,500	92,500	
DUI Response Fee	2205	160,969	164,314	161,460	161,460	
Crime Investigation Services	2206	0	404,280	974,634	974,634	

* General Unless Otherwise Indicated

SOURCE CLASSIFICATION	Revenue Number	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2004	Approved/Adopted by the Board of Supervisors 2004-2005	Fund *
Transportation Security Services	2207	636,312	914,548	1,061,756	1,061,756	
CSA 8 Policing Services	2208	0	0	123,500	123,500	
Document Recording Fees	2211	5,445,916	4,805,447	4,157,878	4,157,878	
Micrographic Conversion	2212	1,771,289	1,297,852	1,652,523	1,864,523	
Automation Trust Acct Fee	2213	13,500	13,500	14,000	14,000	
Vital Stats Document Fee	2214	219,665	225,059	235,000	235,000	
Road & Street Services						
Road Maintenance - Other Agencies	2221	2,324	1,189	1,000	1,000	00110
Reimb - Public Works Services	2222	17,624	28,985	48,580	48,580	
	2222	4,982	4,765	6,906	6,906	00110
	2222	(158)	0	0	0	00501
	2222	0	0	10,000	10,000	00610
	2222	55,073	242,877	301,425	301,425	00611
Health Fees						
Medical Report Fees	2231	620	897	429	429	
Misc. Health Fees	2232	380	0	0	0	
Vaccination Fees	2233	3,609	40	0	0	
Other Health Fees	2237	56,009	39,080	40,360	40,360	
Laboratory Services	2238	14,191	12,301	0	0	
CHDP Fees	2239	93,633	18,464	30,000	30,000	
Other Health & Welfare Services						
Mental Health Service Fees	2241	22,793	18,073	70,000	70,000	
Residency Fees	2242	363,136	429,925	325,000	325,000	
CCS Client Fees	2251	9,810	6,837	10,000	10,000	
Vector Control Services	2261	571,121	456,896	456,897	456,897	
PH Solid Waste Services	2262	463,139	370,511	370,511	370,511	
Public Pool Inspection Fee	2263	246,163	297,627	288,024	288,024	
Hotel/Motel Inspection Fee	2264	497,149	571,033	541,453	541,453	
Cross - Connection Fee	2265	217,990	218,891	257,818	257,818	
Hazardous Waste Inspection Fee	2267	1,313,099	1,460,145	1,397,001	1,397,001	
Household Hazardous Waste	2268	1,189,513	951,610	951,610	951,610	
Food Handling Fees	2269	1,526,967	1,977,380	1,966,910	1,966,910	
Filing Fees - Real Prop Alt	2271	10,058	12,933	10,000	10,000	
Adoption & Educational Fees						
Adoption Fees	2281	800	0	0	0	
Educational Fees	2282	165,659	63,136	85,640	85,640	
Library Services						
Library Fees & Fines	2291	359,285	499,809	480,000	480,000	00109
Library Services-Other Agency	2292	4,572	1,744	2,000	2,000	00109
Lost/Damaged Book Charges	2293	32,856	3,433	0	0	00109
Parks & Recreation Fees						
Marina Berth Rentals	2311	1,080,402	1,003,332	1,113,000	1,113,000	00500
Camping Permits	2312	168,228	207,905	201,000	201,000	
Horse Camp Permits	2313	22,680	22,865	25,000	25,000	
Reservation Fees	2314	243,565	268,808	318,695	318,695	
	2314	0	75	0	0	00500
Park Concession Fees	2315	673	1,986	2,500	2,500	
Misc Park Sales	2316	547	157	9,850	9,850	
	2316	3,291	1,538	2,000	2,000	00500
Park Entry Fees	2317	594,688	662,627	662,405	662,405	
	2317	1,162	2,279	1,000	1,000	00500
Annual Pass Sales	2318	15,060	22,210	16,000	16,000	
Rifle Range Fees	2319	64,660	68,048	61,230	61,230	
Other Parks & Recreation Fees	2321	33,560	45,401	23,950	23,950	
	2321	2,000	6,277	500	500	00500
Other Charges for Services						
Reimbursement for Burials	2331	7,017	5,090	4,000	4,000	
Body Removal & Storage	2332	61,252	101,882	125,000	125,000	
Other Coroner's Fees	2333	16,678	14,396	13,000	13,000	
Medi-Cal HPSM	2371	220,865	236,543	180,128	180,128	
Medi-Cal FFP	2372	20,564,109	22,706,171	23,602,394	23,602,394	
Medi-Cal State	2373	950,792	891,535	889,282	1,039,282	
Medicare	2374	151,618	174,308	180,000	180,000	

* General Unless Otherwise Indicated

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Third Party Reimbursements	2375	135,072	130,975	101,350	101,350	
SSI/SSP Collections	2377	493,175	563,262	550,000	550,000	
Other Reimbursements	2378	2,326,849	1,590,157	2,601,582	2,644,299	
Medi-Cal FQHC	2379	176,677	182,973	215,710	215,710	
Institutional Care	2381	548,273	688,019	475,000	475,000	
Care of Inmates	2383	178,203	311,193	215,000	215,000	
Care of Court Wards	2384	16,756	14,514	20,000	20,000	
Other Institutional Care	2391	5,114	10,223	0	0	
Annexation Charges	2421	15,145	42,436	20,000	20,000	
Commissions	2423	2,620,619	2,860,156	1,905,782	1,905,782	
Misc. Insurance Recoveries	2425	8,205	5,341	0	0	
Mitigation Fees	2426	692,259	507,702	450,000	450,000	00114
Refuse Disposal Charges	2428	57,132	49,265	75,000	75,000	00115
Special Charges Bonds	2432	50,808	130,365	0	0	00110
Surcharges & Penalties	2436	0	0	964,675	217,312	00410
	2436	8,581	5,406	8,000	8,000	00501
Water Sales	2437	570	612	0	0	00500
Water Service Charge	2438	7,267	10,757	12,850	12,850	
	2438	690	730	800	800	00500
Other Special Charges	2439	140	0	0	0	
	2439	63	0	40,000	40,000	00110
	2439	1,100	4,100	0	0	00501
Other Sales	2441	44	37,956	30,000	30,000	00501
Misc Services to Cities	2451	397,375	181,437	332,281	332,281	
	2451	77,415	119,020	220,000	220,000	00109
Other Charges for Services	2452	678,616	517,074	489,573	489,573	
	2452	81,322	60,553	88,000	88,000	00111
	2452	0	1,519	0	0	00501
	2452	0	1,419	0	0	00610
VRS Workcenter Charges	2453	880,689	687,319	1,020,000	1,020,000	
TOTAL CHARGES FOR SERVICES		78,162,263	81,716,446	85,498,174	85,207,711	
MISCELLANEOUS REVENUES						
Reimbursement - Basic Needs Loan	2622	1,837,638	2,214,735	1,500,000	1,500,000	
Other Client Reimbursements	2623	241,748	246,023	462,000	462,000	
Sale of Literature	2631	938	1,643	8,000	8,000	
	2631	5,048	3,343	4,000	4,000	00109
Sale of Surplus & Salvage	2632	20,485	16,557	21,000	21,000	
	2632	2,051	25,161	0	0	00110
	2632	0	582	0	0	00500
	2632	70,652	64,986	40,000	40,000	00610
Sale of Property & Materials	2633	2,005	18,836	1,800	1,800	
	2633	0	399	0	0	00110
	2633	22,361	16,045	25,000	25,000	00115
Sale of Data/Microfiche	2634	61,359	58,825	56,000	56,000	
Photocopy Sales	2635	9,493	12,933	12,600	12,600	
Food Sales _ Cafeteria	2636	299,832	0	0	0	
Food Sales - Other	2637	693,298	699,518	748,312	748,312	
	2637	716	663	500	500	00500
Cash Overages	2641	19,757	35,277	0	0	
Stale Dated Checks	2642	0	54	0	0	00501
Bad Debt Recoveries	2643	0	123,839	85,000	85,000	
	2643	0	526	0	0	00501
Comp Insurance Refunds	2644	465,709	490,363	296,500	296,500	
	2644	713	0	0	0	00109
	2644	37,967	74,697	38,000	38,000	00110
	2644	0	3,152	0	0	00500
	2644	20,020	2,730	0	0	00611

* General Unless Otherwise Indicated

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SDI Payments	2645	713,238	760,179	172,839	172,839	
	2645	0	4,502	0	0	00105
	2645	10,946	14,816	0	0	00109
	2645	0	14,127	0	0	00110
	2645	2,920	9,279	3,000	3,000	00610
	2645	5,294	0	0	0	00611
Gifts & Donations	2646	32,004	76,039	28,016	28,016	
	2646	80,136	75,350	100,000	100,000	00109
	2646	188,000	255,110	165,925	165,925	00404
Miscellaneous Reimbursements	2647	4,403,728	2,436,196	1,590,676	1,590,676	
	2647	976	0	0	0	00105
	2647	18,648	5,753	0	0	00108
	2647	53,236	82,592	100,000	100,000	00109
	2647	4,098	454	0	0	00110
	2647	9,837	0	0	0	00111
	2647	50	250	0	0	00115
	2647	0	2,002	0	0	00404
	2647	154	2,495	0	0	00410
	2647	409	45	200	200	00500
	2647	11,472	254	0	0	00501
	2647	3,870	1	5,000	5,000	00610
	2647	12,465	492	0	0	00611
Insurance Recoveries & Refunds	2648	13,494	492	24,578	24,578	
	2648	0	999	0	0	00110
	2648	0	62,185	0	0	00404
	2648	15,240	5,917	0	0	00410
	2648	1,225	0	0	0	00501
	2648	55,649	30,135	0	0	00610
Equipment Cost Reimbursement	2651	162,840	203,583	190,150	245,150	
Project Cost Reimb - Labor	2652	2,698,037	3,060,661	1,632,647	1,649,997	
	2652	1,776,351	944,842	335,741	335,741	00110
	2652	0	6,523,391	0	0	00301
	2652	367,697	10,100	0	0	00410
	2652	0	747	0	0	00501
Witness & Jury Fees	2653	2,876	4,838	122	122	
	2653	15	134	0	0	00110
	2653	0	54	0	0	00115
	2653	35	0	0	0	00611
Other Foundation Grants	2655	1,716,929	4,183,605	5,525,780	5,836,698	
	2655	317,609	353,855	200,000	200,000	00109
Non-Government Program Funds	2656	1,345	165,697	150,000	150,000	00109
PG & E Rebates	2657	216	28,284	30,000	30,000	
	2657	0	4,543	0	0	00410
All Other Miscellaneous Revenues	2658	2,926,749	3,427,558	5,420,550	5,302,202	
	2658	649,478	337,038	325,529	325,529	00102
	2658	24,791	2,832	0	0	00105
	2658	1,254	(1,254)	0	0	00106
	2658	531	6,882	0	0	00108
	2658	9,818	16,967	12,000	12,000	00109
	2658	11,874	30,294	0	0	00110
	2658	15,110	0	0	0	00115
	2658	7,385	319	1,000	1,000	00500
	2658	23,622	27,362	13,000	13,000	00501
	2658	0	0	8,000	8,000	00610
	2658	2,493	2,599	0	0	00611
Rebates & Refunds	2659	1,525	3,020,021	0	0	
	2659	0	2,010	0	0	00110
	2659	0	50	0	0	00404
	2659	6,817	0	168,430	300,000	00410
	2659	0	125	0	0	00610
	2659	1,144	464	0	0	00611
Tobacco Settlement	2661	156,959	7,454,854	7,331,989	7,331,989	

* General Unless Otherwise Indicated

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TOTAL MISCELLANEOUS REVENUES		20,332,380	37,763,008	26,833,884	27,230,374	
OTHER FINANCING SOURCES						
Sale of Fixed Assets	2721	69	1,428	0	0	
	2721	0	0	3,000	3,000	00610
IFR - General Fund	2521	711,135	660,870	25,578	25,578	
	2521	4,604,077	4,487,523	4,487,523	4,487,523	00105
	2521	638,600	546,200	341,234	341,234	00109
	2521	405,135	383,419	100,000	100,000	00110
	2521	1,906,350	1,630,876	1,787,652	1,787,652	00610
	2521	1,729,628	1,514,358	0	0	00611
IFTR - Parks Fund	2522	4,328	16,985	0	0	
	2522	77	5,034	0	0	00611
IFTR - CJTCF	2524	631,064	420,645	366,048	366,048	
IFTR - Road Fund	2528	3,939,410	4,007,174	320,076	320,076	
	2528	0	2,221	0	0	00110
	2528	67	246	29,919	29,919	00610
	2528	35,870	58,094	0	0	00611
IFTR - Half Cent Fund	2529	169,434	313,829	95,000	95,000	
	2529	1,491	4,374	0	0	00110
	2529	59,274	0	825	825	00610
IFTR - Off-Road Fund	2532	0	41,611	55,000	55,000	
IFTR - Coyote Pt. Marina Fund	2533	38,615	51,041	46,491	46,491	
	2533	0	0	3,274	3,274	00610
	2533	471	745	0	0	00611
IFTR - Road Improvement Fd	2534	3,586	2,606	0	0	
	2534	0	1,557	0	0	00110
	2534	8,039	43,882	0	0	00611
IFTR - Airports Fund	2535	325,349	257,892	148,776	148,776	
	2535	19,402	26,126	0	0	00110
	2535	17,718	18,557	68,035	68,035	00610
	2535	24,895	16,423	0	0	00611
IFTR - Solid Waste Fund	2536	157,434	536,441	3,270,402	3,270,402	
	2536	150,899	98,001	65,000	65,000	00110
	2536	974	0	0	0	00610
	2536	67,600	66,091	0	0	00611
IFTR - Fire Protection	2537	5,255,370	5,766,367	6,037,708	6,037,708	
IFTR - Library Fund	2538	545,503	529,580	491,143	491,143	
	2538	20,716	25,467	0	0	00110
	2538	0	894	9,207	9,207	00610
	2538	18,824	10,747	0	0	00611
IFTR - SMCGH	2539	14,669,722	15,700,058	14,020,309	14,286,213	
	2539	0	1,870	0	0	00110
	2539	69,176	4,753	0	0	00610
	2539	292,140	792,853	0	0	00611
IFTR - CSRC	2541	1,116,802	83,985	72,923	72,923	
IFTR - Special District Fund	2542	2,925,811	1,496,607	851,612	851,612	
	2542	53,507	64,018	46,000	46,000	00110
	2542	38,479	19,475	0	0	00115
	2542	101,665	175,780	0	0	00611
Other Interfund Transfers	2545	15,281,642	16,595,793	24,754,395	24,441,035	
	2545	0	137,237	0	0	00108
	2545	181,023	217,324	399,434	399,434	00110
	2545	3,243,032	3,056,913	2,501,083	2,501,083	00610
	2545	408,569	793,689	3,676,895	3,676,895	00611
Loan Repayments - Other Funds	2547	126,436	0	0	0	
IFTR - Trial Court Funding - Municipal	2548	5,176,268	5,787,647	6,445,166	6,684,106	
IFTR - Trial Court Fund - Superior	2549	395,847	383,807	344,409	344,409	
Total Other Financing Sources		65,571,455	66,857,687	70,861,117	71,052,601	

* General Unless Otherwise Indicated

County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
FOR THE FISCAL YEAR 2004-2005

SOURCE CLASSIFICATION	Revenue Number	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2004	Approved/Adopted by the Board of Supervisors 2004-2005	Fund *
SALE OF FIXED ASSETS	2721	69	1,428	0	0	
	2721	0	0	3,000	3,000	00610
OPERATING TRANSFERS IN	2731	4,780,485	2,091,930	455,000	455,000	
	2731	10,404,903	23,589,500	20,985,094	20,985,094	00301
	2731	0	1,228,607	0	0	00404
	2731	8,908,483	8,124,229	10,561,061	12,813,865	00410
	2731	80,155	0	0	0	00611
Residial Equity Transfers In	2751	153,307	0	0	0	
Other Revenue - Special Items	2762	0				
Total Operating Transfers In		24,327,402	35,035,695	32,004,155	34,256,959	
GRAND TOTAL REVENUE		779,436,965	850,857,615	828,430,459	851,009,277	

* General Unless Otherwise Indicated

County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF CURRENT PROPERTY TAXES AND ASSESSED VALUATION

FOR FISCAL YEAR 2004-2005

COUNTY FUNDS	CURRENT SECURED PROPERTY TAXES				CURRENT UNSECURED PROPERTY TAXES			
	Apportionment from Countywide Tax Rate	Voter Approved Dept. Rate	Voter Approved Dept. Amount	Total Secured	Apportionment from Countywide Tax Rate	Voter Approved Dept. Rate	Voter Approved Dept. Amount	Total Unsecured
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
00001 GENERAL FUND	129,978,231			129,978,231	11,815,064			11,815,064
00108 COUNTY FIRE PROTECTION	4,649,410			4,649,410	471,061			471,061
00109 COUNTY LIBRARY	10,568,250			10,568,250	1,030,000			1,030,000
TOTAL	145,195,891			145,195,891	13,316,125			13,316,125

COUNTYWIDE TAX BASE					
	SECURED ROLL				
	Locally Assessed	State Assessed	Total Secured	Unsecured Roll	Total Secured and Unsecured
(10)	(11)	(12)	(13)	(14)	(15)
LAND	43,310,117,748	58,129,498	43,368,247,246	353,389,061	43,721,636,307
IMPROVEMENTS	51,768,121,573	4,270,048	51,772,391,621	3,363,281,605	55,135,673,226
PERSONAL PROPERTY	1,001,394,221	2,391,909	1,003,786,130	4,501,633,916	5,505,420,046
Total Assessed Valuation	96,079,633,542	64,791,455	96,144,424,997	8,218,304,582	104,362,729,579
LESS EXEMPTIONS					
Homeowners	937,065,224	0	937,065,224	1,423,300	938,488,524
Other	1,616,845,022	0	1,616,845,022	667,582,566	2,284,427,588
Total Assessed Valuation	93,525,723,296	64,791,455	93,590,514,751	7,549,298,716	101,139,813,467
LESS ALLOWANCES FOR:					
Delir(11) 2.00% (12) 0% (13) 0% (14) 0%	1,873,320,238	0	1,873,320,238	164,612,641	2,037,932,879
Identify: Redevelopment Agencies	8,027,058,159	0	8,027,058,159	923,257,744	8,950,315,903
(Adjusted Valuation for Estimated Tax Revenue Comp.)	83,625,344,899	64,791,455	83,690,136,354	6,626,040,972	90,316,177,326

COUNTY BUDGET FORM
SCHEDULE 7

County of San Mateo
STATE OF CALIFORNIA
SUMMARY OF COUNTY FINANCING REQUIREMENTS BY FUNCTION & FUND
FOR FISCAL YEAR 2004-2005

