

# *County of San Mateo*



## *Adopted Budget*

*FY 2006-07*  
*FY 2007-08*





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## *Adopted Budget*

*FY 2006-07*

*FY 2007-08*

### *Board of Supervisors*

*Mark Church, 1<sup>st</sup> District*

*Jerry Hill, 2<sup>nd</sup> District*

*Richard Gordon, 3<sup>rd</sup> District*

*Rose Jacobs Gibson, 4<sup>th</sup> District*

*Adrienne Tissier, 5<sup>th</sup> District*

*Recommended By:*

*John L. Maltbie, County Manager*





People	<p><b>Realize the potential of our diverse population.</b></p> <ol style="list-style-type: none"> <li>1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.</li> <li>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.</li> </ol> <p><b>Provide equal access to educational opportunity.</b></p> <ol style="list-style-type: none"> <li>3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.</li> <li>4. Residents have many educational and training opportunities beyond high school.</li> </ol> <p><b>Ensure basic health and safety for all.</b></p> <ol style="list-style-type: none"> <li>5. Residents have access to healthcare and preventive care.</li> <li>6. Children grow up healthy in safe and supportive homes and neighborhoods.</li> <li>7. Maintain and enhance the public safety of all residents and visitors.</li> <li>8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.</li> </ol>
Place	<p><b>Offer a full range of housing choices.</b></p> <ol style="list-style-type: none"> <li>9. Housing exists for people at all income levels and for all generations of families.</li> </ol> <p><b>Redesign our urban environment to increase vitality, expand variety and reduce congestion.</b></p> <ol style="list-style-type: none"> <li>10. Public transportation choices that are convenient, affordable, accessible and safe.</li> <li>11. New housing is clustered with jobs and commercial services along transportation corridors.</li> <li>12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.</li> </ol> <p><b>Preserve and provide people access for our natural environment.</b></p> <ol style="list-style-type: none"> <li>13. Fixing the boundary between open space and development protects the quality of the natural environment.</li> <li>14. Important natural resources are preserved and enhanced through environmental stewardship.</li> <li>15. Residents have nearby access to green space, such as parks and recreational opportunities.</li> </ol>
Prosperity	<p><b>Create opportunities for every household to participate in our prosperity.</b></p> <ol style="list-style-type: none"> <li>16. Residents hold the majority of jobs created in the county.</li> <li>17. All households experience real gains in income.</li> </ol> <p><b>Sow the seeds of our future prosperity.</b></p> <ol style="list-style-type: none"> <li>18. San Mateo County attracts and maintains leading-edge industries.</li> <li>19. The skill level of new workers rises with improved K-12 education and training options.</li> </ol>
Partnerships	<p><b>Responsive, effective and collaborative government.</b></p> <ol style="list-style-type: none"> <li>20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.</li> <li>21. County employees understand, support and integrate the County vision and goals into their delivery of services.</li> <li>22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.</li> </ol> <p><b>Leaders work together across boundaries to preserve and enhance our quality of life.</b></p> <ol style="list-style-type: none"> <li>23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.</li> <li>24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.</li> <li>25. Residents express their support for regional, collaborative approaches to issues.</li> </ol>

ADOPTED BUDGET FISCAL YEAR 2006-07  
ADOPTED BUDGET FISCAL YEAR 2007-08

Recommended by John L. Maltbie, County Manager

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

*Prepared by the County Manager's Office:*

Jim Saco

Budget Director  
Non-Departmental Revenue/Services  
Revenues/Budget Forecasting  
Budget System Coordination

Jimmy Forbis

Capital Projects/Facilities  
Construction Funds  
Debt Service Fund  
Environmental Services Agency  
Public Works 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

Joanne Ward

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

Department of Housing  
Health Department  
Human Services Agency

Peter Bassett

San Mateo Medical Center

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Budget Production Staff

Nancy Guerrero  
Betsy Jack  
Mina Lim  
Joy Limin  
Ashnita Narayan  
Marie Peterson  
Jack Yaco

Information Systems

Alan Sakayama  
Tony Pham

Intergovernmental/Public Affairs

Ross Nakasone

Controller's Office

Peter Nystrom  
Alana Pijuan

Budget System/Document Production

Finite Matters Limited:  
Ben Slone  
Nick Howard





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**County of San Mateo  
California**

For the Fiscal Year Beginning

**July 1, 2005**

President

Executive Director





**FISCAL YEAR 2006-07 AND 2007-08  
ADOPTED BUDGET**

**TABLE OF CONTENTS**

	<b><u>PAGE</u></b>
Shared Vision 2010 .....	A-1
County Profile .....	A-19

**COUNTY SUMMARIES**

County Organization Chart .....	B-1
Fund Structure Chart and Fund Descriptions .....	B-2
County Pie Charts .....	B-7
All Funds Summary Requirements by Fund .....	B-11
All Funds Summary .....	B-12
General Fund Summaries by Agency .....	B-13
Capital Projects Summary .....	B-21
Revenues by Type .....	B-25
Expenditures by Type .....	B-34
Changes in Projected Fund Balance .....	B-35
Authorized Position Summary .....	B-37
Long-Term Financial Policies .....	B-43
County Budget Process .....	B-47

**ADMINISTRATION AND FISCAL**

Administration and Fiscal Summaries .....	1-1
Board of Supervisors .....	1-3
County Manager/Clerk of the Board .....	1-13
County Management .....	1-22
Clerk of the Board .....	1-31
Shared Services Program .....	1-36
Assessor-County Clerk-Recorder .....	1-41
Appraisal Services .....	1-49
Administration and Support .....	1-54
Elections .....	1-59
County Clerk-Recorder .....	1-64
Controller's Office .....	1-69
Administration .....	1-77
Internal Audit .....	1-81
Payroll Services .....	1-85
Controller Information Systems .....	1-89
General Accounting .....	1-93
Property Tax and Special Accounting .....	1-97
Treasurer-Tax Collector .....	1-103
Tax Collector .....	1-112
Treasurer .....	1-117
Revenue Services Program .....	1-122
County Counsel .....	1-127

**FISCAL YEAR 2006-07 AND 2007-08  
ADOPTED BUDGET**

**TABLE OF CONTENTS**

<b><u>ADMINISTRATION AND FISCAL (continued)</u></b>	<b><u>PAGE</u></b>
Human Resources.....	1-137
Administration and Support.....	1-145
Human Resources .....	1-150
Information Services Department .....	1-157
Information and Technology Availability.....	1-165
Project Management.....	1-171
Grand Jury.....	1-177
Retirement Office (SamCERA) .....	1-179
 <b><u>CRIMINAL JUSTICE</u></b>	
Criminal Justice Summaries .....	2-1
District Attorney/Public Administrator.....	2-3
Department Child Support Services.....	2-15
County Support of the Courts .....	2-25
Private Defender Program .....	2-27
Sheriff's Office .....	2-29
Administrative and Support Services .....	2-40
Professional Standards Bureau .....	2-46
Technical Services Program .....	2-51
Forensic Laboratory .....	2-56
Patrol Bureau.....	2-62
Investigations Bureau .....	2-68
Office of Emergency Services.....	2-74
Maguire Correctional Facility .....	2-80
Custody Programs .....	2-86
Court and Security Services .....	2-91
Message Switch.....	2-97
Probation Department.....	2-99
Administrative Services.....	2-109
Court Services .....	2-114
Adult Supervision Services .....	2-118
Juvenile Supervision Services .....	2-123
Institutions Services .....	2-129
Coroner's Office .....	2-133

# FISCAL YEAR 2006-07 AND 2007-08 ADOPTED BUDGET

## TABLE OF CONTENTS

<u>COMMUNITY SERVICES</u>	<u>PAGE</u>
Community Services Summaries.....	3-1
Office of Economic Development.....	3-4
Public Safety Communications .....	3-9
Environmental Services Administration .....	3-15
Structural Fire .....	3-20
County Service Area #1 .....	3-23
Fire Protection Services.....	3-29
Local Agency Formation Commission .....	3-34
County Library .....	3-37
Planning and Building .....	3-41
Administration and Support.....	3-42
Long Range Planning Services.....	3-48
Development Review Services .....	3-54
Parks Department.....	3-58
Administration and Support.....	3-59
Operations and Maintenance.....	3-65
Fish and Game .....	3-70
Off-Highway Vehicle License Fees .....	3-72
Parks Acquisition and Development .....	3-74
Coyote Point Marina .....	3-77
Public Works.....	3-83
Administrative Services.....	3-97
Engineering Services .....	3-104
Facilities Maintenance .....	3-108
Road Construction and Operations.....	3-115
Construction Services.....	3-125
Vehicle and Equipment Services .....	3-130
Waste Management.....	3-137
Transportation Services.....	3-142
Utilities .....	3-147
Airports .....	3-155
Department of Housing.....	3-161
Department of Housing Summaries .....	3-162
Housing and Community Development.....	3-168
Housing Authority .....	3-172
 <u>HEALTH</u>	 <u>PAGE</u>
Health Summaries (Health Department and San Mateo Medical Center).....	4-1
Health Department Summaries.....	4-3
Health Administration.....	4-16
Health Policy, Planning, and Promotion.....	4-22
Emergency Medical Services-General Fund.....	4-30
Emergency Medical Services Fund.....	4-35



**FISCAL YEAR 2006-07 AND 2007-08  
ADOPTED BUDGET**

**TABLE OF CONTENTS**

**HEALTH (continued)**

Aging and Adult Services .....	4-37
Conservatorship Program.....	4-38
Community-Based Programs .....	4-43
In-Home Supportive Services (IHSS) Public Authority .....	4-49
IHSS Public Authority-General Fund .....	4-54
Environmental Health Services .....	4-56
Mental Health Services .....	4-62
Mental Health Administration.....	4-63
Mental Health Youth Services .....	4-69
Mental Health Adult Services .....	4-75
Public Health Services .....	4-81
Disease Control and Prevention.....	4-82
Family Health Services.....	4-88
Correctional Services.....	4-93
Agricultural Commissioner/Sealer.....	4-100
Administration and Support .....	4-101
Environmental Protection Program.....	4-105
Consumer Protection Program .....	4-111
San Mateo Medical Center Summaries .....	4-117
San Mateo Medical Center-Enterprise Fund .....	4-122
Administrative and Quality Management Services .....	4-125
Patient Care Services.....	4-131
Clinical Ancillary and Support Services .....	4-136
Long-Term Care Services .....	4-141
Ambulatory and Medical Staff Services .....	4-145
Medical Center Capital Purchases.....	4-150
Contributions to Medical Center.....	4-152

**CHILDREN, YOUTH AND FAMILY SERVICES**

Children, Youth and Family Services Summaries.....	5-1
First 5 San Mateo County .....	5-3
Department of Child Support Services.....	5-7
Human Services Agency .....	5-19
Program Support .....	5-32
Community Capacity Building .....	5-39
Economic Self-Sufficiency .....	5-44
Family Strength.....	5-51

**NON-DEPARTMENTAL SERVICES**

Non-Departmental Summaries .....	6-1
Non-Departmental Services.....	6-2
Sergeants/Teamsters Retiree Health.....	6-8

**FISCAL YEAR 2006-07 AND 2007-08  
ADOPTED BUDGET**

**TABLE OF CONTENTS**

**NON-DEPARTMENTAL SERVICES (continued)**

Contingencies .....	6-10
Accumulated Capital Outlay Fund .....	6-12
Courthouse Construction Fund .....	6-14
Criminal Justice Construction Fund .....	6-17
Capital Projects.....	6-20
Debt Service .....	6-30

**BUDGET UNIT AND PROGRAM SUMMARIES**

Administration and Fiscal.....	7-1
Criminal Justice .....	7-36
Community Services.....	7-60
Health .....	7-91
Children, Youth and Family Services.....	7-121
Non-Departmental Services.....	7-128

**CONTROLLER'S SCHEDULES**

Schedule 1 – Summary of County Budget.....	1
Schedule 2 – Analysis of Fund Balance Unreserved/Undesignated .....	2
Schedule 3 – Detail of Provisions for Reserves/Designations .....	3
Schedule 4 – Summary of Estimated Additional Financing Sources.....	4
Schedule 5 – Analysis of Financing Sources by Source by Fund .....	5
Schedule 6 – Analysis of Current Property Taxes and Assessed Valuation .....	14
Schedule 7 – Summary of County Financing Reqmts. by Function and Fund .....	15
Schedule 8 – Summary of County Financing Reqmts. by Function and Fund .....	16
Schedule 8A – Schedule of County Specific Financing Uses by Function and Activity.....	17
Schedule 10 – Operation of Internal Service Fund .....	21
Schedule 11 – Operation of Enterprise Fund.....	23
Schedule 13 – Summary of Special District Budgets.....	26
Schedule 14 – Analysis of Fund Balance Unreserved/Undesignated .....	27
Schedule 16 – Special Districts Under the Board of Supervisors - Detail .....	28
Schedule 13 – Summary of Independent Special District Budgets .....	72
Schedule 14 – Analysis of Independent Fund Balance Unreserved/Undesignated .....	73
Schedule 16 – Independent Special Districts - Detail .....	74
Schedule 18 – Debt Service Requirements - Detail .....	113
Schedule 18A – Debt Service Requirements - Detail .....	114
Schedule 18 – Debt Service Requirements - Detail .....	115
Schedule 18A– Debt Service Requirements - Detail .....	113
Outstanding General Obligation Bonded Indebtedness .....	117

**GLOSSARY OF BUDGET TERMS**

Glossary of Budget Terms .....	9-1
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## SHARED VISION 2010

### San Mateo County Mission Statement

San Mateo County government protects and enhances the health, safety, welfare and natural resources of the community, and provides quality services that benefit and enrich the lives of the people of the community. We are committed to:

- The highest standards of public service
- A common vision of responsiveness
- The highest standards of ethical conduct
- Accessible services for those in need
- Treating people with respect and dignity

### The Future of San Mateo County

#### *Shared Commitments and Measurable Goals for the Next Decade*

In 2000, the Board of Supervisors initiated a "visioning process" to give residents an opportunity to define a shared vision for the future of San Mateo County, by asking the questions: *What will the County be like in a decade? What do we want it to look like?*

San Mateo County is an attractive, prosperous and diverse place to live and work. It has undergone tremendous change: the emergence of a new economy, the arrival of new and diverse residents and the physical transformation of its cities. The County is no longer predominantly agricultural nor is it simply a set of bedroom communities serving San Francisco. It is a single region with elements of suburban, urban and agricultural communities. Through a shared vision, San Mateo County strives to blend the best of each of these diverse communities into a cohesive and dynamic whole.

### Shared Vision 2010 - The Promise of the Peninsula

California's local governments provide the critical services and programs necessary to stimulate and sustain the State's economy. The success of these programs and services requires meaningful and achievable long-term plans. Shared Vision 2010 defines what the San Mateo County community can achieve over the next decade with government and citizens working together. It is a plan that seeks to avoid crisis-driven policies, remove irrelevant boundaries and barriers, and favors comprehensive and coordinated community-wide planning.

The plan itself will not solve all problems. However, it will raise an expectation of greater cooperation and collaboration among jurisdictions. The plan encourages shared responsibility by governments, educators, non-profits, faith-based and business community organizations, as well as individual residents for the future success of the County.

The Board of Supervisors believes that leadership is most respected and effective when it has clear purpose, accompanied by a plan of how to achieve it. The numerous and complex issues challenging the Peninsula, including affordable housing, transportation and sustainable economic growth, will only be solved with increased regional cooperation. *Shared Vision 2010: The Promise of the Peninsula* provides a framework for solving problems.

Since the adoption of Shared Vision 2010, the Board of Supervisors actions have been aligned with the 10 commitments and 25 goals. Moreover, the Board of Supervisors established and phased-in a system referred to as Outcome Based Management (OBM) to integrate the Shared Vision 2010 into department planning, priority-setting, performance measurement and budget development. The County budget process is an integral part of OBM, which requires





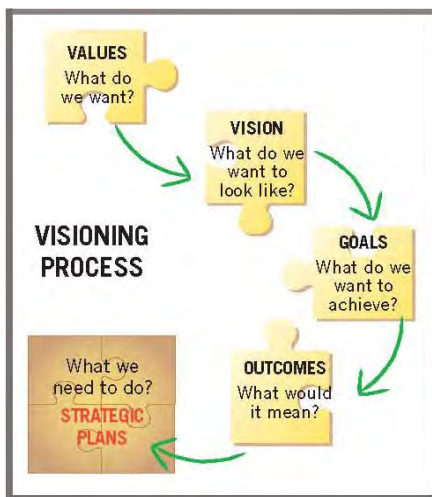
resources in County programs and services to be allocated toward meeting performance targets and improving overall County service delivery. Using the commitments and goals identified through the community visioning process as the long-term direction for County programs and services, all resources are now allocated toward those areas that can significantly contribute to progress and achieve the goals set out in Shared vision 2010.

Now at mid-point, the Board issued Shared Vision 2010: Update of Progress Measures 2005, to provide a summary of progress, a report card and an accounting of the initiatives that have been undertaken which contribute to the Shared Vision goals. Taken together, real progress has been demonstrated, yet indicators also report more work is needed. Mid-point is an opportune time for reflection, as well as to once again look to the future. As a result, the Board has set out a new course of civic engagement with community conversations to develop strategic plans for Shared Vision 2010, again answering the question: *What kind of San Mateo County do we want?*

First in that series, More Livable San Mateo County, drew broad community representation with 250 participants engaged in a lively facilitated discussion on ways San Mateo County can work together to as a community and as individuals to reduce the damaging impacts caused by the built environment. The strategies include ways of making our community more pedestrian friendly, promoting locally grown food products, and increasing the use of transit. These efforts contribute to reducing the incidence of diabetes, childhood obesity, depression, and heart disease.

## An Inclusive Vision: People, Place, Prosperity and Partnerships

### *A Public Process: Voice, Vote, Vision*



Just over five years ago, the Board of Supervisors set out to create a shared community vision for San Mateo County and foster a desire on the part of residents to work together to realize it. The first step in the process was to define an approach that would be as inclusive as the vision they hoped to identify. Through a series of workshops the Board of Supervisors constructed a visioning framework based on the shared values of people, place, prosperity and partnerships.

Using that framework the Board of Supervisors conducted a series of community forums throughout the County, including special forums targeting youth, new economy professionals, and Spanish-speakers. Residents were encouraged to provide online input and invited to submit public comment over a six-month period. Incorporating online and public input, community forum participants worked collectively to define a shared vision and prioritize goals for the future of the County.

After completing the community process, the Board of Supervisors presented the top vote-getting commitments and goals to small groups across the County. These focused meetings provided an opportunity to discuss the commitments and goals in greater detail and to identify performance indicators to monitor progress over time.

The result of this year-long visioning process was the County's Shared Vision 2010, which includes a comprehensive set of 10 commitments and 25 goals that represent the priorities of the county for the following decade. Those commitments and goals are included below:

## 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.



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## Shared Vision 2010 Key Department Initiatives—People

### Realize the Potential of Our Diverse Population

#### 1. Healthy Communities San Mateo

**Lead Department/Agency:** Health Department

**Major Issues to be Addressed:**

- A growing body of research documents that many U.S. population groups—including racial and ethnic minority groups such as African Americans, Hispanics/Latinos, Asian Americans, American Indians, Alaska Natives, and Pacific Islanders, as well as some geographic and/or socioeconomic groups such as low-income and rural populations—experience a disproportionately high burden of disease and mortality.
- These health disparities are present in San Mateo County and reducing them will require concerted action across a wide range of issues and sectors.

**Goals:**

- Reduce health disparities
- Engage the community in addressing high priority health issues

**Objectives:**

- By 2010, reduce levels of childhood overweight from 25% to 20%
- By 2010, reduce proportion of youth using alcohol, tobacco, and other drugs from 26% to 21%
- Improve linguistic access to healthcare services by developing an action plan to address key findings from the Department's Linguistic Access Study

**Partners:**

- Human Services Agency
- San Mateo Medical Center
- Health Plan of San Mateo
- First 5 of San Mateo County

#### 2. Juvenile Detention Alternatives Initiative (JDAI)

**Lead Department/Agency:** Probation Department

**Major Issues to be addressed:**

- Disproportionate confinement of Hispanic, Pacific Islander, and African American youth detained in the Juvenile Hall and Camp Glenwood
- Over-utilization of detention for youth committing minor and technical law violations

**Goal:**

- Ensure alternatives to detention exist for youth who are not detained for serious or violent offenses

**Objectives:**

- Refer at least 50% of youth committing technical violations to community-based alternatives to detention programs
- Double the number of referrals to the Community Care work program
- Reduce average daily population at the Juvenile Hall to 150

**Partners:**

- Courts
- District Attorney's Office
- Mental Health
- Human Services Agency
- County Manager's Office
- Sheriff's Office
- Private Defender's Program
- Health Department

#### 3. Youth Development

**Lead Department/Agency:** Health Department

**Major Issues to be Addressed:**

- The San Mateo County Adolescent Report 2001 documented the rationale and need to shift the focus in serving youth from one of risk reduction to one of youth development, including promoting "assets" or positive traits and supports.
- Such a focus can assist youth in developing the skills and resiliency they need to build positive self-esteem, problem-solving ability, and healthy social relationships, as well as reduce risk behaviors.

**Goals:**

- Promote asset development among all youth in San Mateo County
- Work in partnership with HSA and other County departments to incorporate youth development approach in high priority initiatives affecting youth in the community

**Objectives:**

- By 2010, increase the level of youth assets
- Reduce disparities in youth asset levels by ethnicity

**Partners:**

- Human Services Agency
- Probation Department
- County Office of Education



**4. Help America Vote Act (HAVA)**

**Lead Department/Agency:** Assessor-County Clerk-Recorder

**Major Issues to be Addressed:**

- Acquire a new voting system that complies with federal Help America Vote Act (HAVA). New federal and state mandates require a full voting system replacement in 2006 with implementation, enhanced facilities, training requirements and voter education and outreach efforts.

**Goal:**

- Facilitate the participation of disabled voters in the democratic process

**Objectives:**

- Improve disabled voter access to elections

**Partners:**

- Board of Supervisors
- Controller's Office

- Sheriff
- Probation
- Courts
- Community Based Organizations such as Project 90, Family Service Agency, Project READ, Service League and others

**5. Helping Child Support Obligors who are "Unable" to Pay**

**Lead Department/Agency:** Department of Child Support Services (DCSS)

**Major Issue to be Addressed:**

- DCSS takes over 200 obligors to court each year on contempt charges for failure to pay support. Of those 200 cases, about 20% consistently make payments after the contempt hearing. The issue remains, how to best address inability to pay for the remaining 80%. Is the current option of jail time the best alternative?

**Goal:**

- Increase child support payments from parents that have failed to pay support due to personal obstacles such as mental health issues, substance abuse or illiteracy

**Objectives:**

- Increase the child support payments from formerly non-paying obligors
- Develop collaborative relationships with other County departments and community-based groups to provide services for "unable" parents
- Identify and modify orders that are inconsistent with obligors earning abilities
- Use the legal tools of DCSS to leverage client participation in appropriate programs
- Identify and address the underlying issues behind noncompliance rather than applying failed solutions
- Increase DCSS effectiveness and efficiency

**Partners:**

- Human Services Agency
- Mental Health
- Correctional Health

## Ensure Basic Health and Safety for All

### **1. Youth Services Center (YSC)**

**Lead Department/Agency:** Probation Department

**Major Issues to be addressed:**

- San Mateo County has identified a need to improve and streamline services to youth and their families by building a comprehensive Youth Services Center where service providers work together to offer youth and families the finest case prevention and intervention services available.
- The current facility does not allow the programming space necessary to address individualized case needs of youth detained at the Hall.
- Population-specific needs, including dual-diagnosis treatment and gender-specific programming, are not provided
- Past services lacked the integration that a multi-disciplinary approach could address.