DESCRIPTION	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved/ Adopted by the Board of Supervisors 2004-2005
(1)	(2)	(3)	(4)	(5)
SUMMARIZATION BY FUNCTION:				
General	102,963,039	106,302,555	120,804,379	128,095,320
Public Protection	226,025,723	245,881,138	261,965,080	268,119,836
Public Ways & Facilities	27,900,861	27,348,454	22,792,762	23,340,066
Health & Sanitation	203,197,491	219,684,980	223,485,592	225,789,312
Public Assistance	151,252,132	164,867,249	177,517,843	181,289,318
Education	13,595,588	14,110,416	15,669,392	16,129,392
Recreation	8,109,857	9,305,310	8,558,428	7,653,691
Debt Service	9,358,435	28,874,266	21,535,094	21,535,094
Other Financing Uses	14,031,217	32,672,070	41,942,437	42,281,009
Total Specific Financing Uses	756,434,343	849,046,438	894,271,007	914,233,038
Appropriation for Contingencies	0	0	145,303,910	146,568,804
Subtotal	756,434,343	849,046,438	1,039,574,917	1,060,801,842
Provision for Reserves & Designations	0	0	40,822,039	47,102,854
TOTAL FINANCING REQUIREMENTS	756,434,343	849,046,438	1,080,396,956	1,107,904,696
SUMMARIZATION BY FUND				
00001 GENERAL FUND	660,329,988	727,650,398	913,372,642	925,678,464
00102 EMERGENCY MEDICAL SERVICES FUND	1,880,663	2,814,168	2,647,971	2,327,755
00105 IHSS PUBLIC AUTHORITY FUND	10,019,451	10,368,119	13,589,992	13,583,754
00106 FISH AND GAME PROPAGATION FUND	1,300	7,129	82,664	84,363
00107 OFF-HIGHWAY VEHICLE LICENSE FEES	7,110	45,548	333,947	325,187
00108 STRUCTURAL FIRE PROTECTION FUND	5,275,917	5,766,314	7,133,936	7,098,857
00109 COUNTY LIBRARY	13,403,937	13,965,388	19,241,084	20,505,978
00110 ROAD FUND	22,345,060	22,264,165	15,321,011	15,175,549
00111 HALF-CENT TRANSPORTATION FUND	2,681,803	2,787,397	4,628,902	4,893,920
00114 ROAD IMPROVEMENTS FUND	1,099,312	599,632	3,974,868	4,500,612
00115 SOLID WASTE FUND	5,576,735	6,588,428	16,388,339	16,433,097
00301 DEBT SERVICE FUND	9,358,434	28,874,266	36,418,753	44,251,277
00400 ACCUMULATED CAPITAL OUTLAY	35,659	1,148	7,385	7,635
00401 CRIMINAL JUSTICE TEMP CONST FUND	1,100,000	1,551,465	3,516,315	3,306,511
00402 COURTHOUSE TEMP CONSTRUCTION FUN	925,778	1,047,049	3,793,040	4,095,738
00404 PARK ACQUISITION & DEV FUND	1,213,952	3,955,280	4,220,993	6,491,069
00410 CAPITAL PROJECTS FUND	11,070,083	8,607,244	13,335,049	15,964,575
00500 COYOTE POINT MARINA OPERATING FUN	1,000,889	2,343,040	2,034,314	1,165,550
00501 AIRPORTS FUNDS	1,790,677	1,825,642	5,632,110	6,167,838
00610 MOTOR POOL INTERNAL SERVICE FUND	4,100,896	4,343,685	10,720,821	11,528,966
00611 TOWER ROAD INTERNAL SERVICE FUND	3,216,699	3,640,934	4,002,820	4,318,001
TOTAL FINANCING REQUIREMENTS	756,434,343	849,046,438	1,080,396,956	1,107,904,696

COUNTY BUDGET FORM
SCHEDULE 8

County of San Mateo
STATE OF CALIFORNIA
SUMMARY OF COUNTY FINANCING REQUIREMENTS BY FUNCTION & FUND
FOR FISCAL YEAR 2004-2005

DESCRIPTION	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved/ Adopted by the Board of Supervisors 2004-2005
(1)	(2)	(3)	(4)	(5)
Total Specific Financing Uses (Brought forward from Schedule 8A)	756,434,343	849,046,438	894,271,007	914,233,038
APPROPRIATION FOR CONTINGENCIES:				
00001 GENERAL FUND	0	0	141,492,561	141,492,561
00109 COUNTY LIBRARY	0	0	3,021,349	4,286,243
00110 ROAD FUND	0	0	400,000	400,000
00115 SOLID WASTE	0	0	390,000	390,000
Subtotal - Total Estimated Financing Uses	756,434,343	849,046,438	1,039,574,917	1,060,801,842
PROVISION FOR RESERVES & DESIGNATIONS				
00102 EMERGENCY MEDICAL SERVICES	0	0	2,202,442	1,260,295
00105 IHSS PUBLIC AUTHORITY	0	0	1,143,781	1,137,543
00106 FISH & GAME	0	0	53,801	59,363
00107 OFF-HIGHWAY LICENSE FEES	0	0	267,947	251,187
00108 STRUCTURAL FIRE PROTECTION	0	0	1,312,523	961,149
00109 COUNTY LIBRARY	0	0	680,000	220,000
00111 HALF-CENT TRANSPORTATION FUND	0	0	731,507	1,692,808
00114 ROADWAY IMPROVEMENT	0	0	3,294,868	2,830,612
00115 SOLID WASTE FUND	0	0	6,853,328	4,808,410
00301 DEBT SERVICE	0	0	14,883,659	22,716,183
00401 CRIMINAL JUSTICE CONSTRUCTION	0	0	752,191	991,822
00402 COURTHOUSE CONSTRUCTION	0	0	1,270,962	1,557,624
00404 PARKS ACQ-DEV	0	0	56,006	56,006
00500 COYOTE POINT MARINA OPERATING	0	0	411,647	675,297
00501 AIRPORTS FUND	0	0	1,117,754	1,479,433
00610 MOTOR POOL INTERNAL SERVICE	0	0	5,789,623	6,405,122
TOTAL FINANCING REQUIREMENTS	756,434,343	849,046,438	1,080,396,956	1,107,904,696

County of San Mateo
STATE OF CALIFORNIA
SCHEDULE OF COUNTY SPECIFIC FINANCING USES BY BUDGET UNIT BY FUNCTION AND ACTIVITY
FOR FISCAL YEAR 2004-2005

BUDGET UNITS (Grouped by Function and Activity) (1)		Actual 2002-2003 (2)	Actual 2003-2004 (3)	Recommended 2004-2005 (4)	Approved/ Adopted By the Board of Supervisors 2004-2005 (5)
GENERAL					
Legislation & Administration					
Board of Supervisors/Assessment Appeals		1,728,305	1,815,385	1,932,939	1,932,939
County Manager		3,753,160	5,900,157	7,394,585	7,757,932
Memberships		2,369,056			
Finance					
Controller		5,067,227	5,191,063	5,688,891	5,688,891
Tax Collector/Treasurer		4,050,493	3,885,388	5,414,778	5,646,278
Assessor-Co Clerk-Recorder		17,789,069	19,713,572	17,935,944	18,445,524
Counsel					
County Counsel		4,498,499	4,289,809	5,421,148	5,656,955
Personnel					
Employee and Public Services		15,427,890	15,474,995	16,262,738	16,334,952
Plant Acquisition					
Capital Projects	00110	14,558	2,269	1,220,000	995,000
Capital Projects	00404	28,493	264,390	0	0
Capital Projects	00410	11,070,082	8,607,244	13,249,461	15,878,987
Capital Projects	00501	1,433	126,113	0	0
Capital Projects	00610	0	61,841	136,200	166,200
Other General					
Information Systems		10,788,597	10,171,406	10,895,729	11,187,946
Public Works		15,811,687	16,585,593	16,909,986	17,746,982
Accumulated Capital Outlay	00400	35,659	1,148	7,385	7,635
Criminal Justice Facility	00401	1,100,000	1,551,465	2,764,124	2,314,689
Courthouse Temporary Construction	00402	925,778	1,047,049	2,522,078	2,538,114
Parks Acquisition & Development	00404	1,185,459	3,690,890	4,164,987	6,435,063
Capital Projects	00410	0	0	85,588	85,588
Motor Pool Internal Svc Fund	00610	4,100,895	4,281,844	4,794,998	4,957,644
Tower Road Construction Fund	00611	3,216,699	3,640,934	4,002,820	4,318,001
TOTAL GENERAL		102,963,039	106,302,555	120,804,379	128,095,320

County of San Mateo
STATE OF CALIFORNIA
SCHEDULE OF COUNTY SPECIFIC FINANCING USES BY BUDGET UNIT BY FUNCTION AND ACTIVITY
FOR FISCAL YEAR 2004-2005

BUDGET UNITS (Grouped by Function and Activity)		Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved/ Adopted By the Board of Supervisors 2004-2005
(1)		(2)	(3)	(4)	(5)
PUBLIC PROTECTION					
Judicial					
County Support of the Court		21,838,157	21,931,814	22,727,186	22,727,186
District Attorney		14,773,059	16,844,283	19,151,262	19,151,262
Family Support		0			
Child Support Services		13,127,595	12,523,159	11,322,698	11,322,698
Grand Jury		184,436	424,930	451,468	474,096
Private Defender		10,908,986	11,562,253	12,158,860	12,158,860
ROR Program		0			
Detention & Corrections					
Sheriff		89,154,634	98,942,435	108,516,643	111,147,153
Message Switch		389,254	456,298	508,998	508,998
Probation		44,991,289	49,629,331	49,448,331	50,456,176
Fire Protection					
State Fire Contract		5,018,741	5,734,967	6,007,041	6,007,041
County Fire Protection-Structural	00108	5,275,917	5,766,314	5,821,413	6,137,708
Protective Inspection					
Agricultural Commission		2,856,755	3,116,695	2,907,028	2,926,280
Other Protection					
Coroner & Public Administrator		2,146,421	2,257,579	2,245,940	2,245,940
Office of Emergency Services					
Planning		4,955,262	5,246,382	6,644,539	6,644,539
Fish & Game Propagation	00106	1,300	7,129	28,863	25,000
Animal Control Services		4,337,265	4,349,681	4,338,761	4,405,450
Local Agency Formation Commission		161,658	123,675	140,503	166,840
Solid Waste	00115	5,576,735	6,588,428	9,145,011	11,234,687
Environmental Management		328,259	375,785	400,535	379,922
TOTAL PUBLIC PROTECTION		226,025,723	245,881,138	261,965,080	268,119,836
PUBLIC WAYS & FACILITIES					
Public Ways					
Public Ways	00110	22,330,502	22,261,896	13,701,011	13,780,549
SMC Half-cent Transportation	00111	2,681,803	2,787,397	3,897,395	3,201,112
SM Co-wide Road Improvements	00114	1,099,312	599,632	680,000	1,670,000
Transportation Terminals					
Airports	00501	1,789,244	1,699,529	4,514,356	4,688,405
TOTAL PUBLIC WAYS & FACILITIES		27,900,861	27,348,454	22,792,762	23,340,066

County of San Mateo
STATE OF CALIFORNIA
SCHEDULE OF COUNTY SPECIFIC FINANCING USES BY BUDGET UNIT BY FUNCTION AND ACTIVITY
FOR FISCAL YEAR 2004-2005

BUDGET UNITS (Grouped by Function and Activity)		Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved/ Adopted By the Board of Supervisors 2004-2005
(1)		(2)	(3)	(4)	(5)
HEALTH & SANITATION					
Health					
Business Administration-Health		2,423,685	4,347,626	6,859,867	7,111,510
Public Health Service		29,300,308	31,006,873	33,679,963	34,565,751
PH - Healthy Steps					
AIDS Program					
Environmental Health		9,069,669	9,381,184	10,043,325	10,259,217
Mental Health Service		71,567,633	75,106,212	80,212,254	80,261,898
Aging and Adult Services		15,940,415	15,440,601	16,656,692	16,656,692
Correctional Health		5,254,368	5,051,058	5,325,320	5,529,142
Emergency Medical Services	00102	1,880,663	2,814,168	445,529	1,067,460
Food Services		3,233,986	736,560	803,960	803,960
IHSS Public Authority		4,604,077	4,487,523	4,487,523	4,487,523
SB855 Transfer Payments		11,959,714	10,464,334	8,670,833	8,670,833
IHSS Public Authority	00105	10,019,451	10,368,119	12,446,211	12,446,211
Hospital Care					
In-patient/Out-patient Health Care		37,333,289	49,828,417	43,152,000	43,152,000
Emergency Medical Services		610,233	652,305	702,115	777,115
TOTAL HEALTH & SANITATION		203,197,491	219,684,980	223,485,592	225,789,312
PUBLIC ASSISTANCE					
Administration					
Social Services		118,224,644	128,034,340	137,705,386	141,255,251
Other Assistance					
Housing & Community Development		11,733,179	15,054,223	16,951,428	17,675,510
Job Training-Economic Development		21,294,309	21,778,686	22,861,029	22,358,557
TOTAL PUBLIC ASSISTANCE		151,252,132	164,867,249	177,517,843	181,289,318

County of San Mateo
STATE OF CALIFORNIA
SCHEDULE OF COUNTY SPECIFIC FINANCING USES BY BUDGET UNIT BY FUNCTION AND ACTIVITY
FOR FISCAL YEAR 2004-2005

BUDGET UNITS (Grouped by Function and Activity) (1)		Actual 2002-2003 (2)	Actual 2003-2004 (3)	Recommended 2004-2005 (4)	Approved/ Adopted By the Board of Supervisors 2004-2005 (5)
EDUCATION					
Library Services					
Library	00109	13,403,937	13,965,388	15,539,735	15,999,735
Cooperative Education					
Cooperative Extension Services		191,651	145,028	129,657	129,657
TOTAL EDUCATION		13,595,588	14,110,416	15,669,392	16,129,392
RECREATION					
Recreation Facilities					
Parks & Recreation		7,101,858	6,916,722	6,869,761	7,089,438
Off-Highway License Fees	00107	7,110	45,548	66,000	74,000
Coyote Point Marina Operating	00500	1,000,889	2,343,040	1,622,667	490,253
TOTAL RECREATION		8,109,857	9,305,310	8,558,428	7,653,691
OTHER FINANCING USES					
Debt Service Fund	00301	9,358,435	28,874,266	21,535,094	21,535,094
Non-Departmental		14,031,217	32,672,070	41,942,437	42,281,009
TOTAL OTHER FINANCING USES		23,389,652	61,546,336	63,477,531	63,816,103
TOTAL SPECIFIC EXPENDITURE REQUIREME		756,434,343	849,046,438	894,271,007	914,233,038

COUNTY BUDGET FORM

County of San Mateo
STATE OF CALIFORNIA
OPERATION OF ENTERPRISE FUND
OPERATIONAL STATEMENT FOR THE FISCAL YEAR 2004-2005

SCHEDULE 11
Fund Title SMC General Hospital
Service Act. Health & Sanitation
Hospital Care

OPERATING DETAIL	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
(1)	(2)	(3)	(4)	(5)
REVENUES				
Taxes	9	15,079	28,463	28,463
Use of Money and Property	4,972	(59,507)	1,368	1,368
Intergovernmental Revenues	24,984,267	28,993,752	39,646,505	34,763,494
Charges for Services	63,337,896	84,392,743	95,816,052	98,423,793
Interfund Revenue	4,414,559	5,487,721	3,511,220	3,083,220
Miscellaneous Revenue	11,423,347	2,731,774	4,323,374	4,265,374
Other Financing Sources	43,514,222	54,165,685	46,152,000	46,402,000
TOTAL REVENUES	147,679,272	175,727,247	189,478,982	186,967,712
EXPENDITURES				
Salaries and Benefits	71,068,928	91,788,490	104,826,435	103,227,058
Services and Supplies	45,362,516	50,694,901	48,994,817	48,273,297
Other Charges	18,231,558	19,574,741	20,937,030	20,898,002
Fixed Assets	300,000	0	4,790,026	3,405,853
Other Financing Uses	12,222,499	10,285,907	9,930,674	11,930,674
Contingencies	0	0	0	0
Non-General Fund Reserves	0	0	0	0
TOTAL EXPENDITURES	147,185,501	172,344,039	189,478,982	187,734,884