**Goal:**

- To design and implement a multi-disciplinary Youth Services Center that develops individual and family strengths and promotes juvenile rehabilitation through appropriate program referral and intervention, while ensuring public safety and meeting the health and safety needs of detained youth

**Objectives:**

- Every youth detained in San Mateo County will receive appropriate and adequate assessment and case plan services to meet individual and family needs and promote rehabilitation
- Reduce the number of girls sent to out-of-county placements by 25%
- Youths detained in the hall will have access to multi-disciplinary programs that address individual needs
- Reduce youth detained in the Juvenile Hall by 20%

**Partners:**

- Mental Health
- Human Services Agency
- Correctional Health
- County Office of Education
- Courts
- District Attorney's Office
- Private Defender's Program
- Sheriff

### **2. Healthy Communities San Mateo**

**Lead Department/Agency:** Health Department

**Major Issues to be Addressed:**

- A growing body of research documents that many U.S. population groups—including racial and ethnic minority groups such as African Americans, Hispanics/Latinos, Asian

Americans, American Indians, Alaska Natives, and Pacific Islanders, as well as some geographic and/or socioeconomic groups such as low-income and rural populations—experience a disproportionately high burden of disease and mortality.

- These health disparities are present in San Mateo County and reducing them will require concerted action across a wide range of issues and sectors.

**Goals:**

- Reduce health disparities
- Engage the community in addressing priority health issues

**Objectives:**

- By 2010, reduce levels of childhood overweight from 25% to 20%
- By 2010, reduce proportion of youth using alcohol, tobacco, and other drugs from 26% to 21%
- Improve linguistic access to healthcare services by developing an action plan to address key findings from the Department's Linguistic Access Study

**Partners:**

- Human Services Agency
- San Mateo Medical Center
- Health Plan of San Mateo
- First 5 of San Mateo County

### **3. Chronic Disease and Well-Being**

**Lead Department/Agency:** Health Department

**Major Issues to be Addressed:**

- According to the Centers for Disease Control and Prevention (CDC), chronic diseases today account for 70% of the deaths of all Americans and 75% of this country's annual health care costs. Unless steps are taken to deal effectively with chronic diseases, the nation is headed for serious financial and quality-of-life challenges.
- The growing impact of chronic disease, including issues related to obesity, mental illness, and addiction to alcohol, tobacco, and other drugs, is seen within the Health Department's programs and in planning for the needs of an aging population.

**Goals:**

- Strengthen support of most vulnerable populations and promote wellness, resilience, and adoption of healthy behavior to address priority populations with chronic diseases within the County
- Work with community partners, including consumers, to broaden and deepen community knowledge and ability to manage and prevent chronic disease

**Objectives:**

- Through implementation of Mental Health Services Act (MHSA) and other systems changes, increase the number of

clients served in the Mental Health system from 11,426 in FY 2005-06 and 12,794 in FY 2006-07

- Increase level of physical activity among children and older adults
- Reduce binge drinking

**Partners:**

- Human Services Agency
- Probation Department
- San Mateo Medical Center
- Sheriff's Office
- Health Plan of San Mateo

#### **4. Women's Correctional Center**

**Lead Department/Agency:** Sheriff's Office

**Major Issues to be addressed:**

- Obsolete, overcrowded, inadequate Women's Correctional Center facility – the current facility is structurally outdated, unable to adequately handle today's offenders' health and welfare needs, and operates at an average daily population of 158% of Board of Corrections rated capacity
- Lack of children's visiting area or any programming for children of incarcerated inmates
- Need for adequate housing to separate pre-trial inmates from sentenced inmates, in compliance with statutory regulations

**Goal:**

- A Women's Correctional Center that will meet San Mateo County's female incarceration needs for the next 30 years, adequately addressing health and welfare needs of female offenders while ensuring public safety

**Objectives:**

- A new/remodeled Women's Correctional Center will operate at an average of no more than 80% of Board of Corrections-rated capacity for 10 years following construction
- The new/remodeled WCC will accommodate a Children's Visiting Area capable of accommodating up to 20-25 children (under age 5) at any given time
- The new/remodeled WCC will provide adequate space for targeted programming and counseling activities

**Partners:**

- Board of Supervisors
- County Manager's Office
- Facilities Planning and Development
- Correctional Health Services
- City Police Departments
- Countywide JPA Emergency Services Council
- City of Redwood City

#### **5. Medical Center Service Expansion**

**Lead Department/Agency:** San Mateo Medical Center (SMMC)

**Major Issues to be Addressed:**

- There is a need for the County to provide other healthcare services in the community such as labor and delivery and geriatric psychiatry. Expansion of services offered at SMMC would not only address this need but would place a revenue-generating unit in a currently vacant space.

**Goals:**

- Provide continuity of care through expanded services to patients
- Generate new revenue to help offset rising operational costs

**Objectives:**

- Build a unit that addresses community needs
- Hire high quality staff to serve patients
- Provide a continuum of care

**Partners:**

- Public Health
- Department of Public Works
- Lucille Packard Children's Hospital

#### **6. Provide County Law Enforcement with an Improved Weapons Training Facility**

**Lead Department/Agency:** Sheriff Office

**Major Issues to be addressed:**

- Current firing range at Coyote Point, which serves as the weapons training facility for 24 law enforcement agencies operating in San Mateo County, was built over 40 years ago and is deteriorating due to lack of maintenance
- Safety and environmental conditions limit the current use of the Range, which has restricted weapons qualification time for allied law enforcement agencies using the Range
- The existing firing range does not meet the training requirements for modern law enforcement weapons, impacting local law enforcement's ability to carry out public safety duties in high threat situations

**Goal:**

- Provide a firing range facility for Sheriff's deputies and local law enforcement agency officers that meets safety standards and modern weapons training needs, advancing public safety in San Mateo County

**Objectives:**

- A new/remodeled firing range that provides adequate firing lanes to accommodate 24 agencies and approximately 3,000 officer qualification hours annually, in an efficient, safe, and modern facility that has minimal noise impact on the surrounding community
- Sheriff's deputies and local law enforcement officers will have both static and dynamic firing training required to

respond skillfully and professionally in high threat situations, providing enhanced public safety

- A new/remodeled firing range designed to provide training accommodations for modern weapons training needs

**Partners:**

- Board of Supervisors
- County Manager's Office
- Facilities Planning and Development
- City Police Departments

## **7. Child Welfare Systems Improvement Initiative**

**Lead Department/Agency:** Human Services Agency

**Major Issues to be Addressed:**

- There is a unique opportunity to strengthen its child welfare system through a convergence of quality improvement opportunities at the Federal, State, and local levels
- Compliance with State-defined AB636 outcomes is required and underway
- The next Federal review of the County and California child welfare system is imminent

**Goals:**

- Achieve accreditation from the Council on Accreditation for Children and Families
- Implement an ongoing system of quality improvement in child welfare to include evidence-based child welfare practices and specific links to implementation of the System Improvement Plan (SIP)

**Objectives:**

- Integrate quality measures with local, state, and national best practice requirements
- Identify and monitor evidence-based child welfare practices for continuous improvement in achieving desirable outcomes
- Connect quality improvement to implementing Differential Response, team-based decision making, and permanency
- Use quality improvement/accreditation/evidence-based practice systems to address local variances with Federal and State standards
- Train managers and staff in child welfare in systematic use of performance and continuous quality improvement

**Partners:**

- County Manager's Office
- Health Department
- Children and Youth System of Care
- Youth Services Center
- Probation Department

## **8. Medically Indigent Healthcare Pilot**

**Lead Department/Agency:** County Manager's Office

**Major Issues to be Addressed:**

- The County does not have the information it needs to determine its financial obligation for carrying out its mandate under Section 17000 of the Welfare and Institutions Code to provide healthcare to medically indigent residents
- General Fund contributions and loans to the San Mateo Medical Center continue to increase to cover the gap between revenues and expenditures as a result of rising costs to provide healthcare and insufficient revenues from payor sources

**Goal:**

- Create a long-term financially viable business model for providing healthcare to the County's medically indigent residents

**Objectives:**

- By September 2005, develop financial assistance policies containing eligibility criteria for medically indigent programs
- By December 2005, eliminate self-declaration process and establish full screening that requires proof of income, assets and county residency to qualify for financial assistance
- By Fall 2006, determine the County's financial obligation to meet its Section 17000 mandate
- By December 2006, develop MOU with Medical Center and explore other alternatives for the provision of services to medically indigent residents of the County

**Partners:**

- San Mateo Medical Center
- Health Department
- Human Services Agency
- Health Plan of San Mateo
- Community-Based Organizations
- Healthcare Advocacy Groups
- Information Services Department
- Revenue Services/Treasurer's Office
- County Counsel
- Controller's Office

## **9. Respond to Declining Fire Protection Revenues**

**Lead Department/Agency:** Fire Services

**Major Issues to be Addressed:**

- Dedicated property tax for fire protection has declined since FY 2004-05 due to a drop in the assessed value of unsecured properties in the fire district.

**Goal:**

- Ensure fire protection services are provided in a safe and effective manner despite funding issues

**Objectives:**

- To ensure fire calls for service are answered within established time criteria
- To ensure necessary fire plan checks occur in a timely manner

**Partners:**

- California Department of Forestry (CDF)
- Controller's Office
- Assessor's Office
- County Manager's Office
- Health Department
- Neighboring fire departments and cities
- American Medical Response (AMR)

## Shared Vision 2010 Key Department Initiatives—Place

### Offer a Full Range of Housing Choices

#### **1. Ten Year Plan to End Homelessness (HOPE)**

**Lead Department/Agency:** Human Services Agency

**Major Issues to be Addressed:**

- An estimated 4,000 children, men, and women are homeless each year in the County; another 26,000 are just one paycheck or medical emergency away from the street
- The homeless face major barriers to participation in workforce and community life
- The human, financial, and social costs of not solving the homeless problem are great and increasing

**Goals:**

- Implement San Mateo County's HOPE Initiative designed to ensure that safe, accessible, affordable housing is available in the County for those in greatest need
- Succeed in changing from a project-focused effort in addressing homelessness to a strategic amelioration of the root causes of homelessness
- Assist 12,200 individual and family households who have been homeless or at severe risk of homelessness in securing and maintaining safe, permanent, accessible, affordable, and (where needed), supportive housing by 2015

**Objectives:**

- Successfully launch the first-year implementation goals of the HOPE Initiative
- Collect, analyze, and report current and accurate data for community leaders, policymakers, funding providers, service providers, consumers, and the general public
- Support a cadre of community champions who will ensure sustainable engagement around the vision of HOPE
- Increase housing opportunities for people who are homeless
- Deliver timely, flexible services to support stability and independence
- Create system performance standards, track progress, and report results toward ending homelessness

**Partners:**

- Board of Supervisors
- County Manager's Office
- Department of Housing
- San Mateo Medical Center
- Sheriff's Office
- Probation Department
- Health Department
- Homeless Service Providers
- Cities

#### **2. Countywide Housing Strategy**

**Lead Department/Agency:** Department of Housing

**Major Issues to be Addressed:**

- Lack of goal alignment and coordinated implementation of programs among the County, cities, agencies, and organizations
- Broadly appreciated countywide measures of production progress linked to sustainability goals do not yet exist

**Goal:**

- Increase infill housing production countywide by aligning complementary efforts of public and private organizations to produce well-placed housing for households at all income levels in the community

**Objectives:**

- Publish strategy and implementation plan showing how much housing is needed and why, where it can go, who is doing what to produce it, and how these initiatives fit together
- Develop measurable "sustainability goals" and set housing production targets necessary to achieve them
- Develop integrated marketing approach to coordinate among initiatives
- Increase production rates to a level necessary to reach sustainability targets by 2025
- Increase annual funding five-fold for special needs housing

**Partners:**

- Human Services Agency, Center on Homelessness
- Planning and Building Department
- City/County Association of Governments (C/CAG), HEART, HOPE, SamTrans, cities

## Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

### **1. Maintain Infrastructure while Minimizing Impacts on the Environment**

**Lead Department/Agency:** Department of Public Works

**Major Issues to be addressed:**

- Maintenance of flood control facilities in areas that have become habitat to endangered/threatened species where lack of maintenance can result in flooding
- Spills from sanitary sewer systems that contaminate creeks and other bodies of water
- Elimination of landscape vegetation that can infiltrate sewer lines and cause stoppages
- Excess amount of herbicides being introduced into the environment
- Lack of maintenance of roadside vegetation that can result in fires, vehicle accidents and other damage
- Trash and debris in water bodies or other sensitive areas

**Goal:**

- Provide regular maintenance of infrastructure that serves the citizens of San Mateo County while preserving or minimizing impacts on the environment, including sensitive biological areas and habitats of endangered/threatened species as identified by various regulatory agencies

**Objectives:**

- Obtain long-term regulatory permits to allow for annual maintenance of facilities
- Reduce sewer spills by establishing programs to identify trouble spots in the sewer collection systems
- Eliminate exotic and invasive plants while sustaining native plant species through the development of programs in cooperation with the Agriculture Commissioner that allow for the use of herbicides
- Reduce the amount of illegal dumping that ends up in the streets or drainage channels through outreach and education
- Develop and distribute a brochure to inform the public on the methods and benefits of a vegetation management plan

**Partners:**

- Agriculture Commissioner
- San Francisco International Airport
- Regional Water Quality Control Board
- California Department of Fish and Game
- Corps of Engineers
- United States Fish and Wildlife Service
- California Coastal Commission

### **2. Showcase Housing Solutions**

**Lead Department/Agency:** Department of Housing

**Major Issues to be Addressed:**

- Locally adapted demonstrations of best-practice solutions—"great places" anchored by great housing—are not sufficiently commonplace or widely diffused to stimulate replication by planners and policy makers and stimulate popular and market demand

**Goal:**

- Showcase exemplary housing solutions and, as needed, import, adapt and demonstrate best-practices

**Objectives:**

- Encourage exemplary developments on County-owned or regulated land
- Establish and publicize measures of progress toward "network of 100 great places"
- Publish series of local demonstrations/adaptations of best-practice housing solutions

**Partners:**

- Human Services Agency, Center on Homelessness
- Planning and Building Department
- C/CAG, HEART, HOPE, SamTrans, cities

## Preserve and Provide People Access to Our Natural Environment

### **1. Reduce the County's Impact on Climate Change by Reducing CO<sub>2</sub> Emissions**

**Lead Department/Agency:** Department of Public Works

**Major Issues to be addressed:**

- CO<sub>2</sub> and other greenhouse gases affect climate on a global level by increasing surface temperature, raising sea level and increasing the strength and variability of weather incidents
- County facilities emit over 23,000 tons of CO<sub>2</sub> per year, contributing to the climate change
- The CO<sub>2</sub> from the County comes from the use of (in decreasing order): electricity, natural gas, gasoline and diesel
- The cost of fuels and energy are increasing, which provides an incentive to reduce consumption

**Goal:**

- To reduce by 10% County CO<sub>2</sub> emissions by 2010

**Objectives:**

- Electricity supplied to existing County facilities by PG&E (the grid) will be reduced by 20% by 2010
- The current level of natural gas consumption in facilities will be maintained, even while switching to energy efficient gas fired cogeneration plants at the Maguire Jail and the San Mateo County Medical Center
- The published miles per gallon (MPG) average of the County passenger vehicle fleet will be raised by 5 mpg by 2010; the current average of County passenger vehicles is 22 MPG

**Partners:**

- All Departments that use County vehicles and/or occupy space in County owned or leased buildings
- San Mateo Medical Center (largest energy consumer)
- Sustainable Silicon Valley
- Sustainable San Mateo County
- City/County Association of Governments (C/CAG); Congestion Management and Air Quality committee (CMAQ)

### **2. Parks for the Future**

**Lead Department/Agency:** Parks Department

**Major Issues to be addressed:**

- Funding for Parks and Recreation is largely discretionary and is at jeopardy with declining general revenues. A reliable ongoing source to fund the County Parks system as well as local city parks needs to be identified for long-term stability.

**Goal:**

- San Mateo County voters will pass a 1/8 cent sales tax increase to fund city and County parks and recreation programs to ensure the maintenance and ongoing operations for the enjoyment of future generations

**Objectives:**

- Voters pass the Parks for the Future Initiative on the November ballot
- Cities and the County realize new revenue to fund ongoing Parks and Recreation programs

**Partners:**

- Parks Foundation
- Board of Supervisors
- County Manager's Office
- Cities



## Shared Vision 2010 Key Department Initiatives—Prosperity

### Create Opportunities for Every Household to Participate in Our Prosperity

#### 1. Housing and Asset Development for Emancipating Foster Youth

**Lead Department/Agency:** Human Services Agency

**Major Issues to be addressed:**

- Foster youth face challenges of homelessness, unstable housing, unemployment, lack of permanent connections, and limited independent living skills as they emancipate from the child welfare system and probation foster care system

**Goals:**

- Develop a housing stipend and apartment program for emancipated foster youth to keep them safe from homelessness
- Provide emancipating foster youth with supportive services that lead to self-sufficiency
- Work in partnership with the Health Department and other County departments to incorporate an asset development/youth development approach in high priority initiatives affecting the community

**Objectives:**

- Provide aftercare case management services and housing stipends to emancipating foster youth
- Develop a transitional housing structure with support services to provide housing for former foster youth
- Reduce the homeless rates of emancipating foster youth from a current rate of 25-50% to zero
- Correlate the asset development needs of emancipating foster youth to the "prosocial 40 youth assets" model in the Health Department, which aims to increase the overall level of youth assets in the community and reduce disparities in youth asset levels by ethnicity

**Partners:**

- County Board of Supervisors
- County Manager's Office
- Department of Housing
- Health Department
- Probation Department

## Shared Vision 2010 Key Department Initiatives—Partnership

### Responsive, Effective and Collaborative Government

#### 1. Improvements to Planning and Building

**Lead Department/Agency:** Planning and Building Department

**Major Issues to be Addressed:**

- In June 2005 the Planning and Building Task Force issued a report addressing concerns about the Planning and Building Division. The report called for three phases of recommendations to improve efficiencies in the Division.

**Goal:**

- To implement improvements to the Division to improve the quality of service to residents and business owners within the County by providing consistent application of rules and regulations, providing greater certainty to the process, and allowing for timely and efficient processing of planning and building applications.

**Objectives:**

- Wait time for permits will decrease
- Customer satisfaction will increase
- Staff retention will increase
- Caseloads per planner will be reduced
- Staff will receive improved training opportunities
- Employee morale in the Division will increase

**Partners:**

- Elected and appointed Boards, Commissions and Committees
- Human Resources Department
- Information Services Department
- County Manager's Office
- Public Works
- Health Department
- Community Development customers

#### 2. County Reorganization and Countywide Improvements

**Lead Department/Agency:** County Manager's Office

**Major Issues to be Addressed:**

- About 75% of the County's department and division/deputy directors are eligible to retire, all with many years of experience; it is estimated that 25% of the County workforce will retire between 2005-2010
- Results from the County Organizational Review completed in March 2006 indicated that improvements are needed in the County's succession planning efforts, external and internal communications, departmental review process, information technology planning, employee training, hiring and promotional practices, and performance feedback

**Goals:**

- Restructure the County organization to foster collaboration, increase effectiveness and enhance policy and executive level support and focus
- Improve County effectiveness by implementing best practices

**Objectives:**

- By July 2006, reorganize and implement staffing changes to the County Manager/Clerk of the Board, Board of Supervisors, and Training and Development
- By October 2006, eliminate Employee and Public Services and Environmental Services Agency and transfer operations or management oversight to the County Manager's Office, Tax Collector-Treasurer, and Health Department; transfer the Tobacco Prevention Program from the Human Services Agency to the Health Department
- By June 2008, implement the 79 recommendations from the Organizational Review

**Partners:**

- County Employees
- Managers and Supervisors
- County Department Heads
- Human Resources Department
- Information Services Department

#### 3. Expand the County's Succession Planning Programs

**Lead Department/Agency:** Human Resources Department

**Major Issues to be Addressed:**

- Baby boomers are leaving the workforce in record numbers and there are not as many workers in subsequent generations to take their place
- Middle management level positions have been reduced, eliminating a logical succession planning process
- Insufficient resources have been allocated to identify and develop future leaders

**Goal:**

- Develop and implement a robust succession planning program to assure that highly qualified employees are developed to fill key leadership vacancies

**Objectives:**

- Staff are trained in the skills they need to advance
- There are increased number of promotions from within top level management positions
- New hires for key positions will be made prior to departure of the incumbent

**Partners:**

- County Manager's Office
- All County departments

**4. Transition to a Statewide Automated Child Support System**

**Lead Department/Agency:** Department of Child Support Services (DCSS)

**Major Issue to be addressed:**

- The State of California is being fined over \$220 million a year for failing to have a statewide automated child support system. To stop the penalties, all California counties must use the same automated system that meets specific federal requirements. All child support payments in the state must be processed at a central facility.

**Goals:**

- Maintain the current level of performance and customer service under statewide automated child support system
- Effectively utilize a statewide collections process to prevent future penalties

**Objectives:**

- Child support collections will be equal to or greater than the prior year
- Percent of current support collected will be equal to or greater than the prior year
- Percent of cases with a collection on arrears will be equal to or greater than the prior year
- Percent of cases with orders will be equal to or greater than the prior year

**Partners:**

- Information Services Department
- Controller's Office
- Courts
- Human Services Agency
- State Department of Child Support Services
- Treasurer's Office

**5. Community Capacity Health Initiative**

**Lead Department/Agency:** Health Department

**Major Issues to be Addressed:**

- Research and practice have affirmed the important roles that communities play in shaping health outcomes through family and peer supports, social and cultural norms, and other factors that are rooted in communities.
- Community-based organizations are key Department partners in promoting health, but their resources are often stretched.

**Goals:**

- Strengthen community capacity to partner with the Health Department on priority health issues

**Objectives:**

- Follow-up on recommendations heard from communities during Mental Health Services Act (MHSA) planning through focused efforts to improve access to mental health services, initially focusing on partnerships with at least two ethnic communities in the County
- Formalize linkages with at least six communities through implementation of "Health Department Community Liaisons"
- Help sustain and improve operations of at least three key community partners that contract with the Health Department

**Partners:**

- Human Services Agency
- Human Resources Department (County Nonprofit Liaison)
- County Manager's Office

**6. San Mateo Medical Center Revenue Cycle Improvement**

**Lead Department/Agency:** San Mateo Medical Center (SMCC)

**Major Issues to be addressed:**

- SMMC strives to be a good steward of the County's resources while providing the maximum level of service to patients. Internal and external assessments indicate there are opportunities to enhance cash collections and improve the financial standing of the Medical Center.

**Goals:**

- Improve patient access and billing through enhanced reporting, process redesign, and staff training
- Work with inpatient and outpatient departments to improve timeliness of gathering supporting documentation for billing

**Objectives:**

- Increase percentage of cash collection
- Reduce claim denials
- Reduce bad debt
- Reduce days and dollars in accounts receivable

**Partners:**

- Revenue Services

**7. Health Client Data Store (HCDS) / Applicable Client Record Search (ACRS)**

**Lead Department/Agency:** Information Services Department

**Major Issues to be Addressed:**

- Uncoordinated data stores result in duplicative efforts by multiple County Departments and unsynchronized client management. Many County Departments serve the same clients. Creating interoperable data stores will reduce duplication of effort and will allow County Departments to better serve clients by having more complete client information where applicable and authorized.

**Goal:**

- Provide Countywide reporting and client coordination

**Objective:**

- Reduce by 20% the number of stand-alone and non-interoperable data stores in the County

**Partners:**

- Health Department
- San Mateo Medical Center
- Human Services Agency

**8. Computing Environment Modernization**

**Lead Department/Agency:** Information Services Department

**Major Issues to be Addressed:**

- The County computing infrastructure is approaching or is at end-of-life. In an effort to maximize County computing investment, infrastructure equipment is replaced when the supporting vendor no longer provides support. This results in a compressed time frame for equipment replacement and hinders implementation of new technologies.