COUNTY BUDGET FORM

SCHEDULE 13

County of San Mateo
STATE OF CALIFORNIA
SUMMARY OF SPECIAL DISTRICT BUDGETS

FOR FISCAL YEAR 2004-2005

DISTRICT AND FUND	AVAILABLE FINANCING				FINANCING REQUIREMENTS		
	Fund Balance Unreserved/ Undesignated June 30, 2004	Cancellation of Prior Year Reserves/ Designations	Estimation Additional Financing Sources	Total Available Financing	Estimated Financing Uses	Provisions for Reserves and/or Designations (new or incr.)	Total Financing Requirements
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
COUNTY SERVICE AREA							
00131 County Service Area #1	1,005,082	29,246	1,624,902	2,659,230	1,978,515	680,715	2,659,230
00132 County Service Area #6	483,807	0	45,580	529,387	529,387	0	529,387
00133 County Service Area #7	141,455	0	43,420	184,875	184,875	0	184,875
00134 County Service Area #8	2,101,712	0	1,476,946	3,578,658	3,578,658	0	3,578,658
00135 County Service Area #11	152,744	0	43,696	196,440	196,440	0	196,440
SEWER & SANITATION							
00151 Burlingame Hills Sewer	209,624	0	275,988	485,612	485,612	0	485,612
00152 Emerald Lake Heights Sewer	1,250,950	0	583,182	1,834,132	1,834,132	0	1,834,132
00153 Fair Oaks Sewer	5,253,647	0	2,827,494	8,081,141	8,081,141	0	8,081,141
00154 Harbor Industrial Sewer	646,829	0	78,388	725,217	725,217	0	725,217
00155 Kensington Square Sewer	135,778	0	31,637	167,415	167,415	0	167,415
00156 Oak Knoll Sewer	100,326	0	46,880	147,206	147,206	0	147,206
00157 Crystal Springs Sanitation	396,600	0	725,169	1,121,769	1,121,769	0	1,121,769
00158 Devonshire County Sanitation	432,798	0	125,007	557,805	557,805	0	557,805
00159 Scenic Heights County Sanitation	51,725	0	19,646	71,371	71,371	0	71,371
DRAINAGE DISTRICS							
00176 Baywood Park Drainage	985	0	0	985	985	0	985
00177 Campo-Bello University Park Drainage	33,165	0	2,415	35,580	35,580	0	35,580
00178 East Palo Alto Drainage	5,598	0	18,434	24,032	24,032	0	24,032
00179 Enchanted Hills Drainage	2,078	0	1,270	3,348	3,348	0	3,348
00180 Harbor Industrial Drainage	31,086	0	1,000	32,086	32,086	0	32,086
00181 Highland Drainage	19,055	0	836	19,891	19,891	0	19,891
00182 Palo Alto Gardens Drainage	12	0	0	12	12	0	12
00183 Sequoia Drainage	32,533	0	2,017	34,550	34,550	0	34,550
00184 University Heights Area Drainage	124,169	0	10,560	134,729	134,729	0	134,729
FLOOD CONTROL ZONES							
00201 Colma Creek Flood Control Zone	7,681,807	0	2,774,331	10,456,138	10,456,138	0	10,456,138
00202 Colma Creek Fld. Control Sub-Zone #1	51,940	0	77,668	129,608	129,608	0	129,608
00203 Colma Creek Fld. Control Sub-Zone #2	57,295	0	335,305	392,600	392,600	0	392,600
00204 Colma Creek Fld. Control Sub-Zone #3	209,490	0	773,359	982,849	982,849	0	982,849
00205 Ravenswood Slough Flood Control Zone	248,348	0	10,362	258,710	258,710	0	258,710
00206 San Bruno Creek Flood Control Zone #1	10,159	0	375,082	385,241	385,241	0	385,241
00207 San Bruno Creek Flood Control Zone #2	518,487	0	147,392	665,879	665,879	0	665,879
00209 San Francisquito Creek Fld. Control #2	1,835,250	0	175,905	2,011,155	2,011,155	0	2,011,155
00210 San Mateo Co Flood Control Zone 1	20,218	0	765	20,983	20,983	0	20,983
LIGHTING DISTRICTS							
00226 Bel Aire Lighting	340,746	0	35,672	376,418	376,418	0	376,418
00227 Belmont Lighting	117,006	0	6,802	123,808	123,808	0	123,808
00228 Colma Lighting	635,931	0	70,669	706,600	706,600	0	706,600
00229 Granada Lighting	425,429	0	43,848	469,277	469,277	0	469,277
00230 Emerald Lake Lighting	1,219,225	0	136,625	1,355,850	1,355,850	0	1,355,850
00231 Enchanted Hills Lighting	74,710	0	6,839	81,549	81,549	0	81,549
00232 La Honda Lighting	108,393	0	9,551	117,944	117,944	0	117,944
00233 Menlo Park Lighting	641,144	0	132,351	773,495	773,495	0	773,495
00234 Montara Lighting	670,427	0	66,546	736,973	736,973	0	736,973
00235 Pescadero Lighting	93,431	0	7,325	100,756	100,756	0	100,756
00236 Ravenswood Lighting	868,434	0	125,620	994,054	994,054	0	994,054
LANDSCAPE DISTRICTS							
00266 Highlands Landscape Maintenance	21,437	0	4,909	26,346	4,700	21,646	26,346
TOTAL	28,461,065	29,246	13,301,393	41,791,704	41,089,343	702,361	41,791,704

County of San Mateo

STATE OF CALIFORNIA
SPECIAL DISTRICTS
COUNTY SERVICE AREA NO. 1 DISTRICT BUDGET DETAIL-00131

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
523,109,498	69,238	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	908,091	1,207,566	1,005,082	1,005,082
CANCELLATION OF PRIOR YEAR RESERVE	29,246	29,246	29,246	29,246
Property Taxes - Current Secured	1,156,226	1,299,006	1,315,298	1,315,298
Property Taxes - Current Unsecured	132,406	135,579	140,652	140,652
Taxes - Special Augmentation Fund	0	0	0	0
Property Taxes - Prior	125	(2,121)	0	0
Interest Earned	45,520	37,714	25,000	25,000
Homeowner Property tax Relief	13,342	14,458	13,952	13,952
Special Tax	93,278	92,183	93,000	93,000
Property Taxes - Supplemental SB 813	58,708	54,442	37,000	37,000
Other Interfund Revenue	(20)	(21)	0	0
Miscellaneous Revenue	0	6,900	0	0
TOTAL	2,436,922	2,874,952	2,659,230	2,659,230

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repairs and Maintenance	1,143,286	1,201,899	1,978,515	1,978,515
GENERAL RESERVES	0	0	680,715	680,715
TOTAL	1,143,286	1,201,899	2,659,230	2,659,230

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COUNTY SERVICE AREA NO. 6 DISTRICT BUDGET DETAIL-00132

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
83,355,497	1,170,742	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	407,976	452,400	483,807	483,807
CANCELLATION OF PRIOR YEAR RESERVE	0	0	0	0
Property Taxes - Current Secured	32,485	31,535	31,440	27,831
Property Taxes - Current Unsecured	3,692	3,265	3,364	3,364
Property Taxes - Prior	5	(59)	0	0
Interest Earned	14,979	13,244	14,052	14,052
Homeowner Property tax Relief	372	348	333	333
Property Taxes - Supplemental SB 813	1,696	2,608	0	0
ERAF Rebate	0	1,207	0	0
TOTAL	461,205	504,548	532,996	529,387

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2002-2003
SERVICE & SUPPLIES				
Repairs and Maintenance	8,804	20,164	21,700	21,700
APPROPRIATION FOR CONTINGENCIES	0	0	511,296	507,687
TOTAL	8,804	20,164	532,996	529,387

County of San Mateo

STATE OF CALIFORNIA
SPECIAL DISTRICTS
COUNTY SERVICE AREA NO. 7 DISTRICT BUDGET DETAIL-00133

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
14,798,934	60,119	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES

(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	90,698	116,367	141,455	141,455
CANCELLATION OF PRIOR YEAR RESERVE	0	0	0	
Interest Earned	3,370	3,448	3,420	3,420
Water Sales	41,714	43,055	40,000	40,000
Water Sevice Charges	0	50	0	0
Other Revenue	25	205	0	0
Miscellaneous Revenue	100	150	0	0
Interfund Revenue	175,700	0	0	0
TOTAL	311,607	163,275	184,875	184,875

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair and Manintenance	19,607	21,887	36,921	36,921
APPROPRIATION FOR CONTINGENCIES	0	0	147,954	147,954
TOTAL	19,607	21,887	184,875	184,875

County of San Mateo

STATE OF CALIFORNIA — **DISTRICT BUDGET FOI**

SPECIAL DISTRICTS — **SCHEDULE 16**

COUNTY SERVICE AREA NO. 8 DISTRICT BUDGET DETAIL-00134 — GOVERNING BOA

FOR FISCAL YEAR 2004-2005

Board of Supervisors . [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
964,448,291	54,143,328	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES

(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	1,770,783	1,693,250	2,101,712	2,101,712
Property Taxes - Current Secured	470,952	510,257	506,610	506,610
Property Taxes - Current Unsecured	53,189	52,612	54,190	54,190
Taxes - Special District Augmentation Fund	0	0	0	0
Property Taxes - Prior	49	(852)	296	296
Interest Earned	57,987	52,333	53,144	53,144
Homeowner Property Tax Relief	5,360	5,610	5,360	5,360
Refuse Disposal	734,395	733,272	840,000	840,000
Property Taxes - Supplemental SB 813	23,650	21,415	17,346	17,346
Franchise Fees	6,116	62,904	0	0
TOTAL	3,122,481	3,130,801	3,578,658	3,578,658

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICES & SUPPLIES				
Repairs and Maintenance	1,429,232	1,029,090	1,492,000	1,492,000
APPROPRIATION FOR CONTINGENCIES	0	0	2,086,658	2,086,658
	1,429,232	1,029,090	3,578,658	3,578,658

County of San Mateo

STATE OF CALIFORNIA — **DISTRICT BUDGET FORM**
SPECIAL DISTRICTS — **SCHEDULE 16**
COUNTY SERVICE AREA NO. 11 DISTRICT BUDGET DETAIL-00135 — GOVERNING BOARD

FOR FISCAL YEAR 2004-2005

Board of Supervisors . [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
17,812,015	250,790	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2002-2003	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	125,382	124,236	152,744	152,744
Interest Earned	3,984	3,791	3,696	3,696
Water Sales	36,121	40,522	40,000	40,000
Special Charges	57,058	53,801	0	0
Bad Debt Recoveries	299	0	0	0
Misc Revenue	0	60	0	0
Connection Charges	7,397	600	0	0
TOTAL	230,241	223,010	196,440	196,440

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2002-2003	Recommended 2004-2005	Approved 2004-2005
SERVICES & SUPPLIES/DEBT SERVICE				
Repairs and Maintenance	106,005	91,798	68,972	68,972
APPROPRIATION FOR CONTINGENCIES	0	0	127,468	127,468
TOTAL	106,005	91,798	196,440	196,440

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
BURLINGAME HILLS SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00151

FOR FISCAL YEAR 2003-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors	X
Other Appointed	
Other Elected	

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
303,795,040	283,058	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	280,066	226,651	209,624	209,624
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	29,120	32,371	17,678	17,678
Property Taxes - Current Unsecured	3,328	3,373	3,474	3,474
Property Taxes - Prior	2	(53)	0	
Interest Earned	5,213	3,234	4,492	4,492
Homeowner Property tax Relief	335	360	344	344
Connection Charges	0	2,949	0	0
Sewer Service Charges	223,769	240,906	250,000	250,000
Other Special Charges	200	300	0	0
Property Taxes - Supplemental SB 813	1,453	1,347	0	0
ERAF Rebate	0	5,893	0	0
TOTAL	543,486	517,331	485,612	485,612

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repairs & Maintenance	298,672	309,357	485,612	485,612
APPROPRIATION FOR CONTINGENCIES	0	0	0	0
RESERVES	0	0	0	0
TOTAL	298,672	309,357	485,612	485,612

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EMERALD LAKE HEIGHTS SEWER DISTRICT BUDGET DETAIL-00152

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ..... [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
940,764,485	105,246	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2002-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	838,485	893,355	1,250,950	1,250,950
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	7,060	8,323	4,499	4,499
Property Taxes - Current Unsecured	801	862	888	888
Property Taxes - Prior	1	(13)	0	0
Interest Earned	30,503	29,748	27,708	27,708
Homeowner Property Tax Relief	81	92	87	87
Annexation Charges	0	1,600	0	0
Sewer Service Charges	468,979	514,685	550,000	550,000
Other Special Charges	500	119,002	0	0
Connection Charges	16,038	71,878	0	0
Property Taxes - Supplemental SB 813	354	340	0	0
ERAF Rebate	0	1,424	0	0
TOTAL	1,362,802	1,641,296	1,834,132	1,834,132

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2002-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repairs & Maintenance	724,988	645,886	659,000	659,000
APPROPRIATION FOR CONTINGENCIES	0	0	1,175,132	1,175,132
TOTAL	724,988	645,886	1,834,132	1,834,132

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
FAIR OAKS MAINTENANCE DISTRICT BUDGET DETAIL-00153

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors X
Other Appointed .....
Other Elected .....

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
3,813,423,093	177,826,078	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	5,222,394	4,540,752	5,253,647	5,253,647
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	213,748	227,806	121,294	121,294
Property Taxes - Current Unsecured	22,159	21,601	22,965	22,965
Property Taxes - Prior	3	(393)		
Interest Earned	172,929	138,929	142,828	142,828
Homeowner Property Tax Relief	2,470	2,547	2,407	2,407
Connection Charges	11,871	46,731		
Sewer Service Charges	2,292,271	2,517,744	2,520,000	2,520,000
Charges for Services	12,113	15,987	15,000	15,000
Other Special Charges	4,200	7,651	0	0
Annexation Charges	0	1,600	0	0
Property Taxes - Supplemental SB 813	10,846	9,686	0	0
Miscellaneous Reimbursement	1,368	0	0	0
County Land/Buildings Rentals	3,000	0	3,000	3,000
ERAF Rebate	0	43,481	0	0
TOTAL	7,969,372	7,574,122	8,081,141	8,081,141

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenace	3,515,427	2,441,708	8,081,141	8,081,141
TOTAL	3,515,427	2,441,708	8,081,141	8,081,141

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HARBOR INDUSTRIAL SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00154

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors X
Other Appointed .....
Other Elected .....

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
69,935,430	3,675,960	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	523,102	586,988	646,829	646,829
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	6,380	5,757	2,282	2,282
Property Taxes - Current Unsecured	633	504	52	52
Property Taxes - Prior	1	(10)	0	0
Interest Earned	19,266	17,376	17,000	17,000
Sewer Service Charges	60,236	55,032	59,000	59,000
Property Taxes - Supplemental SB 813	305	244	0	0
Homeowner Property Tax Relief	66	58	54	54
Other Special Charges	0	582	0	0
ERAF Rebate	0	1,135	0	0
TOTAL	609,989	667,666	725,217	725,217

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2001-2002	Actual 2002-2003	Recommended 2003-2004	Approved 2003-2004
SERVICE & SUPPLIES				
Repair & Maintenance	24,407	22,240	104,180	114,180
APPROPRIATION FOR CONTINGENCIES	0	0	611,037	611,037
TOTAL	24,407	22,240	715,217	725,217

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
KENSINGTON SQUARE SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00155

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors X
Other Appointed .....
Other Elected .....

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
19,816,085	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2003-2005	Approved 2003-2005
FUND BALANCE AVAILABLE	102,043	115,824	135,778	135,778
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	5,382	6,050	3,293	3,293
Property Taxes - Current Unsecured	614	629	648	648
Property Taxes - Prior	0	(10)	0	0
Interest Earned	3,977	3,556	3,632	3,632
Homeowner Property Tax Relief	62	67	64	64
Sewer Service Charges	21,512	23,022	24,000	24,000
Property Taxes - Supplemental SB 813	269	252	0	0
Other Special Charges	0	100	0	0
ERAF Rebate	0	1,087	0	0
TOTAL	133,859	150,577	167,415	167,415

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2003-2005	Approved 2003-2005
SERVICE & SUPPLIES				
Repair & Maintenance	24,264	15,077	32,035	32,035
APPROPRIATION FOR CONTINGENCIES	0	0	135,380	135,380
TOTAL	24,264	15,077	167,415	167,415

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
OAK KNOLL SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00156

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ..... [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
56,876,473	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	70,264	77,935	100,326	100,326
Property Taxes - Current Secured	1,882	2,118	1,162	1,162
Property Taxes - Current Unsecured	216	221	228	228
Property Taxes - Prior	0	(3)	0	0
Interest Earned	2,695	2,517	2,468	2,468
Homeowner Property Tax Relief	22	24	22	22
Sewer Service Charges	37,120	40,200	43,000	43,000
Property Taxes - Supplemental SB 813	91	87	0	0
Other Special Charges	250	0	0	0
ERAF Rebate	0	371	0	0
TOTAL	112,540	123,470	147,206	147,206

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	35,005	23,545	54,484	54,484
APPROPRIATION FOR CONTINGENCIES	0	0	92,722	92,722
TOTAL	35,005	23,545	147,206	147,206

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
CRYSTAL SPRINGS SANITATION DISTRICT BUDGET DETAIL-00157

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ..... [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
528,466,448	69,238	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	1,032,837	649,822	396,600	396,600
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	27,259	30,575	16,649	16,649
Property Taxes - Current Unsecured	3,109	3,181	3,276	3,276
Property Taxes - Prior	3	(50)	0	0
Interest Earned	32,824	11,464	14,920	14,920
Homeowner Property Tax Relief	313	339	324	324
Sewer Service Charges	616,987	655,659	690,000	690,000
Property Taxes - Supplemental SB 813	1,380	1,278	0	0
Connection Charges	0	2,167	0	0
Other Special Charges	600	600	0	0
ERAF Rebate	0	5,575	0	0
TOTAL	1,715,312	1,360,610	1,121,769	1,121,769

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repairs & Maintenance	1,068,543	975,760	523,017	523,017
APPROPRIATION FOR CONTINGENCIES	0	0	598,752	598,752
TOTAL	1,068,543	975,760	1,121,769	1,121,769

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
DEVONSHIRE COUNTY SANITATION DISTRICT BUDGET DETAIL-00158

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors X
Other Appointed .....
Other Elected .....

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
125,636,157	12,068	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	277,263	351,144	432,798	432,798
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	13,376	14,281	7,627	7,627
Property Taxes - Current Unsecured	1,507	1,469	1,514	1,514
Property Taxes - Prior	1	(24)	0	0
Interest Earned	10,295	10,710	10,716	10,716
Homeowner Property Tax Relief	152	157	150	150
Sewer Service Charges	94,490	101,561	105,000	105,000
Property Taxes -Supplemental SB 813	657	593	0	0
Other Special Charges	100	300	0	0
ERAF Rebate	0	2,673	0	0
TOTAL	397,841	482,864	557,805	557,805

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	49,984	53,354	205,129	205,129
APPROPRIATION FOR CONTINGENCIES	0	0	352,676	352,676
TOTAL	49,984	53,354	557,805	557,805

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SCENIC HEIGHTS COUNTY SANITATION DISTRICT BUDGET DETAIL-00159

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ..... [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
18,726,490	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	22,555	36,465	51,725	51,725
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	716	778	419	419
Property Taxes - Current Unsecured	81	80	83	83
Interest Earned	963	1,206	1,136	1,136
Homeowner Property Tax Relief	8	9	8	8
Sewer Service Charges	16,022	17,376	18,000	18,000
Property Taxes - Supplemental SB 813	36	32	0	0
ERAF Rebate	0	144	0	0
TOTAL	40,381	56,090	71,371	71,371

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Maintenance & Repair	3,917	4,363	22,171	22,171
APPROPRIATION FOR CONTINGENCIES	0	0	49,200	49,200
TOTAL	3,917	4,363	71,371	71,371

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
BAYWOOD PARK DRAINAGE DISTRICT BUDGET DETAIL-00176

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ..... [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
15,417,324	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	983	979	985	985
Interest Earned	0	6	0	0
TOTAL	983	985	985	985

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	4	0	500	500
APPROPRIATION FOR CONTINGENCIES	0	0	485	485
TOTAL	4	0	985	985

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
CAMPO-BELLO UNIVERSITY PARK DRAINAGE DISTRICT BUDGET DETAIL-00177

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors	X
Other Appointed	
Other Elected	

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
186,215,704	32,515	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	27,792	30,492	33,165	33,165
Property Taxes - Current Secured	1,548	1,557	1,264	1,264
Property Taxes - Current Unsecured	162	149	154	154
Property Taxes - Prior	0	(3)	0	0
Interest Earned	1,015	900	952	952
Property Taxes - Supplemental SB 813	69	62	30	30
Homeowner Property Tax Relief	16	16	15	15
ERAF Rebate	0	144	0	0
TOTAL	30,602	33,317	35,580	35,580

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	110	151	20,000	20,000
APPROPRIATION FOR CONTINGENCIES	0	0	15,580	15,580
TOTAL	0	151	35,580	35,580

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00178

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors	X
Other Appointed	
Other Elected	

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
676,850,922	32,019,549	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	35,877	37,353	5,598	5,598
Property Taxes - Current Secured	12,755	17,131	15,226	15,226
Property Taxes - Current Unsecured	1,507	1,762	1,827	1,827
Property Taxes - Prior	6	47	0	0
Interest Earned	1,280	737	1,116	1,116
Property Taxes - Supplemental SB 813	729	787	54	54
Homeowner Property Tax Relief	176	224	211	211
ERAF Rebate	0	488	0	0
TOTAL	52,330	58,529	24,032	24,032

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	14,976	52,930	24,032	24,032
TOTAL	14,976	52,930	24,032	24,032

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
ENCHANTED HILLS DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00179

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors X
Other Appointed .....
Other Elected .....