**Goal:**

- Supply a communications environment that meets the County's present and future business needs

**Objectives:**

- Maintain network computing environment availability at 99.7% while implementing newer technology enabling the deployment of modern applications Countywide, to include video conferencing and increased e-gov services

**Partners:**

- All County Departments

**9. Implementation of Interactive Voice Response (IVR) System**

**Lead Department/Agency:** Treasurer-Tax Collector's Office

**Major Issues to be Addressed:**

- County taxpayers should have easy access to general tax information, faster response time, tax bill information and payment options for all tax rolls
- Need system that will interface to the Tax Collector's database for payments and inquiry of all tax rolls

**Goals:**

- County taxpayers will have an efficient and user-friendly phone system to respond to tax information needs

**Objectives:**

- To install the new IVR system in FY 2006-07 to enhance delivery of services and improve customer satisfaction

**Partners:**

- Information Services Department

**10. Upgrade Property Assessment System**

**Lead Department/Agency:** Assessor's Office

**Major Issues to be Addressed:**

- Develop and install an upgrade to the property assessment system that realizes the efficiencies of an integrated relational database and incorporates a new Geographic Information System (GIS) and document imaging system

**Goals:**

- Roll corrections are delivered electronically to the Controller's Office and County Counsel

**Objectives:**

- Replace paper processes with electronic process

**Partners:**

- Board of Supervisors
- County Controller

## Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

### 1. Centralized Collection, Analysis, and Dissemination of Law Enforcement Information

**Lead Department/Agency:** Sheriff's Office

**Major Issues to be addressed:**

- Sophisticated, organized, and increasing violent criminal gang organizations in the County
- Gang leadership are now typically hardened criminals, often ex-convicts and parolees who are familiar with law enforcement operations and enforcement patterns, who insulate gang management by having young recruits, often minors, performing the more dangerous crimes and shootings, and are difficult to identify and apprehend
- Need for coordinated approach by law enforcement to address issues of gang proliferation across jurisdictional boundaries and organized gang criminal activities
- Police agencies historically have operated without a coordinated approach to long-term information sharing
- Need for extended-term gang intelligence capability to identify gang patterns, scope of criminal activities, and develop a plan for interdiction, apprehension, and sustained vertical prosecution of gang members and leadership

**Goals:**

- Improve the effectiveness and efficiency of County law enforcement efforts to curb gang criminal activities
- Provide a support network of useful and timely intelligence and crime analysis to support County gang interdiction

**Objectives:**

- Identify key stakeholders and involved agencies and ideal user-level participants
- In conjunction with the County Chiefs of Police and Sheriff's Association, adopt a criminal intelligence sharing plan for San Mateo County, to serve as a future guide and model for future law enforcement information-sharing initiatives
- Develop and customize a plan for common or shared databases, software, network protocols, and security protocols
- Establish a centralized San Mateo County law enforcement information sharing bureau or task force

**Partners:**

- Board of Supervisors and City Councils
- County Manager's Office
- San Mateo County Police Chiefs and Sheriff's Association
- District Attorney's Office
- Probation Department
- Federal and State law enforcement agencies

### 2. Community Capacity Human Services Initiative

**Lead Department/Agency:** Human Services Agency

**Major Issues to be Addressed:**

- Nonprofit community-based organizations confront increasing stress in delivering human services in the County
- As community partners help the Agency to roll out initiatives like the Differential Response system, or deliver safety net or treatment services, the sustainability of the County's nonprofit sector for human services is an ongoing challenge
- It is a challenge to map the services available in communities of San Mateo County vis-a-vis the population's need for services in specific areas

**Goals:**

- Strengthen community capacity to partner with HSA on priority human services issues, especially those relating to prevention and early intervention
- Strengthen information coordination capacity versus service needs in specific locations, especially regarding prevention and early intervention services

**Objectives:**

- Follow up on community capacity recommendations identified through the Safety Net Needs Assessment, the AOD Strategic Planning Process, the Human Services Agency Strategic Plan for Prevention and Early Intervention, and the implementation of Differential Response throughout the County
- Identify and eliminate duplicative administrative requirements on community partners in an effort to streamline or reduce administrative burden

**Partners:**

- Health Department
- Human Resources Department (County Nonprofit Liaison)
- Peninsula Library System Community Information Program
- Youth Services Center
- Probation Department
- Community partners and community-based organizations

# COUNTY OF SAN MATEO

## PROFILE 2006 - 2007



### County Geography, History, Economics, and Government

San Mateo County was established 150 years ago on April 19, 1856 and is celebrating its sesquicentennial in 2006. San Mateo County is 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. Seventy-four percent of its land is in agricultural use, watershed, open space, wetlands or parks. Mild climate, abundant natural resources, picturesque landscapes 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 is equally true today, residents have made a commitment to protect and preserve the County's natural resources. A vibrant economy, San Mateo County is strategically located in proximity to world-renowned research universities — University of California at Berkeley and San Francisco and Stanford University. As a result, many leading edge industries, such as medical therapeutic leader Genentech, Fortune 500 Oracle, gaming leader Electronic Arts, and Academy Award winner PDI DreamWorks, all call San Mateo County home. Consistently, San Mateo County boasts among the highest incomes and among the lowest unemployment rates in both the State and the nation.



*Oracle Buildings at Redwood Shores*

### History



*Trains played an important role in the growth of San Mateo County.*

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 Costano Indians. As a result of that contact, many Costanos soon contracted 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.

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 two counties. 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.

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.

## Population



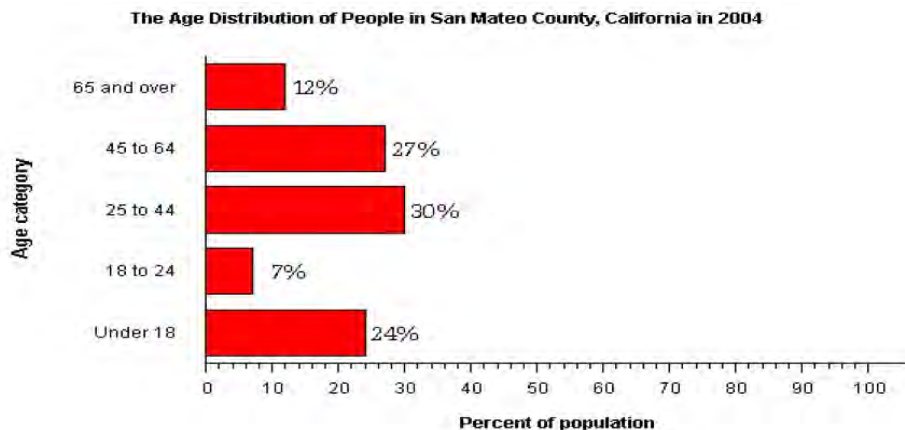
Between January 1, 2005 and January 1, 2006, San Mateo County's population grew 0.6 percent from 719,655 to 724,104 maintaining San Mateo County as the 14<sup>th</sup> most populous county in California. During that same time period, California grew by an estimated 1.2 percent to 37.2 million. Of San Mateo County's 724,104 residents, approximately 64,756 live in the unincorporated area of the County.<sup>1</sup>

SAN MATEO CITY/COUNTY POPULATION ESTIMATES <sup>2</sup>					
City	2002	2003	2004	2005	2006
ATHERTON	7,193	7,203	7,236	7,227	7,262
BELMONT	25,152	25,357	25,321	25,364	25,648
BRISBANE	3,642	3,641	3,669	3,710	3,744
BURLINGAME	28,297	28,214	28,171	28,162	28,322
COLMA	1,196	1,193	1,293	1,560	1,575
DALY CITY	103,982	104,141	104,167	104,223	104,820
EAST PALO ALTO	31,834	31,661	31,791	32,057	32,083
FOSTER CITY	28,803	29,780	29,720	29,749	29,900
HALF MOON BAY	12,122	12,270	12,354	12,639	12,739
HILLSBOROUGH	10,929	10,945	10,946	10,937	10,965
MENLO PARK	30,921	30,751	30,651	30,520	30,750
MILLBRAE	20,729	20,682	20,644	20,622	20,735
PACIFICA	38,595	38,548	38,518	38,515	38,739
PORTOLA VALLEY	4,489	4,488	4,521	4,520	4,553
REDWOOD CITY	76,014	75,865	75,747	75,671	76,087
SAN BRUNO	40,166	40,903	40,860	41,272	41,515
SAN CARLOS	27,777	27,723	27,906	28,071	28,265
SAN MATEO	93,670	93,533	93,853	93,818	94,315
SOUTH SAN FRANCISCO	60,728	60,767	60,912	61,400	61,824
WOODSIDE	5,366	5,353	5,452	5,474	5,507
Unincorporated	63,302	63,691	64,043	64,144	64,756
COUNTY TOTAL	714,907	716,709	717,775	719,655	724,104

*\*Totals may not equal sum due to rounding*

The California Department of Finance projects that by the year 2010 San Mateo County's population will grow to 747,134 and by 2020 to 786,740.<sup>3</sup>

In 2004, the County's median age was 38.6 (36.2 for the Nation) compared with 12 percent of San Mateo County residents of 65 years of age or older.



Source: American Community Survey, 2004

<sup>1</sup> State of California, Department of Finance, *E-1 Population Estimates for Cities, Counties and the State with Annual Percent Change — January 1, 2005 and 2006*. Sacramento, California, May 2006.

<sup>2</sup> Ibid

<sup>3</sup> State of California, Department of Finance, *Population Projections by Race/Ethnicity for California and Its Counties 2000–2050*, Sacramento, California, May 2004.



In the nation, San Mateo County ranks 10<sup>th</sup> in the percentage of people who are foreign born at 30.1 percent. California counties with higher percentages include: Santa Clara (37.5 percent), San Francisco (37.3 percent), Los Angeles (36.1 percent) and Monterey (33 percent).<sup>4</sup> The percentage of San Mateo County residents that identify as White has declined from 50.3% in 2000 to 46.7 in 2004. During that same time, the number of residents that identify as Hispanic or Asian has risen to a combined percentage of 45.9 percent.

SAN MATEO COUNTY RACE/ETHNIC POPULATION ESTIMATES <sup>5</sup>										
	2000		2001		2002		2003		2004	
White	357,376	50.28%	354,566	49.67%	348,026	48.63%	341,470	47.59%	334,203	46.57%
Hispanic	156,519	22.02%	159,452	22.34%	163,070	22.79%	166,692	23.23%	169,942	23.68%
Asian	144,997	20.40%	147,469	20.66%	151,706	21.20%	155,941	21.73%	159,838	22.27%
Black	24,633	3.47%	24,584	3.44%	24,854	3.47%	25,111	3.50%	25,302	3.53%
Multirace	15,833	2.23%	16,267	2.28%	16,478	2.30%	16,721	2.33%	16,900	2.35%
Pacific Islander	9,782	1.38%	9,871	1.38%	9,856	1.38%	9,836	1.37%	9,769	1.36%
American Indian	1,592	0.22%	1,637	0.23%	1,682	0.24%	1,720	0.24%	1,756	0.24%

## Major Employers

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

COUNTY OF SAN MATEO LARGEST EMPLOYERS <sup>6</sup>		
<u>Employer</u>	<u>Type of Business</u>	<u>Number of San Mateo County Employees</u>
United Airlines	Airline	10,328
Oracle Corporation	Software	7,000
Genentech Inc.	Biotechnology	5,763
County of San Mateo	Government	5,288
Kaiser Permanente	Health Care	3,992
United State Postal Service	Postal Service	2,396
Safeway Inc.	Supermarkets	2,140
Applera (Applied Biosystems)	Biotechnology	2,000
Visa USA	Financial Services	1,901
Electronic Arts	Interactive Entertainment	1,800
Mills-Peninsula Health Services	Health Care	1,800
The Gap Inc.	Specialty Retail	1,700
Siebel Systems	Software	1,550
Stanford Linear Accelerator	Physics Research	1,500
San Mateo County Community College District	College District	1,450
SRI International	Research and Development	1,397
Catholic Healthcare West	Health Care	1,215
Franklin Templeton Investments	Investment Management	1,200
San Francisco International Airport	Airport	1,179
EMC Corp.	Information Management	1,086



*555 County Center  
one of the  
County's government  
office buildings.*

<sup>4</sup> U.S. Census Bureau, 2004 American Community Survey, R0501. *Percent of People Who are Foreign Born: 2004 Universe: Total population.*

<sup>5</sup> State of California, Department of Finance, *E-3 California County Race/Ethnic Population Estimates and Components of Change by Year, July 1, 2000–2004*. Sacramento, California, March 2006.