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
83,481,475	34,121	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2002-2003	Recommended 2002-2003	Approved 2002-2003
FUND BALANCE AVAILABLE	7,077	1,326	2,078	2,078
Property Taxes - Current Secured	860	1,001	892	892
Property Taxes - Current Unsecured	99	105	108	108
Property Taxes - Prior	0	(1)	0	0
Interest Earned	266	252	260	260
Property Taxes - Supplemental SB 813	44	42	0	0
Homeowner Property Tax Relief	10	11	10	10
ERAF Rebate	0	52	0	0
TOTAL	8,356	2,788	3,348	3,348

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2002-2003	Recommended 2002-2003	Approved 2002-2003
SERVICE & SUPPLIES				
Repairs & Maintenance	30	2709	3,348	3,348
APPROPRIATION FOR CONTINGENCIES	0	0	0	0
TOTAL	30	2,709	3,348	3,348

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HARBOR INDUSTRIAL DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00180

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors	X
Other Appointed	
Other Elected	

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
0	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	29,418	30,354	31,086	31,086
Interest Earned	1,049	875	1,000	1,000
TOTAL	30,467	31,229	32,086	32,086

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	113	143	20,000	20,000
APPROPRIATION FOR CONTINGENCIES	0	0	12,086	12,086
TOTAL	113	143	32,086	32,086

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HIGHLANDS DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00181

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors	X
Other Appointed	
Other Elected	

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
39,516,216	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	17,433	18,258	19,055	19,055
Property Taxes - Current Secured	227	266	236	236
Property Taxes - Current Unsecured	26	28	29	29
Interest Earned	625	530	568	568
Homeowner Property tax Relief	3	3	3	3
Property Taxes - Supplemental SB 813	11	11	0	0
ERAF Rebate	0	46	0	0
TOTAL	18,325	19,142	19,891	19,891

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	67	87	10,000	10,000
APPROPRIATION FOR CONTINGENCIES	0	0	9,891	9,891
TOTAL	67	87	19,891	19,891

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
PALO ALTO GARDENS DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00182

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors X
Other Appointed .....
Other Elected .....

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
0	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recomended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	0	0	12	12
Interest Earned	0	12	0	0
TOTAL	0	12	12	12

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recomended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
5428 Misc Repair & Maintenance	0	0	12	12
TOTAL	0	0	12	12

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SEQUOIA DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00183

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors	X
Other Appointed	
Other Elected	

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
24,501,879	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	28,138	30,221	32,533	32,533
Property Taxes - Current Secured	999	1,049	930	930
Property Taxes - Current Unsecured	114	109	112	112
Property Taxes - Prior	0	(2)	0	0
Interest Earned	1,019	891	940	940
Homeowner Property Tax Relief	11	12	11	11
Property Taxes - Supplemental SB 813	51	44	24	24
ERAF Rebate	0	356	0	0
TOTAL	30,332	32,680	34,550	34,550

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
Services and Supplies				
Repair & Maintenance	112	148	24,300	24,300
APPROPRIATION FOR CONTINGENCIES	0	0	10,250	10,250
TOTAL	112	148	34,550	34,550

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
UNIVERSITY HEIGHTS AREA DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00184

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors	X
Other Appointed	
Other Elected	

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
615,563,987	1,506,818	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	92,517	103,188	124,169	124,169
Property Taxes - Current Secured	6,517	7,209	6,396	6,396
Property Taxes - Current Unsecured	744	750	772	772
Property Taxes - Prior	0	(12)	0	0
Interest Earned	3,405	5,738	3,216	3,216
Homeowner Property Tax Relief	75	80	76	76
Property Taxes - Supplemental SB 813	329	301	100	100
ERAF Rebate	0	462	0	0
TOTAL	103,587	117,716	134,729	134,729

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	400	548	50,000	50,000
APPROPRIATION FOR CONTINGENCIES	0	0	84,729	84,729
TOTAL	400	548	134,729	134,729

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COLMA CREEK CONTROL ZONE DISTRICT BUDGET DETAIL-00201

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ... [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
9,739,460,942	464,007,350	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	11,853,361	12,200,215	7,681,807	7,681,807
Property Taxes - Current Secured	297,077	320,906	280,379	280,379
Property Taxes - Current Unsecured	24,211	25,730	27,923	27,923
Property Taxes - Prior	1,456	732	0	0
Interest Earned	392,848	292,427	50,000	50,000
Homeowner Property Tax Relief	3,834	3,995	3,730	3,730
Charges for Services	8,795	154		
Other In-Lieu Taxes	46	0		
Land & Building Rentals	9,580	10,565	9,580	9,580
Property Taxes - Supplemental SB 813	16,701	15,165		
Project Cost Reimbursement	4,519,119	168,294		
Operating Transfer in	1,331,723	1,323,078	1,502,719	1,502,719
StateAid - Other Construction	4,254,000	0	900,000	900,000
ERAF Rebate	0	17,050	0	0
TOTAL	22,712,751	14,378,311	10,456,138	10,456,138

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repairs& Maintenance	10,386,720	7,051,694	10,456,138	10,456,138
APPROPRIATION FOR CONTINGENCIES	0	0	0	0
TOTAL	10,386,720	7,051,694	10,456,138	10,456,138

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COLMA CREEK CONTROL SUBZONE #1 DISTRICT BUDGET DETAIL-00202

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .... [X]

Other Appointed ..... [ ]

Other Elected ..... [ ]

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
240,007,478	25,750,348	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	14,923	31,084	51,940	51,940
Property Taxes - Current Secured	89,334	91,098	68,157	68,157
Property Taxes - Current Unsecured	7,540	7,100	7,540	7,540
Property Taxes - Prior	(3)	(172)	0	0
Interest Earned	1,866	2,061	972	972
Homeowner Property Tax Relief	1,080	1,078	999	999
Property Taxes - Supplemental SB 813	4,668	4,117	0	0
ERAF Rebate	0	3,896	0	0
TOTAL	119,408	140,262	129,608	129,608

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	88,323	88,323	113,341	113,341
APPROPRIATION FOR CONTINGENCIES	0	0	16,267	16,267
TOTAL	88,323	88,323	129,608	129,608

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COLMA CREEK CONTROL SUBZONE #2 DISTRICT BUDGET DETAIL-00203

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ..... [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,824,050,166	274,994,543	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES (ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2003-2004	Approved 2003-2004
FUND BALANCE AVAILABLE	5,477	18,185	57,295	57,295
Property Taxes - Current Secured	388,660	390,516	328,911	328,911
Property Taxes - Current Unsecured	(15,859)	(7,825)	0	0
Property Taxes - Prior	8,722	8,674	0	0
Interest Earned	5,013	4,918	596	596
Homeowner Property Tax Relief	6,432	6,348	5,798	5,798
Property Taxes - Supplemental SB 813	27,365	24,338	0	0
Other In-Lieu Taxes	276	0	0	0
ERAF Rebate	0	11,395	0	0
TOTAL	426,086	456,549	392,600	392,600

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2003-2004	Approved 2003-2004
SERVICE & SUPPLIES				
Other Financing Uses				
Operating Transfer Out	407,900	399,255	352,981	352,981
APPROPRIATION FOR CONTINGENCIES	0	0	39,619	39,619
TOTAL	407,900	399,255	392,600	392,600

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COLMA CREEK CONTROL SUBZONE #3 DISTRICT BUDGET DETAIL-00204

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. X
Other Appointed .....
Other Elected .....

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
7,675,403,298	163,262,459	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	128,953	124,713	209,490	209,490
Property Taxes - Current Secured	690,802	762,914	677,291	677,291
Property Taxes - Current Unsecured	80,936	81,555	83,828	83,828
Property Taxes - Prior	79	(1,302)	0	0
Interest Earned	15,329	13,526	3,924	3,924
Homeowner Property Tax Relief	8,188	8,726	8,316	8,316
Property Taxes - Supplemental SB 813	35,924	33,006	0	0
ERAF Rebate	0	21,852	0	0
TOTAL	960,211	1,044,990	982,849	982,849

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	835,500	835,500	896,374	896,374
APPROPRIATION FOR CONTINGENCIES	0	0	86,475	86,475
TOTAL	835,500	835,500	982,849	982,849

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
RAVENSWOOD SLOUGH FLOOD CONTROL ZONE DISTRICT BUDGET DETAIL-00205

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors X
Other Appointed .....
Other Elected .....

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
2,380,811,118	139,802,092	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	228,313	238,624	248,348	248,348
Property Taxes - Current Secured	2,401	2,930	2,594	2,594
Property Taxes - Current Unsecured	274	246	282	282
Property Taxes - Prior	2	1	0	0
Interest Earned	8,184	6,921	7,436	7,436
Homeowner Property Tax Relief	61	65	50	50
Property Taxes - Supplemental SB 813	267	246	0	0
ERAF Rebate	0	456	0	0
TOTAL	239,502	249,489	258,710	258,710

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	877	1,140	0	0
APPROPRIATION FOR CONTINGENCIES	0	0	258,710	258,710
TOTAL	877	1,140	258,710	258,710

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SAN BRUNO CREEK FLOOD CONTROL ZONE #1 DISTRICT BUDGET DETAIL-00206

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

FOR FISCAL YEAR 2004-2005

Board of Supervisors . [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
6,857,536	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	229,780	181,036	10,159	10,159
Interest Earned	6,870	(2,980)	1,000	1,000
Othe In-Lieu Taxes	933	1,799	200,000	200,000
IFR - Solid Waste Fund	0	653	0	0
Operating Transfer In	0	148,233	174,082	174,082
TOTAL	237,583	328,741	385,241	385,241

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintainance	56,547	318,582	363,582	363,582
Other Intrafund Transfers				
APPROPRIATION FOR CONTINGENCIES	0	0	21,659	21,659
TOTAL	56,547	318,582	385,241	385,241

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SAN BRUNO FLOOD CONTROL ZONE #2 DISTRICT BUDGET DETAIL-00207

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors	X
Other Appointed	
Other Elected	

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
2,701,076,278	64,075,895	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	676,738	799,026	518,487	518,487
Property Taxes - Current Secured	129,450	134,023	118,841	118,841
Property Taxes - Current Unsecured	15,444	14,693	15,061	15,061
Property Taxes - Prior	(504)	525	0	0
Interest Earned	26,213	24,749	12,000	12,000
Homeowner Property Tax Relief	1,556	1,567	1,490	1,490
Property Taxes - Supplemental SB 813	6,676	5,990	0	0
ERAF Rebate	0	4,637	0	0
TOTAL	855,573	985,210	665,879	665,879

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	56,547	318,487	0	0
Operating Transfer Out	0	0	174,082	174,082
APPROPRIATION FOR CONTINGENCIES	0	0	491,797	491,797
TOTAL	56,547	318,487	665,879	665,879

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SAN FRANCISQUITO CREEK FLOOD CONTROL ZONE #2 DISTRICT BUDGET DETAIL-00209

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors X
Other Appointed .....
Other Elected .....

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
7,421,011,319	221,400,541	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	1,900,664	1,738,578	1,835,250	1,835,250
Property Taxes - Current Secured	110,824	121,752	108,860	108,860
Property Taxes - Current Unsecured	12,693	12,708	13,090	13,090
Property Taxes - Prior	4	(203)	0	0
Interest Earned	65,457	49,668	52,660	52,660 0
Homeowner Property tax Relief	1,279	1,355	1,295	1,295
Property Taxes - Supplemental SB 813	5,633	5,117	0	0
All Other Local Government Revenue	50,000	0	0	0
ERAF Rebate	0	6,646	0	0
TOTAL	2,146,554	1,935,621	2,011,155	2,011,155

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recomended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	407,977	100,372	1,597,388	1,597,388
APPROPRIATION FOR CONTINGENCIES	0	0	413,767	413,767
TOTAL	407,977	100,372	2,011,155	2,011,155

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SAN MATEO CO FLOOD CONTROL ZONE 1 - 00210

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors	X
Other Appointed	
Other Elected	

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
0	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2004	Approved 2003-2004
FUND BALANCE AVAILABLE	18,975	19,652	20,218	20,218
Interest Earned	677	566	765	765
TOTAL	19,652	20,218	20,983	20,983

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2004	Approved 2003-2004
SERVICES & SUPPLIES				
Repair & Maintenance	0	0	17,078	17,078
APPROPRIATION FOR CONTINGENCIES	0	0	3,905	3,905
TOTAL	0	0	20,983	20,983

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
BEL AIRE LIGHTING DISTRICT BUDGET DETAIL-00226

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors	X
Other Appointed	
Other Elected	

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
354,168,517	54,985	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES (ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2003-2004	Approved 2003-2004
FUND BALANCE AVAILABLE	300,178	320,464	340,746	340,746
Property Taxes - Current Secured	22,695	25,570	22,690	22,690
Property Taxes - Current Unsecured	2,589	2,660	2,740	2,740
Property Taxes - Prior	3	(41)	0	0
Interest Earned	10,873	9,451	9,972	9,972
Homeowner Property tax Relief	261	284	270	270
Property Taxes - Supplemental SB 813	1,153	1,068	0	0
ERAF Rebate	0	6,701	0	0
TOTAL	337,752	366,157	376,418	376,418

SUMMARY OF FINANCING REQUIREMENTS

UMMARY OF FINANCING REQUIREMENT	Actual 2002-2003	Actual 2003-2004	Recommended 2003-2004	Approved 2003-2004
SERVICE & SUPPLIES				
Repair & Maintenance	18,752	26,875	25,812	25,812
APPROPRIATION FOR CONTINGENCIES	0	0	350,606	350,606
TOTAL	18,752	26,875	376,418	376,418

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
BELMONT LIGHTING DISTRICT BUDGET DETAIL-00227

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ..... [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
66,429,080	6,225,530	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	107,319	112,764	117,006	117,006
Property Taxes - Current Secured	3,843	3,393	2,893	2,893
Property Taxes - Current Unsecured	425	341	350	350
Property Taxes - Prior	1	(7)	2	2
Interest Earned	3,855	3,274	3,512	3,512
Homeowner Property Tax Relief	43	36	34	34
Property Taxes - Supplemental SB 813	194	154	11	11
ERAF Rebate	0	952	0	0
TOTAL	115,680	120,907	123,808	123,808

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	3,276	4,262	7,150	7,150
APPROPRIATION FOR CONTINGENCIES	0	0	116,658	116,658
TOTAL	3,276	4,262	123,808	123,808

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COLMA LIGHTING DISTRICT BUDGET DETAIL-00228

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .... [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
704,246,735	41,229,639	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2003-2004	Approved 2003-2004
FUND BALANCE AVAILABLE	581,620	603,252	635,931	635,931
Property Taxes - Current Secured	47,710	52,201	45,829	45,829
Property Taxes - Current Unsecured	5,383	5,378	5,540	5,540
Property Taxes - Prior	8	(86)	0	0
Interest Earned	20,866	17,749	18,752	18,752
Homeowner Property Tax Relief	542	574	548	548
Property Taxes - Supplemental SB 813	2,409	2,188	0	0
ERAF Rebate	0	11,197	0	0
TOTAL	658,538	692,453	706,600	706,600

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2003-2004	Approved 2003-2004
SERVICE & SUPPLIES				
Repair & Maintenance	58,230	59,467	56,000	56,000
APPROPRIATION FOR CONTINGENCIES	0	0	650,600	650,600
TOTAL	58,230	59,467	706,600	706,600

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
GRANADA LIGHTING DISTRICT BUDGET DETAIL-00229

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors	X
Other Appointed	
Other Elected	

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
386,704,745	645,700	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2003-2004	Approved 2003-2004
FUND BALANCE AVAILABLE	358,584	392,852	425,429	425,429
Property Taxes - Current Secured	28,296	31,354	27,921	27,921
Property Taxes - Current Unsecured	3,240	3,272	3,370	3,370
Property Taxes - Prior	2	(52)	0	0
Interest Earned	13,101	11,576	12,224	12,224
Homeowner Property Tax Relief	326	349	333	333
Property Taxes - Supplemental SB 813	1,420	1,312	0	0
ERAF Rebate	0	1,525	0	0
TOTAL	404,969	442,188	469,277	469,277

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2003-2004	Approved 2003-2004
SERVICE & SUPPLIES				
Repair & Maintenance	12,801	17,445	14,200	14,200
APPROPRIATION FOR CONTINGENCIES	0	0	455,077	455,077
TOTAL	12,801	17,445	469,277	469,277

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EMERALD LAKE LIGHTING DISTRICT BUDGET DETAIL-00230

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ... [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
135,190,755	3,875,202	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES (ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	976,773	1,089,137	1,219,225	1,219,225
Property Taxes - Current Secured	91,588	101,970	90,682	90,682
Property Taxes - Current Unsecured	10,472	10,629	10,948	10,948
Property Taxes - Prior	6	(168)	0	0
Interest Earned	35,823	32,801	33,912	33,912
Homeowner Property Tax Relief	1,055	1,133	1,083	1,083
Property Taxes - Supplemental SB 813	4,595	4,256	0	0
ERAF Rebate	0	22,402	0	0
TOTAL	1,120,312	1,262,160	1,355,850	1,355,850

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	33,419	45,180	37,500	37,500
APPROPRIATION FOR CONTINGENCIES	0	0	1,318,350	1,318,350
TOTAL	33,419	45,180	1,355,850	1,355,850

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
ENCHANTED HILLS LIGHTING DISTRICT BUDGET DETAIL-00231

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors X
Other Appointed .....
Other Elected .....

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
62,591,927	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	65,934	70,390	74,710	74,710
Property Taxes - Current Secured	4,098	4,626	4,106	4,106
Property Taxes - Current Unsecured	467	481	496	496
Property Taxes - Prior	1	(7)	0	0
Interest Earned	2,390	2,058	2,188	2,188
Homeowner Property Tax Relief	47	51	49	49
Property Taxes - Supplemental SB 813	205	193	0	0
ERAF Rebate	0	973	0	0
TOTAL	73,142	78,765	81,549	81,549

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Contingencies	2,964	4,265	4,410	4,410
APPROPRIATION FOR CONTINGENCIES	0	0	77,139	77,139
TOTAL	2,964	4,265	81,549	81,549

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
LA HONDA LIGHTING DISTRICT BUDGET DETAIL-00232

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .... [X]
Other Appointed ..... [ ]
Other Elected ..... [ ]

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
18,201,090	217,272	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	92,334	99,793	108,393	108,393
Property Taxes - Current Secured	6,410	6,977	5,683	5,683
Property Taxes - Current Unsecured	669	672	692	692
Property Taxes - Prior	1	(11)	0	0
Interest Earned	3,347	2,954	3,108	3,108
Homeowner Property Tax Relief	67	72	68	68
Property Taxes - Supplemental SB 813	300	273	0	0
ERAF Rebate	0	1,696	0	0
TOTAL	103,128	112,426	117,944	117,944

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	3,505	4,202	4,900	4,900
APPROPRIATION FOR CONTINGENCIES	0	0	113,044	113,044
TOTAL	3,505	4,202	117,944	117,944

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK LIGHTING DISTRICT BUDGET DETAIL-00233

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors X
Other Appointed .....
Other Elected .....

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,458,654,920	60,069,178	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES (ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	602,589	528,926	641,144	641,144
Property Taxes - Current Secured	103,921	116,221	102,417	102,417
Property Taxes - Current Unsecured	11,765	12,012	12,374	12,374
Property Taxes - Prior	7	(188)	0	0
Interest Earned	21,136	4,812	16,336	16,336
Homeowner Property Tax Relief	1,186	1,281	1,224	1,224
Property Taxes - Supplemental SB 813	5,200	4,812	0	0
ERAF Rebate	0	29,899	0	0
TOTAL	745,804	697,775	773,495	773,495

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	220,702	88,588	177,000	177,000
APPROPRIATION FOR CONTINGENCIES	0	0	596,495	596,495
TOTAL	220,702	88,588	773,495	773,495

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MONTARA LIGHTING DISTRICT BUDGET DETAIL-00234

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ... X
Other Appointed .....
Other Elected .....

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
704,840,445	4,572,783	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	558,855	610,216	670,427	670,427
Property Taxes - Current Secured	42,309	47,502	41,982	41,982
Property Taxes - Current Unsecured	4,805	4,923	5,071	5,071
Property Taxes - Prior	4	(77)	0	0
Interest Earned	20,405	18,201	18,992	18,992
Homeowner Property Tax Relief	484	525	501	501
Property Taxes - Supplemental SB 813	2,106	1,968	0	0
ERAF Rebate	0	13,018	0	0
TOTAL	628,968	696,276	736,973	736,973

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	19,957	27,057	30,500	30,500
APPROPRIATION FOR CONTINGENCIES	0	0	706,473	706,473
TOTAL	19,957	27,057	736,973	736,973

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
PESCADERO LIGHTING DISTRICT BUDGET DETAIL-00235

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors X
Other Appointed .....
Other Elected .....

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
15,532,008	1,431,171	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	79,493	87,288	93,431	93,431
Property Taxes - Current Secured	6,077	5,192	4,063	4,063
Property Taxes - Current Unsecured	627	483	497	497
Property Taxes - Prior	1	(10)	0	0
Interest Earned	2,897	2,566	2,716	2,716
Homeowner Property Tax Relief	63	51	49	49
Property Taxes - Supplemental SB 813	255	209	0	0
ERAF Rebate	0	1,558	0	0
TOTAL	89,413	97,337	100,756	100,756

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recomended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	2,289	4,073	3,900	3,900
APPROPRIATION FOR CONTINGENCIES	0	0	96,856	96,856
TOTAL	2,289	4,073	100,756	100,756

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
RAVENSWOOD LIGHTING DISTRICT BUDGET DETAIL-00236

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors	X
Other Appointed	
Other Elected	

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
1,289,673,260	35,530,009	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2003-2004	Approved 2003-2004
FUND BALANCE AVAILABLE	759,303	806,342	868,434	868,434
Property Taxes - Current Secured	89,767	99,706	89,015	89,015
Property Taxes - Current Unsecured	14,528	13,620	12,658	12,658
Property Taxes - Prior	775	1,162	0	0
Interest Earned	25,068	21,536	22,420	22,420
Homeowner Property Tax Relief	1,836	2,028	1,527	1,527
Property Taxes - Supplemental SB 813	7,296	7,293	0	0
ERAF Rebate	0	26,393	0	0
TOTAL	898,573	978,080	994,054	994,054

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2003-2004	Approved 2003-2004
SERVICE & SUPPLIES				
Repair & Maintenance	96,889	114,304	93,000	93,000
APPROPRIATION FOR CONTINGENCIES	0	0	901,054	901,054
TOTAL	96,889	114,304	994,054	994,054

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HIGHLANDS LANDSCAPE MAINTENANCE DISTRICT BUDGET DETAIL-00266

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors X
Other Appointed .....
Other Elected .....

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
30,235,028	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	11,547	16,090	21,437	21,437
Property Taxes - Current Secured	4,041	4,655	3,954	3,954
Property Taxes - Current Unsecured	434	461	428	428
Property Taxes - Prior	0	(7)	0	0
Interest Earned	4,663	493	480	480
Homeowner Property Tax Relief	452	49	47	47
Property Taxes - Supplemental SB 813	188	181	0	0
ERAF Rebate	0	114	0	0
TOTAL	21,325	22,036	26,346	26,346

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	615	600	4,700	4,700
RESERVES	0	0	21,646	21,646
TOTAL	615	600	26,346	26,346

COUNTY BUDGET FORM

SCHEDULE 13

County of San Mateo
STATE OF CALIFORNIA
SUMMARY OF SPECIAL DISTRICT BUDGETS

FOR FISCAL YEAR 2004-2005

DISTRICT AND FUND	AVAILABLE FINANCING				FINANCING REQUIREMENTS		
	Fund Balance Unreserved/ Undesignated June 30, 2004	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing	Estimated Financing Uses	Provisions for Reserves and/or Designations (new or incr.)	Total Financing Requirements
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
POLICE DISTRICT							
02500 Broadmoor Police	907,732	0	1,349,438	2,257,170	1,674,693	582,477	2,257,170
FIRE DISTRICTS							
02512 Colma Fire	656,807	475,940	763,000	1,895,747	1,296,500	599,247	1,895,747
02514 Menlo Park Fire - Capital Improvement	696,258	0	614,170	1,310,428	1,310,428	0	1,310,428
02515 Menlo Park Fire	4,468,569	5,178,683	19,936,543	29,583,795	18,974,564	10,609,231	29,583,795
02517 Menlo Park Fire - FEMA -Coop	131,407	0	477,794	609,201	609,201	0	609,201
02518 Menlo Park Fire - Public Safety	45,468	0	0	45,468	45,468	0	45,468
02519 Menlo Park - US & A	0	0	1,013,035	1,013,035	1,013,035	0	1,013,035
02693 Menlo Park Fire - Weed Abatement	9,459	0	16,190	25,649	25,649	0	25,649
02520 Half Moon Bay Fire	1,897,081	0	7,022,149	8,919,230	7,775,230	1,144,000	8,919,230
02526 Point Montara Fire	415,355	556,082	1,503,563	2,475,000	1,718,918	756,082	2,475,000
02530 Woodside Fire	437,326	5,488,792	8,817,723	14,743,841	9,663,573	5,080,268	14,743,841
HEALTH AND SANITATION							
02541 EPA Sanitary District - Sewer Connection	304,983	557,597	742,889	1,605,469	0	1,605,469	1,605,469
02542 EPA Sanitary District - Sewer - Rebate	0	25	10	35	0	35	35
02544 EPA Sanitary District - Payroll Taxes	0	53	21	74	0	74	74
02545 EPA Sanitary District - General Fund	874,889	648,763	2,776,379	4,300,031	3,668,080	631,951	4,300,031
02546 EPA Sanitary District - Construction	0	343,200	6,031	349,231	0	349,231	349,231
02547 EPA Sanitary District - Lateral Replacement	0	414	181	595	0	595	595
02548 EPA Sanitary District - Treatment Plant	0	536,509	4,062	540,571	0	540,571	540,571
02549 EPA Sanitary - Rate Stabilization Fund	0	17	7	24	0	24	24
RECREATION DISTRICTS							
02625 Highland Recreation	321,407	215,894	989,750	1,527,051	1,135,098	391,953	1,527,051
02635 Ladera Recreation	0	226,293	505,463	731,756	494,938	236,818	731,756
MISCELLANEOUS DISTRICTS							
02705 San Mateo County Mosquito Abatement	346,560	710,688	350,000	1,407,248	711,000	696,248	1,407,248
02706 San Mateo County Mosquito Abatement	190,588	946,863	3,044,537	4,181,988	1,942,148	2,239,840	4,181,988
TOTAL	11,703,889	15,885,813	49,932,935	77,522,637	52,058,523	25,464,114	77,522,637

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
BROADMOOR POLICE DISTRICT BUDGET DETAIL-02500

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
329,448,679	2,431,073	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	662,890	910,738		907,732
CANCELLATION OF PRIOR YR RESERVES	308,738	0		0
Property Taxes - Current Secured	537,138	597,065		609,006
Property Taxes - Current Unsecured	60,931	61,814		63,050
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	67	(976)		0
Interest Earned	29,037	21,889		20,500
Homeowner Property tax Relief	6,140	6,592		0
Property Taxes - Supplemental SB 813	27,112	24,952		0
Court Fines	26,156	40,200		0
Miscellaneous Revenue	123,054	152,027		0
Miscellaneous Reimbursement	0	1,268		0
Interfund Revenue	15,000	0		0
Charges for Services	612,837	644,002		656,882
TOTAL AVAILABLE FOR FINANCING	2,409,100	2,459,570		2,257,170

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2001-2002	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
BROADMOOR POLICE DISTRICT BUDGET DETAIL-02500

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2001-2002	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour - Perm Position	515,460	726,628		756,774
4161 Extra Help Hours - Reg Pay	61,599	23,430		0
4171 OT-Straight Pay	16,148	17,086		10,000
4172 Overtime- 1 1/2 Time Pay	40	0		0
4172 Overtime- Special Duty Pay	0	1,290		0
4311 Fed Ins Contract (FICA)	3,822	1,533		0
4312 Medicare Contribution	8,855	7,910		7,698
4321 Retirement Contribution	266,860	249,873		271,468
4413 Employee Health Plan	114,378	87,280		100,440
4451 Unemployment Insurance	0	1,218		1,000
4511 Worker's Compensation Insurance	169,981	129,387		106,005
Total	1,157,143	1,245,633		1,253,385
SERVICES & SUPPLIES				
5121 Clothing & Uniforms	9,043	6,331		11,750
5156 Other Household Expenses	0	0		500
5199 Other Office Expense	1,161	1,806		2,500
5331 Memberships	3,613	1,184		4,100
5341 Legal Notices	0	0		500
5416 Fuel & Lubrication	17,226	18,663		24,050
5424 Computer/Electronics Equipt Maint	11,239	0		3,000
5454 Food Service Equipment Maintenance	(8,190)	11,682		0
5455 Other General Maintenance	25,255	12,387		41,800
5478 Contract Maintenance Expense	0	0		3,038
5638 Other Utility Expense	43,045	19,262		16,000
5722 Misc Employee Exp Reimbursement	3,209	2,018		2,500
5858 Other Professional Contract Svcs	53,342	74,348		100,300
5876 Other Professional Services	47,514	3,940		25,200
5966 District Operating Expense	0	0		7,200
6731 All Other Insurance	96,615	91,623		105,370
Total	303,072	243,244		347,808
FIXED ASSETS				
7311 Fixed Assets Equipment	38,148	31,461		48,500
CONTINGENCIES				
8611 Appropriation for Contingencies	0	31,500		25,000
RESERVES				
0882 General Reserve (Non-Gen Fund)	0	0		582,477
Total	1,498,363	1,551,838		2,257,170

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COLMA FIRE DISTRICT BUDGET DETAIL-02512

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
695,044,512	41,095,035	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	911,016	522,940		656,807
CANCELLATION OF PRIOR YR RESERVES	726,210	768,000		475,940
Property Taxes - Current Secured	290,000	361,728		350,000
Property Taxes - Current Unsecured	30,000	37,522		35,000
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	0	497		0
Interest Earned	40,000	32,032		25,000
Homeowner Property tax Relief	4,000	4,001		3,000
Property Taxes - Supplemental SB 813	6,000	14,172		10,000
Miscellaneous Revenue (EMS)	12,000	10,283		10,000
Other Special Charges (Public Safety Tax)	300,000	308,876		305,000
All Other Miscellaneous Revenue(Fire Prevention)	20,000	26,537		25,000
Gifts & Donations	1,400,000	0		0
TOTAL	3,739,226	2,086,589		1,895,747

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COLMA FIRE DISTRICT BUDGET DETAIL-02512

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour - Perm Position	1,000,000	473,352		500,000
4321 Retirement Contribution	160,000	0		0
4412 Kaiser Health Plan	144,000	93,307		120,000
4511 Worker's Comp Ins Contrib	0	31,390		70,000
Total	1,304,000	598,049		690,000
SERVICES & SUPPLIES				
5121 Clothing & Uniforms	25,000	6,712		5,000
5132 Direct Communications Expense	35,000	28,324		30,000
5147 Miscellaneous GroceriesFood	3,000	784		3,000
5156 Other Household Expenses	5,000	2,966		4,000
5165 Other Clinical Exp-Medical Supplies	7,000	3,060		5,000
5199 Other Office Expense	10,000	4,886		5,000
5212 Computer Equipment	10,000	2,332		5,000
5231 Maintenance of Small Tools	6,000	3,541		5,000
5332 Professional Group & Assoc.	6,000	5,324		6,000
5415 Vehicle Repairs & Towing	35,000	24,355		20,000
5416 Fuel & Lubrication	10,000	12,325		12,000
5426 Maintenance of Office Equipment	3,000	460		1,500
5428 Misc. Repairs & Maintenance	12,000	5,270		10,000
5517 Rents and Leases	20,000	3,958		5,000
5612 Other Ins. Premium-Workers Comp.	100,000	0		0
5615 Other Misc Insurance Exp	30,000	27,967		35,000
5638 Other Utility Expense	20,000	8,779		12,000
5641 Telephone Expenses	15,000	11,317		12,000
5731 Employee Training Expense	15,000	5,888		8,000
5733 Training & Edu/Sup -Fire Prevention	20,000	9,041		12,000
5876 Other Professional Services	35,000	24,429		30,000
5966 District Operating Expense	30,000	25,993		28,000
Total	452,000	217,711		253,500
FIXED ASSETS				
7211 Fixed Assests-Structure/Improvements	500,000	24,189		190,000
7311 Fixed Assets - Equipment	400,000	113,893		133,000
Total	900,000	138,082		323,000
CONTINGENCIES				
8611 Appropriation for Contingencies	0	0		30,000
RESERVES				
0881 Capital Outlay Reserve	0	0		256,808
0882 General Reserve	0	0		342,439
Total	0	0		599,247
Total	2,656,000	953,842		1,895,747

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02514
CAPITAL IMPROVEMENT
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	114,560	385,536		696,258
CANCELLATION OF PRIOR YEAR RESERVES	0	0		0
1521 Interest Earned	5,707	11,362		8,424
2439 Other Special Charges	30,000	0		0
2731 Operating Tsfr In	790,000	1,100,600		605,746
TOTAL	940,267	1,497,498		1,310,428

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
7311 Fixed Assets-Equipment	554,732	801,979		1,310,428
8611 Appropriation for Contingencies	0	0		0
TOTAL	554,732	801,979		1,310,428

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02515
GENERAL FUND
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
14,000,812,780	657,220,469	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	5,487,182	2,000,360		4,468,569
CANCELLATION OF PRIOR YEAR RESERVES	6,085,000	5,785,757		5,178,683
Property Taxes - Current Secured	13,916,094	15,308,698		15,833,743
Property Taxes - Current Unsecured	1,606,871	1,538,294		1,838,449
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	4,322	27,577		0
Interest Earned	370,612	296,898		250,000
Homeowner Property Tax Relief	167,165	177,470		200,273
Property Taxes - Supplemental SB 813	747,334	638,780		655,200
Federal Grants	177,301	27,900		0
Rents and Concessions	32,158	33,249		80,000
Other Charges for Services	17,031	15,113		0
Miscellaneous Charges - Current Service	16,286	0		0
Misc. Licenses & Permit	208,697	192,505		300,000
Management Services	365,347	335,097		132,884
All Other Local Govern Revenue	190,673	231,470		231,643
Miscellaneous Revenue	1,160	658		0
Fee for Service Reimbursements	0	719,570		414,351
TOTAL	29,393,233	27,329,396		29,583,795

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02515
GENERAL FUND
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour - Perm Positions	8,969,539	9,217,134		9,764,724
4133 Annual Leave Vacation	331,692	342,249		505,308
4172 Overtime - 1 1/2 Time Pay	1,835,529	1,532,303		896,500
4321 Retirement Contribution	2,040,556	2,382,493		3,495,892
4411 Aetna Health Plan	950,165	996,272		1,075,505
4441 Life Insurance Plan	3,303	3,428		6,700
4443 State Disability Insurance	3,109	5,122		6,753
4511 Workers' Compensation Ins Contrib	397,794	387,193		520,300
Total	14,531,687	14,866,193		16,271,682
SERVICES & SUPPLIES				
5121 Clothing & Uniform	64,175	51,306		54,815
5122 Stipend	0	18,000		18,000
5156 Other Household Expense	13,656	10,353		12,600
5171 Medical Supplies	17,056	7,636		10,100
5199 Other Office Expense	42,660	39,907		52,608
5232 Professional Tools & Equipt.	58,381	63,638		85,854
5314 Other Election Expense	38,194	47,996		55,000
5331 Membership/Association Dues	10,317	11,771		27,373
5416 Fuel & Lubrication	42,389	44,873		65,870
5417 Tires, Tubes & Recapping	13,798	6,618		7,500
5424 Radio/Telecom Equipt Maint.	6,573	2,816		5,000
5426 Other Gen Office Equipt-Maint.	13,361	17,205		20,540
5428 Misc Repairs & Maint.	115,188	88,947		149,845
5459 Misc. Other Maintenance Exp.	30,797	25,048		26,000
5638 Other Utility Expense	65,336	74,013		76,700
5723 Board Expense	3,776	1,103		2,500
5731 Employee Training Expense	120,516	97,964		141,335
5733 Train & Educ Materials	30,639	58,916		29,600
5734 Educational Reimbursement	30,131	15,235		20,000
5858 Other Professional Contract Svc	694,536	481,517		96,900
5872 In-House Admin & Acctg Service	168,766	82,423		552,640
5966 District Special Expense	76,545	36,653		42,122
Total	1,656,790	1,283,937		1,552,902
OTHER CHARGES				
6322 Retirement of Long Term Debt	1,242,698	0		0
6712 Telephone Service Charges	114,461	84,457		98,000
6731 All Other Insurance	157,472	327,956		324,605
Total	1,514,631	412,413		422,605
FIXED ASSETS				
7211 Fixed Assets - Structure/Improv	383,418	105,857		9,500
7311 Fixed Assets - Equipment	1,050,885	344,780		217,875
Total	1,434,303	450,637		227,375
CONTINGENCIES				
8611 Appropriation for Contingencies	0	29,855		500,000
RESERVES				
0881 Capital Reserve	0	0		3,755,457
0882 General Reserve	0	0		2,500,000
0883 Insurance Reserve	0	0		4,353,774
Total	0	0		10,609,231
OTHER FINANCING USES				
7541 Operating Transfer Out	0	1,100,600		0
GRAND TOTAL	19,137,411	18,143,635		29,583,795