<sup>6</sup> San Francisco Business Times, *2006 Book of Lists*, 2006.



## Income and Housing



San Mateo County's 2004 *median* family income was \$87,762, a 4.3 percent increase from 2003 and the highest in California and the 11<sup>th</sup> highest in the nation. San Mateo County's 2005 annual average unemployment rate has fallen from highs around six percent (2003) to approximately 4.3 percent for 2005. However, this unemployment rate is higher than the 1999 rates, which hovered around two percent.<sup>7</sup>

County of San Mateo Median Family Income <sup>8</sup>				
	2001	2002	2003	2004
San Mateo County Median Family Income	\$83,021	\$80,287	\$84,171	\$87,762
National Ranking	11	18	11	9
California Ranking	2 <sup>nd</sup> to Santa Clara	2 <sup>nd</sup> to Santa Clara	1	1

COUNTY OF SAN MATEO Per Capita Income					
	2000	2001	2002	2003	2004
United States <sup>9</sup>	\$29,845	\$30,574	\$30,810	\$31,484	\$33,050
San Mateo County <sup>10</sup>	\$58,904	\$55,700	\$52,391	\$52,103	\$54,807
Percentage of San Mateo County vs. United States Per Capita Income <sup>11</sup>	197%	182%	170%	165%	166%

California, and specifically the Bay Area, consistently has among the highest housing costs in the nation. The 2005 median single-family home price in San Mateo County rose to \$865,500 from \$755,000 in 2004—a 14.6 percent change from just a year ago. The December 2005 monthly rent for an average 2-bedroom unit was \$1,449 per month. The inability of families in San Mateo County to afford appropriate housing is the single greatest impediment to achieving self-sufficiency and continues to make affordable housing development a top County priority.

COUNTY OF SAN MATEO Average Apartment Rent					
	Dec. 2001	Dec. 2002	Dec. 2003	Dec. 2004	Dec. 2005
Two Bedroom	\$1,764	\$1,597	\$1,478	\$1,421	\$1,449
One-Bedroom	\$1,415	\$1,305	\$1,236	\$1,231	\$1,294

COUNTY OF SAN MATEO MEDIAN SALES PRICE FOR SINGLE FAMILY HOMES AND CONDOMINIUMS/TOWNHOMES					
	2001	2002	2003	2004	2005
Single Family Homes	\$590,000	\$625,000	\$650,000	\$755,000	\$865,500
Condominiums/Townhomes	\$382,500	\$385,000	\$400,000	\$462,000	\$550,000

<sup>7</sup> State of California, Employment Development Department, Labor Market Information Division, *Monthly Labor Force Data for Counties, Annual Average 2005*, April 2006.

<sup>8</sup> U.S. Census Bureau, American Community Survey for 2001-2004, *Median Family Income (Inflation-adjusted Dollars)*.

<sup>9</sup> CA1-3 – Per capita personal income, Bureau of Economic Analysis, Regional Economic Accounts, April 2006.

<sup>10</sup> Ibid

<sup>11</sup> CA1-3 – Per capita personal income, percent of US, Bureau of Economic Analysis, Regional Economic Accounts, April 2006.

## 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 2000 to 2004:

COUNTY OF SAN MATEO TAXABLE SALES BY TYPE OF BUSINESS (in thousands of dollars) <sup>12</sup>					
Type of Business	2000	2001	2002	2003	2004
Apparel Stores	\$349,256	\$327,455	\$313,513	\$312,708	\$337,738
General Merchandise	1,255,683	1,259,242	1,220,051	1,228,323	1,246,473
Specialty Stores	1,538,989	1,267,916	1,062,791	1,090,344	1,129,654
Food Stores	405,860	415,023	401,241	399,776	401,438
Packaged Liquor Stores	64,959	68,360	69,418	68,878	73,434
Eating/Drinking Places	980,888	982,152	952,970	951,632	1,019,966
Home Furnishings	486,075	439,347	407,611	437,556	510,736
Building Materials	813,509	873,013	869,275	861,172	1,067,142
Service Stations	801,639	739,561	655,492	655,484	714,645
Cars, Boats, Planes, Parts & Dealers	1,900,086	1,843,498	1,748,003	1,695,663	1,667,539
<b>Total Retail Outlets</b>	<b>8,596,944</b>	<b>8,215,567</b>	<b>7,700,365</b>	<b>7,701,536</b>	<b>8,088,935</b>
Business & Personal Services	616,464	591,870	540,008	484,754	480,851
All Other Outlets	4,830,608	4,052,152	3,374,436	3,172,149	3,238,2888
<b>Total/All Outlets</b>	<b>\$14,044,016</b>	<b>\$12,859,589</b>	<b>\$11,614,809</b>	<b>\$11,358,439</b>	<b>\$11,808,074</b>

## 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—North America, in 2005, SFO was the 14<sup>th</sup> busiest airport in the nation in terms of passenger volume (down from 12<sup>th</sup> in 2004) and 13<sup>th</sup> busiest in cargo volume (up from 14<sup>th</sup> in 2004).<sup>13</sup> SFO reports that air traffic in 2005 included over 33 million passengers, a 2 percent increase from 2004, representing over 56 percent of the Bay Area airport market share.<sup>14</sup> Fifty-five passenger and commuter airlines fly from the Airport, the largest of which is United Airlines (48 percent market share).



San Francisco International Airport

<sup>12</sup> State of California, California State Board of Equalization, *Taxable Sales in California (Sales & Use Tax)*, 2000-2004, Sacramento, California, December 2000-2005.

<sup>13</sup> Airports Council International, North America, ACI-NA 2005 North American Final Traffic Report, Washington D.C., 2006

<sup>14</sup> City and County of San Francisco, San Francisco International Airport, *Comparative Traffic Report*, San Francisco, California, February 2006.

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. Tens of thousands of people are employed at SFO by the airlines, cargo carriers, restaurants, aviation suppliers and other SFO-related business and support services. Impacted by a sluggish economy and the events of September 11, 2001, SFO's passenger and cargo volumes declined. United Airlines, the largest carrier at San Francisco International Airport representing nearly half of all passengers and flights, with 10,000 employees in San Mateo County, was forced to declare bankruptcy. However, the industry is recovering. United Airlines has emerged from bankruptcy and passenger rates are rising.

SAN FRANCISCO INTERNATIONAL AIRPORT COMPARATIVE TRAFFIC REPORTS <sup>15</sup>			
Fiscal Year	Total Enplaned and Deplaned Passengers	Freight and Express Air Cargo Enplaned and Deplaned (Metric Tons)	U.S. and Foreign Mail (Metric Tons)
1998	39,326,635	598,580	173,454
1999	39,515,808	655,409	186,805
2000	40,287,832	695,258	176,994
2001	33,955,220	516,184	118,959
2002	30,741,660	506,083	89,873
2003	28,786,385	483,412	90,112
2004	32,156,828	489,776	73,099
2005	32,794,050	520,386	70,170

### Port of Redwood City

The Port of The Redwood City Port is also located in the County. The Port has a deep-water channel and handles bulk and specialty cargo including lumber, scrap metal and liquid cargos. In FY 2002-03, the Port handled 900,000 metric tons of cargo, rising to 1.1 million tons in 2004 and to a record high of 1.9 million metric tons in 2005. Redwood City Port revenues rose from \$4.25 million in 2004 to \$5.95 million in 2005.



### BART, Caltrain, SamTrans



San Mateo County has worked hard to improve public transportation. In June 2003, the Bay Area Rapid Transit (BART) opened the Millbrae/SFO extension, which includes BART's four newest stations—South San Francisco, San Bruno, SFO and Millbrae. In June 2004, Caltrain launched the Baby Bullet train service, which provides express service including travel between San Francisco and San Jose in less than an hour. In 2005, Caltrain doubled the number of Baby Bullet trains (from 10 to 22). These past efforts are creating results. Both BART and Caltrain ridership are rising. However, more work needs to be done. SamTrans ridership continues to fall. Since 2001, SamTrans' ridership fell from over 60,000 average weekday rides to less than 47,000.

Average Weekday Ridership for BART, Caltrain and SamTrans			
	2004	2005	2006
BART	25,187	27,554	28,064
Caltrain	25,550	28,393	32,031
SamTrans	48,073	46,797	NA

<sup>15</sup> City and County of San Francisco, San Francisco International Airport, *Comparative Traffic Report*, San Francisco, California, February 1999-2006.

## County of San Mateo Government

San Mateo County is only one of two California counties that requires 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 oversees 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 the Assessor-County Clerk-Recorder, Controller, Coroner, District Attorney/Public Administrator, Sheriff and the Treasurer-Tax Collector. 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

### Adrienne Tissier, 5<sup>th</sup> District

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

### Rich Gordon, 3<sup>rd</sup> 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



### Mark Church, 1<sup>st</sup> 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, 2<sup>nd</sup> District

Belmont, Foster City, San Mateo

### Rose Jacobs Gibson, 4<sup>th</sup> District

Incorporated: Redwood City, Menlo Park, East Palo Alto.  
Unincorporated: North Fair Oaks, Oak Knoll

## Elected Department Heads

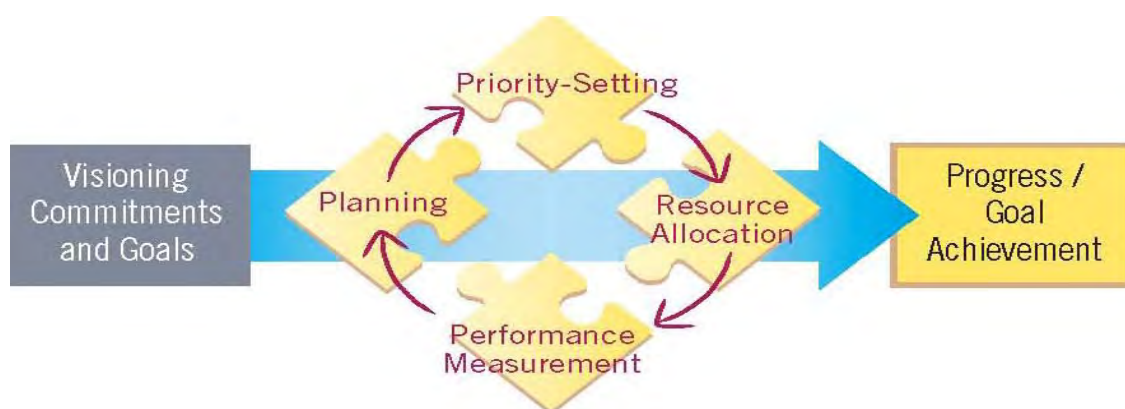
Warren Slocum, Assessor-County Clerk-Recorder  
Tom Huening, Controller  
Robert Foucrault, Coroner  
Jim Fox, District Attorney/Public Administrator  
Don Horsley, Sheriff  
Lee Buffington, Treasurer-Tax Collector

## Visioning Project

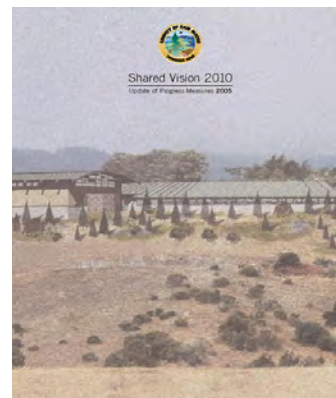
### Sharing a Vision



In 2000, the San Mateo County Board of Supervisors asked the community to identify the strategic priorities for the future of the County, asking the question: "What is the most important goal that San Mateo County should set for the year 2010?". With broad participation at eight community forums conducted throughout the county, 10 commitments and 25 goals were developed into the County's **Shared Vision 2010**. Since the adoption of **Shared Vision 2010**, the Board of Supervisors actions have been aligned with the 10 commitments and 25 goals. Moreover, the Board of Supervisors established and phased-in a system referred to as Outcome Based Management (OBM) to integrate the Shared Vision 2010 into department planning, priority-setting, performance measurement and budget development. The County budget process is an integral part of OBM, which requires resources in County programs and services to be allocated toward meeting performance targets and improving overall County service delivery. Using the commitments and goals identified through the community visioning process as the long-term direction for County programs and services, all resources are now allocated toward those areas that can significantly contribute to progress and achieve the goals set out in Shared vision 2010.