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02517
FEMA - COOP
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	(27,667)	3,004		131,407
CANCELLATION OF PRIOR YEAR RESERVES	0	0		0
Interest	155,929	2,099		0
Rents and Concessions	0	0		39,000
Other Federal Aid - Disaster Relief	74,083	44,856		0
Federal Categorical Programs	0	0		143,915
All Other Federal Aid	0	7,381		163,879
All Other Federal Grants	273,170	1,466,584		75,000
All Other Miscellaneous Revenue	4,395	225		0
Other Special Charges	39,000	0		46,000
Loan Proceeds - Non-County	0	30,367		0
Management Svcs - Other Agency	0	22,930		0
Other Reimbursements	0	(380)		0
Gifts and Donation	0	0		10,000
TOTAL	518,910	1,577,066		609,201

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02517
FEMA - COOP
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour - Perm Positions	127,381	87,041		97,644
4172 Overtime	0	93,074		1,944
Total	127,381	180,114		99,588
SERVICES & SUPPLIES				
5199 Office Supplies	7,584	33,756		1,275
5232 Small Tools	0	3,222		10,758
5416 Bulk Fuel	0	3,230		2,875
5428 Misc Repairs & Maint.	64,415	73,572		37,024
5731 Employee Training Expense	67,536	180,859		75,576
5858 Contract Service	133,387	395,041		264,760
5872 In-House Administration & Accounting	5,803	27,684		19,350
5966 Distric Special Expense	2,998	0		0
Total	281,723	717,364		411,618
OTHER CHARGES				
6731 Insurance	18,419	23,485		6,515
Total	18,419	23,485		6,515
FIXED ASSETS				
7211 Fixed Assets - Structure/Improv	0	0		0
7311 Fixed Assets - Equipment	88,384	524,696		91,480
Total	88,384	524,696		91,480
CONTINGENCIES				
8611 Appropriation for Contingencies	0	0		0
RESERVES				
0882 General Reserve	0	0		0
GRAND TOTAL	515,907	1,445,660		609,201

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02518
PUBLIC SAFETY
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	53,569	58,424		45,468
CANCELLATION OF PRIOR YEAR'S RESERVE	719	0		0
Interest Earned	1,913	1,562		0
Other Foundation Grant	5,933	0		0
TOTAL	62,134	59,986		45,468

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICES & SUPPLIES				
5232 Professional Tools & Equipment	1,012	0		0
5858 Other Professional Contract Svc	2,698	14,518		45,468
TOTAL	3,710	14,518		45,468

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02519
US & A
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE				0
CANCELLATION OF PRIOR YEAR'S RESERVE				0
Federal Categorical Programs				1,013,035
TOTAL				1,013,035

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02519
US & A
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour-Perm Positions				279,488
4172 Overtime				55,000
Total				334,488
SERVICES & SUPPLIES				
5199 Office Supplies				12,000
5232 Professional Tools & Equipment				5,000
5416 Bulk Fuel				4,000
5428 Misc Repairs & Maint.				108,000
5731 Employee and Training Expense				175,000
5858 Other Professional Contract Svc				187,512
5872 In-House Administration & Accounting				4,000
Total				495,512
OTHER CHARGES				
6731 Insurance				45,000
Total				45,000
FIXED ASSETS				
7211 Fixed Assets - Structure/Improv				0
7311 Fixed Assets - Equipment				138,035
Total				138,035
CONTINGENCIES				
8611 Appropriation for Contingencies				0
RESERVES				
0882 General Reserve				0
GRAND TOTAL				1,013,035

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02693
PUBLIC SAFETY
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	6,479	2,546		9,459
CANCELLATION OF PRIOR YEAR'S RESERVE	0	0		0
Interest Earned	369	285		0
Weed Abatement - Special Charges	15,958	20,218		0
Assessment Fees	0	0		16,190
TOTAL	22,806	23,050		25,649

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour-Perm Positions	1,610	0		3,220
SERVICES & SUPPLIES				
5199 Other Office Expense	68	0		500
5858 Other Professional Contract Svc	18,582	13,590		19,929
5966 District Special Expense	0	0		2,000
TOTAL	20,260	13,590		25,649

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HALF MOON BAY FIRE DISTRICT BUDGET DETAIL-02520

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
2,574,323,552	41,718,561	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	1,267,195	2,136,541		1,897,081
CANCELLATION OF PRIOR YEAR RESERVES	1,144,058	0		0
Property Taxes - Current Secured	3,289,331	3,624,304		3,896,127
Property Taxes - Current Unsecured	375,487	377,261		380,000
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	291	(6,016)		10,000
Interest Earned	52,887	34,614		35,000
Homeowner Property tax Relief	37,837	40,229		42,000
Property Taxes - Supplemental SB 813	164,893	151,723		150,000
Plan Checking Fees	33,592	46,380		30,000
Special Charges - Fire Protection	1,260,873	1,401,364		1,416,452
Special Charges - Weed Abatement	0	0		43,981
Special Charges - Others	263,804	259,691		265,000
Compensation Insurance Refunds	49,123			50,000
Miscellaneous Revenue	589	77,075		679,023
State Aid-Other	12	25		0
Reimbursement - Basic Needs Loan	423	0		0
Miscellaneous Reimbursement	21,883	38,910		24,566
All Other Miscellaneous Revenue	571,094	759,309		0
Operating Transfer In	0	44,543		0
ERAF Refund	0	142,848		0
TOTAL	8,533,372	9,128,801		8,919,230

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HALF MOON BAY FIRE DISTRICT BUDGET DETAIL-02520

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SALARIES & EMPLOYEE BENEFITS				
4111 Salaries & Wages	4,236,273	4,634,359		4,518,427
4137 Military Paid Leave	0	1,330		0
4138 Other Paid Leave	0	12,031		0
4161 Xtra Hlp Hr-Reg	13,750	9,311		14,000
4171 Overtime	0	0		0
4192 Commissioner Pay	0	0		6,700
4312 Medicare Coverage	61,203	66,729		66,000
4321 Retirement & Social Security	380,870	441,495		890,502
4413 Health Plan	334,482	441,965		518,000
4422 Dental Plan	49,124	52,783		55,000
4441 Life Insurance	10,163	13,279		7,430
4511 Worker's Comp Insurance	228,664	340,076		411,472
Total	5,314,529	6,013,357		6,487,531
SERVICES & SUPPLIES				
5111 Agricultural Expense	100	16,114		16,500
5121 Clothing & Uniforms	16,297	10,077		12,000
5132 Direct Communications Expense	24,951	28,219		30,200
5156 Other Household Expense	18,556	15,822		15,000
5164 Medical Tools & Instruments	2,478	1,488		3,000
5165 Medical/Dental Supplies	185	179		2,500
5193 General Office Supplies	17,126	14,483		17,550
5195 Subscriptions & Periodicals	2,236	2,399		2,500
5197 Postage/Mail Exp	6,056	4,970		4,500
5211 Computer Supplies	2,348	6,515		1,500
5212 Computer Eq <$5000	1,201	11,095		3,000
5213 Computer	0	0		3,000
5231 Maintenance Tools & Equipment	17,868	9,572		14,100
5331 Memberships	5,035	2,576		2,100
5341 Legal Notices	6,926	3,451		4,400
5351 Special District Expense	8,282	11,674		13,500
5413 Motor Vehicle Equipment Maint.	2,326	11,094		16,500
5416 Fuel & Lubrication	24,276	27,682		30,000
5417 Tires, Tubes & Recapping	20,467	24,787		25,000
5419 Lab & Medical Equipment Maint.	65	21		750
5422 Inspection & Testing Equipment Maint.	123	0		0
5424 Radio/Tel Eq Mnt	1,637	1,381		3,000
5428 Misc Repair/Maint	2,951	2,151		7,250
5438 Plumb & Pipe Expense	940	0		1,000
5455 Othr Genl Maint	7,160	8,520		7,500
5459 SCBA Maintenance	1,516	1,744		4,250
5478 Other Contract Maint.	506	671		13,600
5483 Custodial Services	600	1,820		1,800
5521 Direct Facility Rental Expense	8,109	8,244		9,002
5611 Blanket Insurance Premium	28,541	85,858		60,000
5631 Electric & Gas Utilities	24,531	26,748		30,000

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HALF MOON BAY FIRE DISTRICT BUDGET DETAIL-02520

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected X

5731 Dept Employee Training	29,479	23,396		47,000
5732 Trainer & Workshop Expense	33,860	29,090		39,000
5733 Train/Ed Mtl/Sup	4,823	9,035		2,500
5734 Cont Legal Svcs	50	0		0
5737 Other Client Training Expense	3,165	3,038		6,500
5815 Contract Fire Protection	34,497	42,524		41,000
5834 Contract Legal Service	40,461	155,225		103,000
5839 Contract Human Resources	6,489	6,687		6,900
5842 Cont Audit Svcs	5,250	5,513		7,500
5856 Contract Special Program	250	0		0
5858 Other Professional Contract	0	625		0
5865 Employee Physical/Psych Svcs	23,567	5,779		12,000
5874 Interagency Agreements-County	820	14,933		1,500
5876 Other Prof Svcs	47,759	67,186		44,600
5961 Other Planning Expense	4,480	0		2,000
5971 Motor Vehicle Expense	77,831	91,041		45,572
Total	566,174	793,430		714,074
OTHER CHARGES				
6322 Retirement of Long Term Debt	202,248	0		0
6332 Interest on Long Term Debt	8,507	0		0
Total	210,755	0		0
FIXED ASSETS				
7211 Fixed Assets - Structure/Improvements	44,129	27,960		58,571
7311 Fixed Assets - Equipment	261,240	96,974		50,750
Total	305,369	124,934		109,321
CONTINGENCIES				
8611 Appropriation for Contingencies	0	0		464,304
RESERVES				
0882 General Reserves (Non Gen Fund)	0	0		1,144,000
Total	0	0		1,144,000
GRAND TOTAL	6,396,827	6,931,721		8,919,230

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
POINT MONTARA FIRE DISTRICT BUDGET DETAIL-02526

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
705,642,921	4,572,783	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	477,319	208,552		415,355
CANCELLATION OF PRIOR YR RESERVES	467,927	551,082		556,082
Property Taxes - Current Secured	765,923	809,538		916,363
Property Taxes - Current Unsecured	87,286	95,423		88,600
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	68	0		0
Interest Earned	26,389	28,000		24,000
Homeowner Property Tax Relief	8,796	10,000		10,000
Property Taxes - Supplemental SB 813	38,236	36,300		37,100
Miscellaneous Income	53,866	5,000		5,000
Benefit Assessments	382,245	379,750		379,500
ALS Rimbursement	0	41,600		43,000
Sale of Fixed Assets	0	210,000		0
TOTAL	2,308,055	2,375,245		2,475,000

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
POINT MONTARA FIRE DISTRICT BUDGET DETAIL-02526

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SALARIES & EMPLOYEE BENEFITS				
4116 On Call Perm Position	1,455	1,500		2,800
4192 Commissioners' Pay	4,160	4,000		7,500
4312 Medicare Contribution	462	300		950
4413 Health Plan	8,600	11,500		12,050
4441 Life Insurance Plan	3,423	3,500		4,000
4511 Workers Comp Insurance Contrib.	3,614	4,500		5,600
Total	21,714	25,300		32,900
SERVICES & SUPPLIES				
5132 Communication/Telephone	1,018	1,200		1,600
5156 Other Household Expense	279	1,000		1,000
5164 Medical Supplies	145	1,000		1,000
5193 Genl Ofice Suply	212	500		500
5195 Subscriptions/Periodicals	0	200		100
5213 Computer Equiptment	1,055	250		250
5231 Small Tools & Equiptment	3,446	1,500		1,500
5331 Memberships	3,166	2,500		2,000
5341 Legal Notice	504	1,000		500
5351 Special District Expense	45,254	58,000		2,500
5413 Maintenance of Equipment	5,600	10,000		10,000
5416 Fuel Tax	2,250	5,000		5,000
5417 Maintenance & Equiptment	1,364	2,500		2,500
5455 Maintenance of Facilities	122	10,500		2,500
5611 Insurance Premiums	8,877	8,200		12,000
5631 Electric & Gas Utilities	4,667	5,000		6,500
5731 Training & Educational Expense	0	2,500		2,500
5737 Public Education	622	500		500
5815 Dispatching	10,928	15,300		15,300
5834 Legal Fees	2,239	3,000		3,000
5872 In House Admin & Acctg Service	1,190,275	1,324,059		1,397,650
Total	1,282,023	1,453,709		1,468,400
FIXED ASSETS				
7211 Fixed Assests - Structure/Improve.	761	15,500		8,000
7311 Fixed Assets - Equipment	243,916	199,500		0
Total	244,677	215,000		8,000
CONTINGENCIES				
8611 Appropriation for Contingencies	0	125,154		209,618
RESERVES				
0881 Capital Reserve (non-Gen Fund)	0	106,082		306,082
0882 General Reserve (non-Gen Fund)	0	450,000		450,000
Total	0	556,082		756,082
GRAND TOTAL	1,548,414	2,375,245		2,475,000

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
WOODSIDE FIRE DISTRICT BUDGET DETAIL-02530

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
5,537,536,868	24,065,736	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	1,747,773	933,900		437,326
CANCELLATION OF PRIOR YR RESERVES	4,156,923	5,354,572		5,488,792
Property Taxes - Current Secured	6,291,185	7,224,567		7,056,895
Property Taxes - Current Unsecured	720,792	724,483		724,483
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	161	7,632		0
Interest Earned	189,088	166,803		178,021
Homeowner Property Tax Relief	72,632	77,256		76,436
Property Taxes - Supplemental SB 813	321,772	272,245		289,952
Miscellaneous Revenue	292,093	331,372		491,936
TOTAL	13,792,419	15,092,831		14,743,841

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
WOODSIDE FIRE DISTRICT BUDGET DETAIL-02530

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour - Perm Position	4,969,921	5,498,143		5,451,348
4321 Retirement Contribution	717,068	709,835		1,148,598
4413 Health Plan	432,245	698,313		710,098
4415 Medicare Health Insurance	51,397	58,361		52,000
4451 District Unemployment	0	0		4,032
4631 District Employee Benefits	13,870	15,668		16,784
Total	6,184,501	6,980,318		7,382,860
SERVICES & SUPPLIES				
5121 Clothing & Uniforms	87,587	54,642		60,000
5156 Other Household Expense	16,105	15,720		17,000
5165 Medical/Dental Supplies	40,362	32,531		39,000
5199 Other Office Expense	11,936	12,814		15,000
5212 Comput Eq <$3000	50,182	36,478		40,000
5231 Maintenance Tools & Equipment	6,746	6,567		6,500
5332 Professional Groups & Association	1,244	1,280		1,500
5341 Legal Notice	689	0		2,000
5415 Vehicle Repairs & Towing	50,463	45,174		53,000
5416 Fuel & Lubrication	31,422	32,995		32,000
5417 Tires, Tubes & Recapping	1,477	4,256		8,000
5424 Radio/Telecom Equip. Maint.	12,499	9,046		16,000
5426 Other General Office Maintenance	4,652	1,682		5,000
5428 Misc. Repairs & Maintenance	22,551	32,093		29,000
5611 General Liability Insurance	52,612	63,132		60,000
5612 Other Special Insurance Prem.	560,901	834,690		600,000
5638 Other Utility Expense	33,892	37,588		40,676
5639 Radio Service Charges	36,601	43,408		48,616
5641 Telephone Service Charges	43,892	52,300		59,218
5722 Misc Employee Training Exp.	616	1,513		3,000
5731 Dept Employee Training Exp	33,173	33,782		40,000
5733 Fire Prevention	12,881	32,323		21,675
5876 Other Proffessional Services	10,766	6,560		12,000
5927 Program Activities Expense	642	216		1,200
5966 District Operating Expenses	21,485	33,827		31,250
Total	1,145,376	1,424,615		1,241,635
FIXED ASSETS				
7111 Fixed Assets -Land	76,435	163,573		0
7211 Fixed Assests - Structure/Improve.	26,230	13,293		29,000
7311 Fixed Assets - Equipment	71,404	584,914		100,000
Total	174,069	761,780		129,000
CONTINGENCIES				
8611 Appropriation for Contingencies	0	0		910,078
RESERVES				
0881 Capital Reserve (non-Gen Fund)	0	0		3,685,000
0881 Equipment Reserve(non-Gen Fund)	0	0		44,577
0882 General Reserve (non-Gen Fund)	0	0		1,215,691
0882 Retirement Reserve (non-Gen Fund)	0	0		135,000
Total	0	0		5,080,268
GRAND TOTAL	7,503,946	9,166,713		14,743,841

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02541
(SEWER CONNECTION FEE FUND)
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ... ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	88,976	534,125		304,983
CANCELLATIONS OF PRIOR YR RESERVES	14,502	0		557,597
Interest Earned	7,688	22,447		11,268
Operating Transfer In	0	0		0
Connection Fees	502,578	59,406		731,621
Miscellaneous Revenue	0	247,092		0
TOTAL	613,744	863,070		1,605,469

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICES & SUPPLIES				
5858 Contractual Services	0	0		0
5861 PW Engineering Services	79,620	490		0
5876 Other Professional Services	0	0		0
0882 General Reserves	0	0		1,605,469
TOTAL	79,620	490		1,605,469

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02542
(SEWER SERVICE CHARGE - REBATE)
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ... ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	1,798	62		0
CANCELLATIONS OF PRIOR YR RESERVES	0	1,798		25
Interest Earned	62	10		10
TOTAL	1,860	1,870		35

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICES & SUPPLIES				
5969 Other Special Departmental Expense	0	0		0
5184 Refund - Prior Year Revenue	0	0		0
5193 Office Expense	0	0		0
5341 Printing & Publication	0	0		0
5858 Contractual Services	0	0		0
5982 Rebate Sewer Service Charge	0	0		0
7541 Operating Tsfr Out	0	1,846		0
8611 Appropriation for Contingencies	0	0		0
0882 General Reserves	0	0		35
TOTAL	0	1,846		35

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02544
(PAYROLL TAXES WITHHOLDING FUND)
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ... ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	(35)	136		0
CANCELLATION OF PRIOR YEARS RESERVE	3,960	3,925		53
Interest Earned	136	21		21
TOTAL	4,061	4,082		74

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICES & SUPPLIES				
7541 Operating Transfer Out	0	4,029		0
0882 General Reserves	0	0		74
TOTAL	0	4,029		74

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02545

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ..	
Other Appointed	
Other Elected	X

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
1,228,629,277	39,861,652	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	587,209	352,042		874,889
CANCELLATION OF PRIOR YR RESERVES	882,027	266,556		648,763
Property Taxes - Current Secured	154,932	206,733		182,000
Property Taxes - Current Unsecured	25,231	24,101		0
Property Taxes - Prior	1,219	2,385		0
Interest Earned	29,782	28,229		63,000
Homeowner Property Tax Relief	3,128	3,463		0
Property Taxes - Supplemental SB 813	12,436	11,858		70,000
Sewer Service Charges	1,154,628	2,121,247		2,451,379
Connection Fees	0	0		0
State Aid - Other	0	0		0
Miscellaneous Revenue	126,485	60,075		10,000
Operating Transfers In	0	700,000		0
Plan/Inspection Fee	6,300	4,900		0
Plan Checking Fees	29,014	9,155		0
TOTAL	3,012,391	3,790,743		4,300,031

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02545

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

FOR FISCAL YEAR 2004-2005

Board of Supervisors .. [ ]
Other Appointed ..... [ ]
Other Elected ..... [X]

EXPENDITURE CLASSIFICATION	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hours Perm Position	320,420	182,259		276,250
4131 Employe Sick Lev	11,087	5,369		0
4133 Vacation Pay	19,157	17,107		0
4134 Holiday Pay	17,532	9,255		0
4135 Comp Time Used	3,851	2,002		0
4151 Terminal Vac Pay	366	0		0
4172 O.T. - 1 1/2 Pay	8,511	6,837		0
4192 Director's Fees	27,272	27,919		33,000
4312 Medicare Contrib	5,523	3,231		0
4631 Distric Employee Benefits	117,395	82,622		96,124
Total	531,114	336,602		405,374
SERVICES & SUPPLIES				
5188 Misc Other Expense	2,902	1,162		2,000
5193 General Office Expense	13,040	14,206		14,000
5314 Election Expense	0	9,523		0
5332 Professional Groups & Assoc	6,075	7,007		7,500
5341 Legal Notices	1,509	464		1,500
5416 Fuel & Lubrication	2,608	3,857		3,000
5459 Misc. Other Maintenance Expense	20,335	13,122		15,000
5521 Direct Facility Rental Expenses	441	0		500
5638 Other Utility Expense	18,243	15,062		15,500
5721 Meetings & Conference Expense	7,243	10,126		12,000
5731 Dept Employee Training Expense	607	786		10,000
5817 Contract Sewage Services	1,064,900	1,048,713		1,213,000
5858 Other Professional Contract Services	50,568	76,785		77,000
5861 Engineering Services	70,292	52,245		57,000
5872 In-House Admin & Acct Services	47,000	64,400		73,000
5876 Other Professional Services	37,144	48,553		42,003
5958 Research & Monitoring	0	0		1,000
5959 Film & Photography Expense	0	0		0
5966 District Operating Expense	2,283	5,515		3,000
5969 Other Special Department Expense	2,480	2,688		318,000
Total	1,347,670	1,374,215		1,865,003
OTHER CHARGES				
6322 Retirement of Long Term Debt	78,017	78,150		81,180
6731 All Other Insurance	31,865	6,491		37,137
6814 Miscellaneous Other charges	0	0		10,000
6732 Legal Services	115,730	187,422		82,000
Total	225,612	272,063		210,317
FIXED ASSETS				
7211 Fixed Assets - Structures/Improvements	283,756	283,310		283,000
7311 Fixed Assets - Equipment	5,639	902		95,200
Total	289,395	284,211		378,200
CONTINGENCIES				
8611 Appropriation for Contingencies	0	0		809,186
RESERVES				
0882 General Reserves	0	0		631,951
GRAND TOTAL	2,393,791	2,267,090		4,300,031

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02546
(CONSTRUCTION & REPLACEMENT FUND)
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ... ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	954,942	8,178		0
CANCELLATIONS OF PRIOR YR RESERVES	0	980,821		343,200
Interest Earned	34,058	13,045		6,031
TOTAL	989,000	1,002,044		349,231

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICES & SUPPLIES				
7541 Operating Transfer Out	0	658,844		0
0882 General Reserves	0	0		349,231
TOTAL	0	658,844		349,231

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02547
(LATERAL REPLACEMENT FUND
FOR FISCAL YEAR 2003-2004

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ... ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	0	0		0
CANCELLATION OF PRIOR YEAR RESERVE	36,150	34,279		414
Interest Earned	968	189		181
Operating Transfer In - General Fund	0	0		
Operating Transfer In - Other	0	0		
Miscellaneous Revenue	1,000	0		
TOTAL	38,118	34,468		595

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2001-2002	Actual 2002-2003	Recommended 2003-2004	Approved 2003-2004
SERVICES & SUPPLIES				
5858 Other Professional Contract Svcs	32,498	0		0
7541 Operating Transfer Out	0	34,054		0
0882 General Reserves	0	0		595
TOTAL	32,498	34,054		595

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02548
(TREATMENT PLANT RESERVE FUND)
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ... ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	(251,044)	17,958		0
CANCELLATION OF PRIOR YR RESERVES	754,568	504,524		536,509
Interest Earned	17,958	15,027		4,062
TOTAL	521,482	537,509		540,571

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
7541 Operating Transfer Out	0	0		0
0882 General Reserves	0	0		540,571
TOTAL	0	0		540,571

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02549
(RATE STABILIZATION FUND)
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors ... ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2003-2004	Approved 2003-2004
FUND BALANCE AVAILABLE	1,194	43		0
CANCELLATIONS OF PRIOR YR RESERVES		1,194		17
Interest Earned	43	7		7
TOTAL	1,237	1,244		24

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2003-2004	Approved 2003-2004
7541 Operating Transfer Out	0	1,227		0
0882 General Reserves	0	0		24
TOTAL	0	1,227		24

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HIGHLANDS RECREATION DISTRICT BUDGET DETAIL-02625

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. [ ]
Other Appointed ..... [ ]
Other Elected ..... [X]

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
270,254,356	20,864	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	287,812	346,297		321,407
CANCELLATION OF PRIOR YEAR RESERVE	141,003	190,870		215,894
Property Taxes - Current Secured	171,193	191,618		170,000
Property Taxes - Current Unsecured	19,609	20,003		18,000
Property Taxes - Prior	17	232		0
Interest Earned	13,650	13,764		14,000
Homeowner Property Tax Relief	1,976	2,133		2,000
Property Taxes - Supplemental SB 813	8,695	7,492		6,000
Park & Recreation Fees	748,350	735,215		771,750
Miscellaneous Revenue	35,493	29,564		8,000
Operating Transfers In	0	4		0
TOTAL	1,427,798	1,537,192		1,527,051

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HIGHLANDS RECREATION DISTRICT BUDGET DETAIL-02625

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hours - Perm Positions	181,202	185,800		185,305
4161 Extra Help Hours - Reg Pay	380,198	372,525		375,568
4311 FICA	33,127	32,720		34,000
4312 Medicare Contribution	7,747	7,652		7,800
4451 Unemployment Insurance	132	0		500
4631 District Employee Benefits	13,647	9,904		16,320
Total	616,053	608,602		619,493
SERVICES & SUPPLIES				
5121 Clothing & Uniforms	3,214	3,884		3,900
5156 Other Household Expense	9,524	9,232		11,100
5193 General Office Supplies	38,250	35,263		39,750
5331 Memberships	3,720	3,381		4,000
5423 Computer/Electronics Equip Maint	3,099	1,773		3,500
5459 Misc Other Maintenance Expense	30,560	29,558		37,000
5638 Other Utility Expense	50,925	49,228		55,700
5722 Misc Employee Expense Reimb.	1,494	1,385		2,000
5856 Contract Special Program Svcs	15,668	6,890		11,000
5966 District Operating Expense	57,586	58,506		69,550
6712 Telephone Service Charges	4,506	4,714		5,000
6731 All Other Insurance	37,558	37,478		44,800
Total	256,104	241,293		287,300
FIXED ASSETS				
7211 Fixed Assests - Structures/Improvements	7,312	116,220		70,750
7311 Fixed Assets - Equipment	11,164	33,776		13,555
Total	18,476	149,996		84,305
CONTINGENCIES				
8611 Appropriation for Contingencies	0	0		144,000
PROVISION FOR RESERVES				
0881 Capital Reserve	0	0		321,953
0882 General Reserve	0	0		70,000
Total	0	0		391,953
Grand Total	890,633	999,891		1,527,051

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
LADERA RECREATION DISTRICT BUDGET DETAIL-02635

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
321,840,298	3,222,833	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	19,951	19,951		0
CANCELLATION OF PRIOR YR RESERVES	160,000	160,000		226,293
Property Taxes - Current Secured	57,781	73,010		37,240
Property Taxes - Current Unsecured	6,490	6,751		3,633
Property Taxes - Prior	5	76		0
Interest Earned	4,083	3,985		5,000
Homeowner Property Tax Relief	654	720		454
Miscellaneous Revenue	31,197	555		0
Property Taxes - Supplemental SB 813	2,883	2,514		4,088
Park and Recreation Fees	382,450	455,249		454,548
State Block Grant	0	52,109		0
Gift and Donations	0	0		500
Operating Transfer In	0	27,796		0
TOTAL	665,494	802,717		731,756

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
LADERA RECREATION DISTRICT BUDGET DETAIL-02635

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour - Perm Position	56,546	101,839		104,000
4161 Extra Help Hours Regular Pay	129,897	137,632		149,756
4311 FICA	11,559	14,728		14,933
4312 Medicare Contribution	2,703	3,444		2,437
4649 Other Benefits	0	147		0
Total	200,705	257,791		271,126
SERVICES & SUPPLIES				
5188 Miscellaneous Other Expenses	0	0		3,000
5191 Outside Printing & Copying	0	4,124		2,500
5193 General Office Supplies	6,142	5,653		6,101
5428 Misc Repair & Maintenance	9,497	21,043		13,339
5438 Pluming and Piping Expense	0	1,082		0
5439 Paint, Solvent and Chemical	7,519	9,347		9,705
5457 Landscape Lawns	10,105	19,982		12,757
5478 Other Contract Maintenance	0	1,311		0
5483 Contract custodial Services	0	6,671		10,736
5631 Electric & Gas Utilities	13,963	17,131		17,946
5635 Water Service	5,872	5,908		5,717
5638 Other Utilities	8,378	4,403		4,142
5791 Meeting and Conferences	0	0		9,700
5858 Other Professional Contract Services	18,745	4,559		7,185
5872 In-House Admin & Acctg. Service	8,341	5,018		3,907
5916 California Childrens Services	0	3,263		5,872
5927 Program Activities Expense	0	10,027		11,882
5966 District Operating Expense	13,291	21,586		12,714
5995 Stores for Re-issue	0	3,027		3,000
5996 Sheriff purchase for Reissue	0	190		0
Total	101,853	144,326		140,203
OTHER CHARGES				
6332 Interest on Long Term Debt	26,700	26,700		27,000
6611 Taxes & Assessments	1,476	4,176		4,200
6712 Telephone Service Charges	2,667	5,492		3,158
6713 Automated Services	16	8		0
6731 All Other Insurance	17,791	17,366		21,251
Total	48,650	53,742		55,609
FIXED ASSETS				
7211 Fixed Assets - Structures/Improvements	39,071	46,945		20,000
7311 Fixed Assets - Equipment	15,527	4,858		8,000
Total	54,598	51,803		28,000
OPERATING TRANSFERS				
7541 Operating Transfers Out	0	148,500		0
CONTINGENCIES				
8611 Appropriation for Contingencies	0	0		0
Total	0	0		0
RESERVES				
0881 Capital Reserve	0	0		165,568
0882 General Reserve	0	0		71,250
Total	0	0		236,818
GRAND TOTAL	405,806	656,162		731,756

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SAN MATEO COUNTY MOSQUITO ABATEMENT DISTRICT BUDGET DETAIL-02705
(CP PROJECT FUND)
FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☒
Other Elected ..... ☐

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	783,093	1,313,248		346,560
CANCELLATION OF PRIOR YR RESERVES	689,813	0		710,688
Interest Earned	43,670	30,223		50,000
Miscellaneous Revenue	2,607	0		0
Operating Transfer In	300,000	300,000		300,000
TOTAL	1,819,183	1,643,471		1,407,248

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
SERVICES & SUPPLIES				
5188 Misc Other Expense	288,458	289,734		300,000
5631 Electricity & Gas Utilities	0	0		0
5834 Contract Legal Services	2,100	2,100		2,100
5856 Contract Special Program Services	31,914	179,110		12,500
5966 District Operating Expenses	400	380		3,500
7211 Fixed Assets - Structure/Improvement	88,105	14,917		251,000
7311 Fixed Assets - Equipment	94,958	99,983		141,900
RESERVES	0	0		696,248
TOTAL	505,935	586,223		1,407,248

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SAN MATEO COUNTY MOSQUITO ABATEMENT DISTRICT BUDGET DETAIL-02706

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
68,763,264,463	6,370,980,147	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2003	Actual 2003-2004	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	307,527	1,152,840		190,588
CANCELLATION OF PRIOR YR RESERVE	722,299	0		946,863
Property Taxes - Current Secured	948,364	992,158		1,031,047
Property Taxes - Current Unsecured	106,689	99,354		107,406
Property Taxes - Prior	(38)	2,695		0
Taxes - Special District Augmentation Fund	0	0		0
Interest Earned	38,456	32,616		35,000
Homeowner Property Tax Relief	11,669	12,186		11,747
Special Tax	458,437	440,042		458,000
Benefit Assessments	0	0		1,287,337
Property Taxes - Supplemental SB 813	52,925	42,102		45,000
Charges for Services	0	90,931		
Miscellaneous Reimbursements	24,342	80,268		14,000
Miscellaneous Revenue	8,800	18,788		5,000
All Other Miscellaneous Revenue	50,653	0		0
Other In-Lieu Taxes	71	0		0
Inspection Services	0	0		50,000
TOTAL	2,730,194	2,963,979		4,181,988

SUMMARY OF FINANCING REQUIREMENTS

UMMARY OF FINANCING REQUIREMENT	Actual 2001-2002	Approved 2003-2004	Recommended 2004-2005	Approved 2004-2005
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SAN MATEO COUNTY MOSQUITO ABATEMENT DISTRICT BUDGET DETAIL-02706

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD:

FOR FISCAL YEAR 2004-2005

Board of Supervisors .. ☐
Other Appointed ..... ☐
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2001-2002	Approved 2003-2004	Recommended 2004-2005	Approved 2004-2005
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour - Perm Position	676,014	801,904		996,000
4161 Extra Help Hours - Reg Pay	65,455	74,432		83,500
4311 FICA	2,307	4,455		5,200
4321 County Retirement Plan	70,014	95,868		134,200
4412 Health Insurance	77,043	99,309		160,000
4415 Medicare Health Insurance	9,670	11,553		14,500
4422 Dental Plan	17,309	17,603		20,000
4431 Vision Insurance Plan	2,725	2,402		2,500
4442 Long Term Disability Insurance	7,668	8,610		10,100
4451 Unemployment Insurance	1,699	3,705		5,230
Total	929,904	1,119,840		1,431,230
SERVICES & SUPPLIES				
5111 Agricultural Expense	102,969	113,440		225,000
5121 Clothing & Uniforms	12,050	15,672		21,250
5156 Other Household Expense	655	1,360		2,200
5171 Other Clinical Expense	1,619	1,874		3,700
5199 Other Office Expense	13,869	20,043		23,450
5233 Inspection & Testing Equipment	6,397	8,516		15,050
5331 Memberships	7,265	11,643		12,450
5416 Fuel & Lubrication	18,886	24,416		31,500
5428 Misc. Repairs & Maintenance	24,849	23,815		31,700
5472 Contract Plumbing Services	3,134	5,014		7,850
5631 Electricity & Gas Utilities	14,414	17,097		18,000
5635 Water Service	3,081	3,185		4,000
5721 Meetings & Conference Expense	37,185	37,739		55,600
5856 Contract Special Contract Svcs	72,488	87,624		136,450
5966 District Operating Expenses	12,404	16,650		19,000
6712 Telephone Charges	14,162	14,170		18,500
6725 General Liability Insurance	1,098	1,192		0
				0
Total	346,525	403,449		625,700
FIXED ASSETS				
7311 Fixed Assets - Equipment	924	3,240		0
Total	924	3,240		0
OTHER FINANCING USES				
Operating Transfer Out	300,000	300,000		300,000
Total	300,000	300,000		300,000
CONTINGENCIES				
8611 Appropriation for Contingencies	0	0		185,218
Total	0	0		185,218
RESERVES				
0882 General Reserves (Non-General Fund)	0	0		2,239,840
Total	0	0		2,239,840
GRAND TOTAL	1,577,353	1,826,528		4,181,988