Now at mid-point, the Board issued Shared Vision 2010: **Update of Progress Measures 2005**, to provide a summary of progress, a report card and an accounting of the initiatives that have been undertaken which contribute to the Shared Vision goals. Taken together, real progress has been demonstrated, yet indicators also report more work is needed. Mid-point is an opportune time for reflection, as well as to once again look to the future. As a result, the Board has set out a new course of civic engagement with community conversations to develop strategic plans for Shared Vision 2010, again answering the question: "What kind of San Mateo County do we want?".



### More Livable San Mateo County



First in that series, **More Livable San Mateo County**, drew broad community representation with 250 participants engaged in a lively facilitated discussion on ways San Mateo County can work together to as a community and as individuals to reduce the damaging impacts caused by the built environment. The strategies include ways of making our community more pedestrian friendly, promoting locally grown food products, and increasing the use of transit. These efforts contribute to reducing the incidence of diabetes, childhood obesity, depression, and heart disease.



## Year in Review

### Priority Projects



#### Youth Services Center

The new 300,000 square foot San Mateo County Youth Services Center (YSC) will replace the 50-year old Hillcrest Juvenile Hall. In addition to the 180-bed Juvenile Hall, YSA integrates a 30-bed girls' camp, three separate group homes containing 24 beds designed to serve specific need populations, a receiving home, juvenile courts, probation offices, administration, and education building as well as health clinic. The 30-month construction of the \$150 million state-of-the-art center will be completed Fall 2006. San Mateo County's YSC complies with the "New Design" of California youth facilities and is rightfully earning national acclaim.

#### June/July 2005

##### Planning and Building Task Force

The Planning and Building Task Force completed their mission recommending improvements to service delivery including sensible, consistent rules and regulation, allowing for timely and efficient processing of planning and building applications. As a regulatory agency, Planning and Building not only controls the proper construction of homes and their appropriate placement in the environment, but more importantly, ensures the health safety and well-being of all those who build or improve their homes or businesses in the unincorporated area of the County. The Task Force recommendations will be rolled out in phases over the coming year beginning with the implementation of the internal improvement plan for public delivery of service has been acted upon.

##### Emancipating Youth

Nationally, as with San Mateo County, fifty percent of emancipated foster youth become homeless within two years. In an effort to improve the outlook for emancipating foster youth, the Board augmented the Adolescent Services Unit, Child and Family Services, Human Services Agency to provide additional support for these youth to improve their ability to reach self-sufficiency. The additional funds target efforts to provide housing, additional education, job and life-skills.

#### August/September 2005

##### Gang Suppression

August 2005, the San Mateo County Police Chief's and Sheriff Association tasked a group of senior law enforcement managers to develop a Countywide Gang Task Force to respond to increased gang-related activity occurring throughout San Mateo County. In September 2005, the Board of Supervisors approved the creation of the Sheriff's Gang Intelligence and Investigations Unit to create a centralized clearing-house of gang-related programs, gang member information and establish a confidential hot line to report gang activities.

### Being Prepared



The horrifying images from the aftermath of Hurricanes Katrina and Rita were sobering reminders that the entire Bay Area is equally vulnerable to natural forces potentially even more violent and destructive. On October 11, 2005, a crowd of more than 4,000 people met with critical first-responders, including police, fire and hazardous material handlers and emergency medical teams, as well as search rescue squads who demonstrated the use of their specialized and life-saving equipment and exercised long-developed response plans. The County's first Preparedness Day served to underscore the need for personal preparedness. Participants learned how to be better prepared in the event of a disaster, including an earthquake. In concert, the San Mateo County Health Department prepared and distributed a *Pocket Guide to Emergency Preparedness* to every household in San Mateo County.

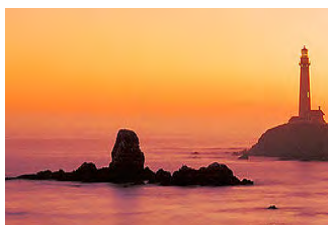
### November 2005



### 100 Best communities for Young People by America's Promise

November 2005, San Mateo County was awarded one of the 100 Best Communities for Young People by America's Promise, founded by Retired General Colin Powell in 1997 following the President's Summit for America's Future. America's Promise is a broad-based alliance whose members work to ensure that all young people realize their full potential. They are dedicated to mobilizing people from every sector of American life to build the character and competence of our nation's youth. San Mateo County Youth Commissioners traveled to Washington, D.C. to accept the award.

### December 2005



### Local Coastal Plan

Nearly a year ago an update of the Midcoast Local Coastal Program (LCP) began with series of public hearings to consider revisions to land use policies affecting the unincorporated Midcoast and update the Local Coastal Plan (LCP) with the desired outcomes of averting development permit appeals, updating baseline data and policies and improving the LCP-Coastal Act consistency. This community visioning process is designed to result in a prepared statement of principles to guide Midcoast growth. The principles resulted in a framework for future action on the Midcoast to address non-conforming lots, adequate water delivery, better coordination of pedestrian and bicycle travel, Half Moon Bay Airport use, development controls and resource conservation and protection.

## January 2006



### Sesquicentennial Documentary

To observe and celebrate the County's 150-year anniversary, the San Mateo County Historical Association prepared a year-long series of community events, including "How the Vote Was Won" at Old Molloy's Tavern, Old Woodside Store Day, Maritime Day featuring historic tall ships and reading the original minutes from the Board of Supervisors in 1856 at a regular Board meeting. In addition to supporting and participating in these events, and to capture the County's rich and diverse history, the Board provided matching funds to produce a documentary film of the County's history. This educational film will highlight the county's history from the gold rush days, the "big four," post World War II boom through to today's spectacular economy, social and cultural diversity.

## March - April 2006



### More Livable San Mateo County

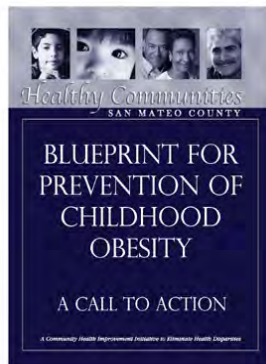
More Livable San Mateo County, the first in a series of community conversations, featured Dr. Richard Jackson, Professor of Environmental Health at the University of California, Berkeley and co-author of Urban Sprawl and Public Health. Dr. Jackson's provocative insights excited the diverse crowd of 250, on the damaging effects that the built environment has on health well-being of the community. A lively facilitated discussion followed to explore ways in which the community can work together and as individuals to combat the effects the built environment has on San Mateo County as well as to prevent and reduce diabetes, obesity, depression, heart disease and cancer. A participant work group has been formed to prioritize and develop a plan to implement the strategies from the forum, including efforts to ensure healthy choices for school children and efforts to make the community more pedestrian friendly and the County has begun a thoughtful review of its own zoning and building requirements for its livability, to encourage physical activity, nutritious food choices and community connectivity.

### HOPE



*Housing Our People Effectively* (HOPE) was created in response to an emerging consensus among political and civic leaders, business people, community activists, homeless people and their families, housing and service providers and other stakeholders in San Mateo County, that homelessness must end. *HOPE* sets forth a ten-year plan of action to ensure that San Mateo County residents who have been homeless or are at severe risk of becoming homeless will be housed. The goal of HOPE is that by 2015, 7,900 individual and family households in San Mateo County who have been homeless or are at severe risk of becoming homeless due to extremely low incomes, chronic disabilities and or other health or special needs, will secure and maintain safe, permanent, accessible, affordable and where needed, supportive housing.

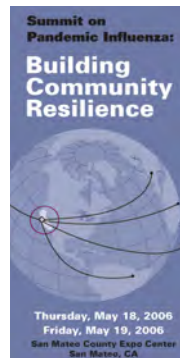




### Prevention of Childhood Obesity Blueprint

April 2006, the Board adopted the Prevention of Childhood Obesity Blueprint as part of the community's observance of Public Health Week, themed "*Designing Healthy Communities, Raising Health Kids.*" The Blueprint outlines several objectives for the community including the following milestones for action. By 2007, its objectives includes resources to assist local school districts in developing federally-mandated local school wellness policies addressing food served at schools, physical education and health education. By 2010, all residents will have access to high-quality, appealing and affordable fruits, vegetables and other healthy foods. A plan will also be in place to provide convenient access to safe, high quality parks, playgrounds and green space in all neighborhoods.

## May 2006



### Pandemic Influenza Summit

Hosting a two-day pandemic influenza summit on May 18 and 19, 2006, the County hopes to strengthen public-private partnerships and build community resilience in the wake of a global epidemic. The first-of-its kind summit is focusing on risk, science and policy for health care professionals. Bringing together stakeholders including elected officials, city managers, emergency management, law enforcement, fire/EMS, hospitals, education, transportation, business, and faith-based and community-based organizations, the summit will provide knowledge about pandemic influenza and the County's response plan. It will also help to assess the community's preparedness plans and to improve coordination of disaster planning between the private and public sectors.