COUNTY BUDGET FORM
Schedule 18

County of San Mateo

STATE OF CALIFORNIA
DEBT SERVICE REQUIREMENTS DETAIL
FOR BOND ISSUES OF SPECIAL DISTRICTS
FOR FISCAL YEAR 2004-2005

(District, Fund, Issue, Etc.)	Actual Expenditures 2002-2003		Actual Expenditures 2003 -2004		Requirements for Budget Year 2004-2005			
	Interest	Principal	Interest	Principal	Interest	Principal	Provision for Reserves	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
ELEMENTARY SCHOOL DISTRICTS								
Belmont (Series A) 1997	604,103.00	170,000.00	596,538.00	190,000.00	587,824.00	215,000.00	536,574.00	1,339,398.00
Brisbane Ser . 2004	0.00	0.00	0.00	0.00	168,626.00	0.00	203,624.00	372,250.00
Burlingame (Series) 1997	328,016.00	20,000.00	326,824.00	25,000.00	0.00	0.00	0.00	-
Burlingame Refund Ser. 2000	581,769.00	345,000.00	567,655.00	365,000.00	552,360.00	390,000.00	692,183.00	1,634,543.00
Burlingame Refund Ser 2004	0.00	0.00	0.00	0.00	127,450.00	0.00	242,450.00	369,900.00
Hillsborough Ser 2003 A	0.00	0.00	377,044.00	0.00	495,925.00	680,000.00	1,114,563.00	2,290,488.00
Jefferson (Series A) 2002	758,113.00	0.00	745,613.00	500,000.00	704,613.00	950,000.00	388,056.00	2,042,669.00
Jefferson Series 2004	0.00	0.00	0.00	0.00	837,067.00	0.00	438,000.00	1,275,067.00
Laguna Salada (Series A) 1997	738,765.00	80,000.00	734,843.00	120,000.00	729,621.00	140,000.00	538,340.00	1,407,961.00
Las Lomitas (Series A) 1999	275,000.00	345,000.00	259,350.00	105,000.00	249,825.00	180,000.00	301,988.00	731,813.00
Las Lomitas (Series B) 1999	453,094.00	145,000.00	281,763.00	145,000.00	269,688.00	150,000.00	288,157.00	707,845.00
Las Lomitas (Series 2002	0.00	0.00	855,244.00	260,000.00	560,613.00	290,000.00	578,132.00	1,428,745.00
Menlo Park (Series A)1996	294,851.00	155,000.00	285,626.00	160,000.00	0.00	0.00	0.00	-
Menlo Park (Series B) 1996	704,341.00	410,000.00	683,798.00	425,000.00	666,398.00	445,000.00	788,749.00	1,900,147.00
Menlo Park Refunding 2004	0.00	0.00	0.00	0.00	78,190.00	0.00	453,190.00	531,380.00
Portola Valley (Series A) 1999	283,125.00	105,000.00	277,750.00	110,000.00	272,125.00	115,000.00	254,625.00	641,750.00
Portola Valley (Series B) 1999	519,885.00	175,000.00	512,145.00	185,000.00	504,083.00	190,000.00	449,999.00	1,144,082.00
Portola Valley Series 2002	269,458.00	0.00	293,954.00	0.00	291,591.00	90,000.00	239,615.00	621,206.00
Ravenswood (Series A) 1996	142,833.00	75,000.00	138,183.00	80,000.00	133,233.00	85,000.00	155,342.00	373,575.00
Ravenswood (Series B) 1996	142,589.00	75,000.00	136,970.00	80,000.00	131,520.00	85,000.00	154,485.00	371,005.00
Ravenswood (Series A) 2000	208,964.00	55,000.00	122,948.00	75,000.00	120,310.00	80,000.00	139,455.00	339,765.00
Ravenswood (Series B) 2000	0.00	0.00	187,866.00	70,000.00	116,828.00	75,000.00	141,539.00	333,367.00
Ravenswood (Series C) 2000	0.00	0.00	0.00	0.00	0.00	0.00	180,315.00	180,315.00
Redwood City (Series A) 1997	1,701,878.00	740,000.00	1,667,823.00	880,000.00	1,626,611.00	1,035,000.00	2,002,050.00	4,663,661.00
Redwood City (Series A) 2002	453,625.00	0.00	955,000.00	0.00	961,188.00	38,812.00	572,500.00	1,572,500.00
San Bruno Refunding Ser. 1998	334,648.00	665,000.00	306,050.00	730,000.00	273,558.00	855,000.00	1,058,015.00	2,186,573.00
San Bruno (Series B) 1998	167,073.00	80,000.00	163,690.00	85,000.00	161,333.00	30,000.00	115,359.00	306,692.00
San Bruno (Series C) 1998	105,020.00	0.00	106,380.00	130,000.00	102,030.00	160,000.00	234,815.00	496,845.00
San Carlos (Series A) 1997	138,503.00	75,000.00	134,659.00	75,000.00	130,688.00	80,000.00	149,319.00	360,007.00
San Carlos (Series B) 1997	456,575.00	140,000.00	449,325.00	150,000.00	441,450.00	165,000.00	393,663.00	1,000,113.00
San Carlos (Series C) 1997	560,195.00	195,000.00	547,195.00	205,000.00	533,545.00	215,000.00	493,279.00	1,241,824.00
San Mateo/Foster City Refunding Series.	342,198.00	350,000.00	167,249.00	360,000.00	0.00	0.00	0.00	0.00
San Mateo/Foster City (Series.B) 1991	383,495.00	295,000.00	188,060.00	315,000.00	0.00	0.00	0.00	0.00
San Mateo/Foster City (Series.C)1991	463,455.00	333,245.00	335,300.00	313,050.00	0.00	0.00	0.00	0.00
San Mateo/Foster City (Series D) 1991	312,021.00	85,000.00	158,383.00	90,000.00	0.00	0.00	0.00	0.00
San Mateo/Foster City (Series A)1997	548,363.00	190,000.00	533,250.00	200,000.00	516,975.00	220,000.00	484,225.00	1,221,200.00
San Mateo/Foster City (Series B) 1997	745,326.00	245,000.00	725,564.00	265,000.00	704,254.00	285,000.00	656,604.00	1,645,858.00
ELEM.SCHOOL DIST.SUB-TOTAL	13,017,281.00	5,548,245.00	13,822,042.00	6,693,050.00	13,049,522.00	7,243,812.00	14,439,210.00	34,732,544.00

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COUNTY BUDGET FORM
Schedule 18A

County of San Mateo
STATE OF CALIFORNIA
DEBT SERVICE REQUIREMENTS DETAIL
FOR BOND ISSUES OF SPECIAL DISTRICTS
FOR FISCAL YEAR 2004-2005

Available Financing						Amount to be Raised by Current Property Tax Levy			Tax Rate
	Less: Reserved Amounts								
Fund Balance as of June 30,2004 (10)	Interest & Principal Due & Unpaid June 30,2004 (11)	Uncancelled General Reserve (12)	Fund Balance Unreserved (13)	Estimated Additional Financing Sources (14)	Total Available Financing (15)	Total (16)	Unsecured (17)	Secured (18)	on Secured Roll (19)
595,454.00	0.00	0.00	595,454.00	0.00	595,454.00	743,944.00	36,275.00	707,669.00	0.0099
0.00	0.00	0.00	0.00	0.00	0.00	372,250.00	0.00	372,250.00	0.0289
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0000
775,691.00	0.00	0.00	775,691.00	0.00	775,691.00	858,852.00	50,831.00	808,021.00	0.0160
0.00	0.00	0.00	0.00	0.00	0.00	369,900.00	0.00	369,000.00	0.0076
1,122,386.00	0.00	0.00	1,122,386.00	0.00	1,122,386.00	1,168,102.00	1,267.00	1,166,835.00	0.0245
1,458,544.00	0.00	0.00	1,458,544.00	0.00	1,458,544.00	584,125.00	57,654.00	526,471.00	0.0097
0.00	0.00	0.00	0.00	0.00	0.00	1,275,067.00	0.00	1,275,067.00	0.0232
623,931.00	0.00	0.00	623,931.00	0.00	623,931.00	784,030.00	10,960.00	773,070.00	0.0244
364,381.00	0.00	0.00	364,381.00	0.00	364,381.00	367,432.00	12,248.00	355,184.00	0.0108
330,474.00	0.00	0.00	330,474.00	0.00	330,474.00	377,371.00	12,248.00	365,123.00	0.0112
631,554.00	0.00	0.00	631,554.00	0.00	631,554.00	797,191.00	24,792.00	772,399.00	0.0231
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0000
935,371.00	0.00	0.00	935,371.00	0.00	935,371.00	964,776.00	32,080.00	932,696.00	0.0148
0.00	0.00	0.00	0.00	0.00	0.00	531,380.00	0.00	531,380.00	0.0085
306,361.00	0.00	0.00	306,361.00	0.00	306,361.00	335,389.00	2,164.00	333,225.00	0.0133
471,891.00	0.00	0.00	471,891.00	0.00	471,891.00	672,191.00	4,111.00	668,080.00	0.0261
268,577.00	0.00	0.00	268,577.00	0.00	268,577.00	352,629.00	2,237.00	350,392.00	0.0139
197,945.00	0.00	0.00	197,945.00	0.00	197,945.00	175,630.00	18,773.00	156,857.00	0.0065
200,814.00	0.00	0.00	200,814.00	0.00	200,814.00	170,191.00	18,508.00	151,683.00	0.0064
169,035.00	0.00	0.00	169,035.00	0.00	169,035.00	170,730.00	17,451.00	153,279.00	0.0064
162,259.00	0.00	0.00	162,259.00	0.00	162,259.00	171,108.00	17,186.00	153,922.00	0.0064
0.00	0.00	0.00	0.00	0.00	0.00	180,315.00	0.00	180,315.00	0.0074
2,170,859.00	0.00	0.00	2,170,859.00	0.00	2,170,859.00	2,492,802.00	147,238.00	2,345,564.00	0.0203
605,570.00	0.00	0.00	605,570.00	0.00	605,570.00	966,930.00	61,584.00	905,346.00	0.0079
1,160,311.00	0.00	0.00	1,160,311.00	0.00	1,160,311.00	1,026,262.00	184,141.00	842,121.00	0.0251
137,084.00	0.00	0.00	137,084.00	0.00	137,084.00	169,608.00	30,690.00	138,918.00	0.0045
241,700.00	0.00	0.00	241,700.00	0.00	241,700.00	255,145.00	56,009.00	199,136.00	0.0062
187,448.00	0.00	0.00	187,448.00	0.00	187,448.00	172,559.00	15,561.00	156,998.00	0.0040
455,841.00	0.00	0.00	455,841.00	0.00	455,841.00	544,272.00	44,609.00	499,663.00	0.0118
568,108.00	0.00	0.00	568,108.00	0.00	568,108.00	673,716.00	54,983.00	618,733.00	0.0145
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
568,804.00	0.00	0.00	568,804.00	0.00	568,804.00	652,396.00	37,058.00	615,338.00	0.0038
777,327.00	0.00	0.00	777,327.00	0.00	777,327.00	868,531.00	49,103.00	819,428.00	0.0050
15,487,720.00	0.00	0.00	15,487,720.00	0.00	15,487,720.00	19,244,824.00	999,761.00	18,244,163.00	

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COUNTY BUDGET FORM

Schedule 18

County of San Mateo

STATE OF CALIFORNIA
DEBT SERVICE REQUIREMENTS DETAIL
FOR BOND ISSUES OF SPECIAL DISTRICTS
FOR FISCAL YEAR 2004-2005

	Actual Expenditures 2002-2003		Actual Expenditures 2003 -2004		Requirements for Budget Year 2004-2005			
	Interest	Principal	Interest	Principal	Interest	Principal	Provision for Reserves	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
ELEMENTARY SCHOOL DISTRICTS								
San Mateo/Foster City (Series C) 1997	960,469.00	280,000.00	938,239.00	305,000.00	914,299.00	325,000.00	800,975.00	2,040,274.00
San Mateo/Foster City (Series A) 2001	796,645.00	0.00	787,370.00	265,000.00	768,120.00	285,000.00	684,073.00	1,737,193.00
San Mateo/Foster City (Series B) 2001	628,220.00	0.00	942,330.00	0.00	931,655.00	305,000.00	785,490.00	2,022,145.00
San Mateo/Foster City Refunding Ser.2003	0.00	0.00	448,456.00	0.00	1,067,044.00	925,000.00	1,808,897.00	3,800,941.00
Woodside Elem Series 1999	282,303.00	40,000.00	278,828.00	65,000.00	273,578.00	85,000.00	250,301.00	608,879.00
TOTAL ELEM. SCHOOL BONDS	15,684,918.00	5,868,245.00	17,217,265.00	7,328,050.00	17,004,218.00	9,168,812.00	18,768,946.00	44,941,976.00
HIGH SCHOOL DISTRICT BONDS								
Jefferson High (Series E) 1995	316,868.00	75,000.00	310,668.00	80,000.00	304,068.00	85,000.00	240,334.00	629,402.00
Jefferson High Refunding Ser. A	1,322,651.00	365,000.00	1,301,664.00	380,000.00	1,279,814.00	390,000.00	674,083.00	2,343,897.00
Sequoia High (Series A) 1997	936,519.00	345,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Sequoia High (Series B) 1997	720,508.00	295,000.00	706,408.00	305,000.00	691,838.00	315,000.00	672,218.00	1,679,056.00
Sequoia High (Series C) 1997	579,613.00	220,000.00	568,925.00	230,000.00	557,763.00	240,000.00	526,031.00	1,323,794.00
Sequoia High (Series A) 2000	1,027,117.00	0.00	1,531,750.00	255,000.00	1,504,625.00	520,000.00	1,288,213.00	3,312,838.00
Sequoia High (Series B) 2000	0.00	0.00	2,490,244.00	0.00	2,716,630.00	0.00	2,098,315.00	4,814,945.00
Sequoia High Refund (Series A)2003	0.00	0.00	332,308.00	0.00	735,365.00	380,000.00	758,028.00	1,873,393.00
San Mateo High (Ser. A) 2000	2,920,869.00	410,000.00	2,854,394.00	2,590,000.00	2,740,669.00	2,960,000.00	2,897,609.00	8,598,278.00
San Mateo High (Ser. B) 2000	144,215.00	0.00	237,750.00	150,000.00	234,750.00	150,000.00	1,721,625.00	2,106,375.00
San Mateo High (Ser. C) 2000	0.00	0.00	0.00	0.00	296,494.00	0.00	391,494.00	687,988.00
TOTAL HIGH SCHOOL BONDS	7,968,360.00	1,710,000.00	10,334,111.00	3,990,000.00	11,062,016.00	5,040,000.00	11,267,950.00	27,369,966.00
UNIFIED SCHOOL DISTRICT BONDS								
Cabrillo Unified (Series A) 1996	729,115.00	1,185,000.00	670,018.00	1,355,000.00	601,335.00	1,535,000.00	2,012,248.00	4,148,583.00
South San Francisco (Series A) 1997	395,003.00	85,000.00	391,370.00	90,000.00	387,438.00	95,000.00	292,697.00	775,135.00
South San Francisco (Series B) 1997	742,635.00	100,000.00	735,435.00	100,000.00	728,235.00	100,000.00	482,318.00	1,310,553.00
South San Francisco (Series C) 1997	122,803.00	617,197.00	643,896.00	181,104.00	246,730.00	668,270.00	1,010,000.00	1,925,000.00
TOTAL UNIFIED SCHOOL BONDS	1,989,556.00	1,987,197.00	2,440,719.00	1,726,104.00	1,963,738.00	2,398,270.00	3,797,263.00	8,159,271.00
COMMUNITY COLL.DIST. BOND.								
SM Jr. College Bond (Ser. A) 2002	2,514,174.00	0.00	3,556,653.00	2,335,000.00	3,469,803.00	3,455,000.00	5,613,989.00	12,538,792.00
GRAND TOTAL	25,642,834.00	9,565,442.00	29,992,095.00	13,044,154.00	33,499,775.00	20,062,082.00	39,448,148.00	93,010,005.00

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COUNTY BUDGET FORM

Schedule 18 A

County of San Mateo

STATE OF CALIFORNIA
DEBT SERVICE REQUIREMENTS DETAIL
FOR BOND ISSUES OF SPECIAL DISTRICTS
FOR FISCAL YEAR 2004-2005

Available Financing						Amount to be Raised by Current Property Tax Levy			Tax Rate
	Less: Reserved Amounts								
Fund Balance as of June 30,2004 (10)	Interest & Principal Due & Unpaid June 30,2004 (11)	Uncancelled General Reserve (12)	Fund Balance Unreserved Undesignated (13)	Estimated Additional Financing Sources (14)	Total Available Financing (15)	Total (16)	Unsecured (17)	Secured (18)	on Secured Roll (19)
894,148.00	0.00	0.00	894,148.00	0.00	894,148.00	1,146,126.00	63,926.00	1,082,200.00	0.0065
742,119.00	0.00	0.00	742,119.00	0.00	742,119.00	995,074.00	54,668.00	940,406.00	0.0057
862,295.00	0.00	0.00	862,295.00	0.00	862,295.00	1,159,850.00	66,705.00	1,093,145.00	0.0066
2,007,246.00	0.00	0.00	2,007,246.00	0.00	2,007,246.00	1,793,695.00	-	1,793,695.00	0.0108
268511.00	0.00	0.00	268,511.00	0.00	268,511.00	340,368.00	1453.00	338,915.00	0.0212
19,993,528.00	0.00	0.00	19,993,528.00	0.00	19,993,528.00	24,679,937.00	1,185,060.00	23,153,609.00	
293,023.00	0.00	0.00	293,023.00	0.00	293,023.00	336,379.00	16,044.00	320,335.00	0.0032
825,457.00	0.00	0.00	825,457.00	0.00	825,457.00	1,518,440.00	69,680.00	1,448,760.00	0.0138
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
820,730.00	0.00	0.00	820,730.00	0.00	820,730.00	858,326.00	45,676.00	812,650.00	0.0021
637,059.00	0.00	0.00	637,059.00	0.00	637,059.00	686,735.00	37,732.00	649,003.00	0.0017
1,436,129.00	0.00	0.00	1,436,129.00		1,436,129.00	1,876,709.00	95,325.00	1,781,384.00	0.0045
1,838,410.00	0.00	0.00	1,838,410.00		1,838,410.00	2,976,535.00	206,539.00	2,769,996.00	0.0070
1,395,607.00	0.00	0.00	1,395,607.00	0.00	1,395,607.00	477,786.00	87381.00	390,405.00	0.0011
4,712,983.00	0.00	0.00	4,712,983.00	0.00	4,712,983.00	3,885,295.00	676,253.00	3,209,042.00	0.0099
340,171.00	0.00	0.00	340,171.00	0.00	340,171.00	1,766,204.00	44,784.00	1,721,420.00	0.0053
0.00	0.00	0.00	0.00	0.00	0.00	687,988.00	0.00	687,988.00	0.0022
12,299,569.00	0.00	0.00	12,299,569.00		12,299,569.00	15,070,397.00	1,279,414.00	13,790,983.00	
2,106,456.00	0.00	0.00	2,106,456.00	0.00	2,106,456.00	2,042,127.00	33,025.00	2,009,102.00	0.0562
345,764.00	0.00	0.00	345,764.00	0.00	345,764.00	429,371.00	51,491.00	377,880.00	0.0042
535,689.00	0.00	0.00	535,689.00	0.00	535,689.00	774,864.00	89,518.00	685,346.00	0.0074
995,741.00	0.00	0.00	995,741.00	0.00	995,741.00	929,259.00	100,554.00	828,705.00	0.0090
3,983,650.00	0.00	0.00	3,983,650.00	0.00	3,983,650.00	4,175,621.00	274,588.00	3,901,033.00	
5,761,126.00	-	0.00	5,761,126.00	0.00	5,761,126.00	6,777,666.00	534281.00	6,243,385.00	0.0065
42,037,873.00	0.00	0.00	42,037,873.00	0.00	42,037,873.00	50,703,621.00	3,273,343.00	47,089,010.00	

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