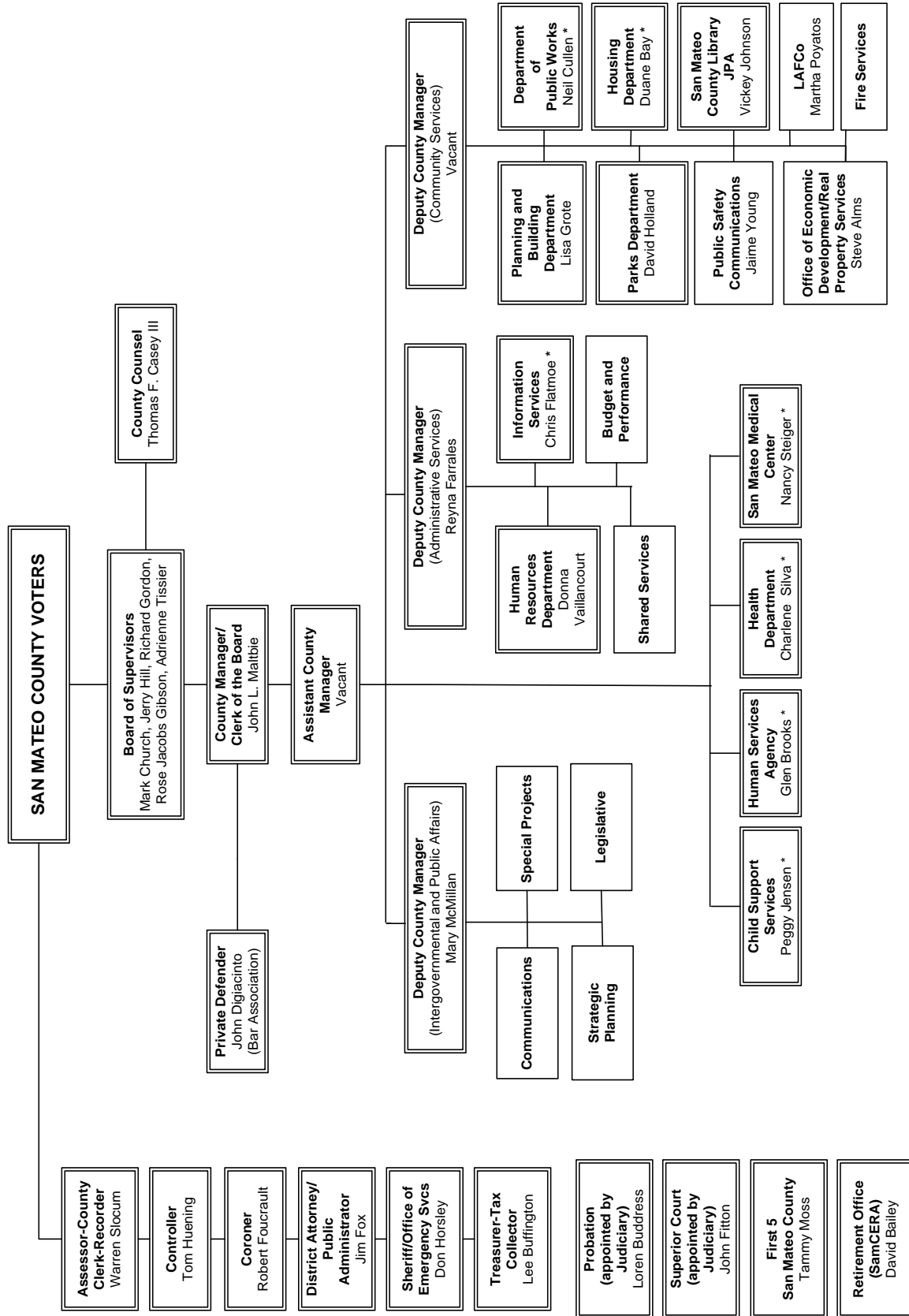
# *County Summaries*



*Adopted Budget*  
*FY 2006-07*  
*FY 2007-08*

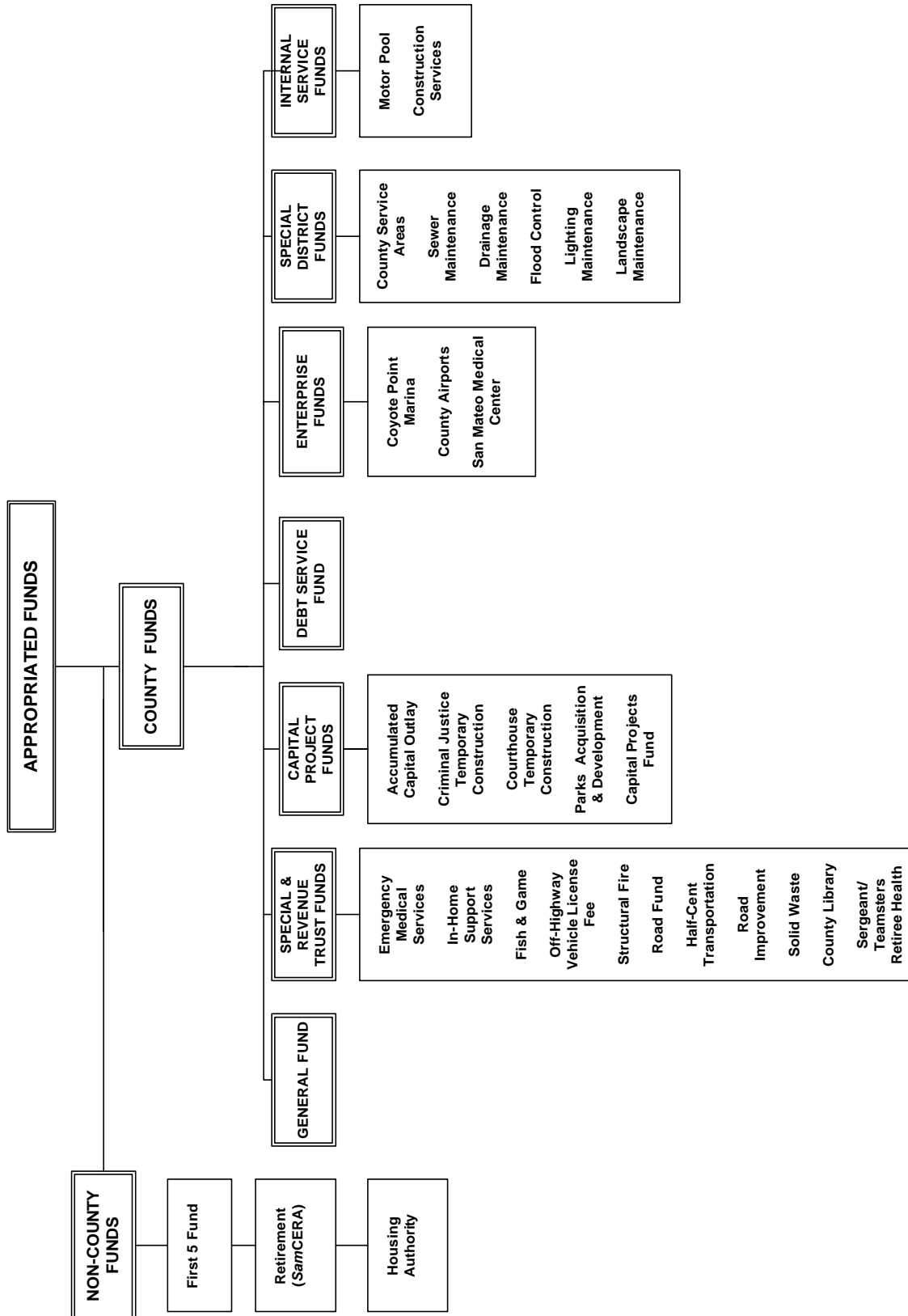


People	<p><b>Realize the potential of our diverse population.</b></p> <ol style="list-style-type: none"> <li>1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.</li> <li>2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County.</li> </ol> <p><b>Provide equal access to educational opportunity.</b></p> <ol style="list-style-type: none"> <li>3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.</li> <li>4. Residents have many educational and training opportunities beyond high school.</li> </ol> <p><b>Ensure basic health and safety for all.</b></p> <ol style="list-style-type: none"> <li>5. Residents have access to healthcare and preventive care.</li> <li>6. Children grow up healthy in safe and supportive homes and neighborhoods.</li> <li>7. Maintain and enhance the public safety of all residents and visitors.</li> <li>8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.</li> </ol>
Place	<p><b>Offer a full range of housing choices.</b></p> <ol style="list-style-type: none"> <li>9. Housing exists for people at all income levels and for all generations of families.</li> </ol> <p><b>Redesign our urban environment to increase vitality, expand variety and reduce congestion.</b></p> <ol style="list-style-type: none"> <li>10. Public transportation choices that are convenient, affordable, accessible and safe.</li> <li>11. New housing is clustered with jobs and commercial services along transportation corridors.</li> <li>12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.</li> </ol> <p><b>Preserve and provide people access for our natural environment.</b></p> <ol style="list-style-type: none"> <li>13. Fixing the boundary between open space and development protects the quality of the natural environment.</li> <li>14. Important natural resources are preserved and enhanced through environmental stewardship.</li> <li>15. Residents have nearby access to green space, such as parks and recreational opportunities.</li> </ol>
Prosperity	<p><b>Create opportunities for every household to participate in our prosperity.</b></p> <ol style="list-style-type: none"> <li>16. Residents hold the majority of jobs created in the county.</li> <li>17. All households experience real gains in income.</li> </ol> <p><b>Sow the seeds of our future prosperity.</b></p> <ol style="list-style-type: none"> <li>18. San Mateo County attracts and maintains leading-edge industries.</li> <li>19. The skill level of new workers rises with improved K-12 education and training options.</li> </ol>
Partnerships	<p><b>Responsive, effective and collaborative government.</b></p> <ol style="list-style-type: none"> <li>20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.</li> <li>21. County employees understand, support and integrate the County vision and goals into their delivery of services.</li> <li>22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.</li> </ol> <p><b>Leaders work together across boundaries to preserve and enhance our quality of life.</b></p> <ol style="list-style-type: none"> <li>23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.</li> <li>24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.</li> <li>25. Residents express their support for regional, collaborative approaches to issues.</li> </ol>



\* Direct report to the County Manager

# COUNTY OF SAN MATEO FUND STRUCTURE



## General Fund

The *General Fund* is used to account for all revenues and expenditures necessary to carry out basic governmental activities of the County that are not accounted for through other funds. For the County, the General Fund includes such activities as general government, public protection, public ways and facilities, health and sanitation, public assistance, education, and recreation services.

## Special Revenue & Trust Funds

Special Revenue Funds are used to account for revenues that are restricted by law or administrative action and expenditures for specified purposes.

The *Emergency Medical Services Fund* was established under Senate Bill 12/612 to provide financial assistance for individuals. This fund is financed by a special assessment imposed on court fines, forfeitures and traffic school fees, and used to pay physicians for uncompensated emergency care and hospitals providing disproportionate emergency and trauma care.

The *IHSS Public Authority Fund* provides for consumer assistance in finding qualified In-Home Supportive Services (IHSS) personnel, and training of as well as support for providers and recipients of IHSS via the maintenance of a registry and referral system. This fund is primarily financed by state grants.

The *County Fire Protection Fund* provides for fire protection services to both cities and unincorporated areas in the County. Revenues are derived from property taxes on all parcels within the County's fire protection districts.

The *Road Fund* provides for planning, design, construction, maintenance, and administration of the County's transportation activities. Revenues primarily come from the County's share of state highway user taxes and federal grants.

The *County Half-Cent Transportation Fund* accounts for a ½ cent sales tax revenue approved by the voters of San Mateo County in 1988. This fund is restricted for transportation programs sponsored by other County departments and outside agencies.

The *Road Improvement Fund* accounts for mitigation fees imposed on building permits to finance road improvement in the County.

The *Solid Waste Fund* accounts for revenues from management and operation of solid waste facilities owned by the County as well as aids from federal, state and other local agencies. Revenues are primarily from licenses, permits, and franchise fees. Expenditures are specifically for resource conservation programs.

The *County Library Fund* is governed by the Board of the San Mateo Joint Powers Authority (JPA). The Board has twelve members, one representative from each of the eleven cities and one from the County Board of Supervisors. The JPA is primarily financed by property taxes and provides library services to eleven cities and all unincorporated areas of the County.

Other Special Revenue Funds include:

- *Fish and Game*
- *Off-Highway Vehicle License Fees*

## Capital Project Funds

Capital Project Funds are used to account for financial resources to be used for the acquisition of land or acquisition and construction of major facilities other than those financed by the proprietary funds.

The *Parks Acquisition Fund* is used for the acquisition of land for the County Parks System and the development of County park facilities. Revenue in this fund originally came from a one-time sale of land at San Bruno Mountain. Current revenues come from grants and interest earnings.

The *Accumulated Capital Outlay Fund* accounts for appropriations for County capital improvement and facilities maintenance projects. Revenues are derived from selling the County real property and interest earnings.

The *Criminal Justice Construction Fund* was established to support construction, rehabilitation, lease and financing courtrooms. For every \$10.00 of all criminal and traffic fines, bail and imposed penalties, a \$2.25 penalty assessment is added to the fines and placed into this fund. A penalty assessment \$1.50 is put into this fund for every parking offense paid. The County's Probation Department also deposits \$1.00 into this fund for every \$10.00 in fines collected pursuant to Government Code 76004.

The *Courthouse Construction Fund* was established to finance construction, reconstruction, expansion, improvements, operation, or maintenance of criminal justice facilities. Sources of revenue for this fund are identical to the Criminal Facility Construction Fund above.

The *Capital Projects Fund* was established to centrally budget other capital improvement projects in the County.

## Debt Service Fund

Debt Service Fund is used to account for accumulation of resources for, and payment of, principal and interest on the County's general long-term debt. The Fund was established to centrally budget all County debt service payments. Amounts are transferred into this fund from the various funding sources before payments are made.

## Enterprise Funds

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is to have the costs of providing goods or services (including depreciation and amortization) to the general public be financed primarily through user charges on a continuing basis; or where the County 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.

The *San Mateo Medical Center (SMMC) Fund* accounts for the hospital and clinical services provided to county residents. SMMC's revenues are principally fees for patient services, payments from Federal and State programs such as Medicare, Medi-Cal, interfund revenue, realignment revenues and subsidies from the General Fund.

The *Housing Authority Fund* accounts for the Housing Authority programs primarily funded by contributions from HUD and tenants.

The *Airports Fund* was established to provide for operations and maintenance of the San Carlos and Half Moon Bay aviation facilities. Revenues are derived from facility rental and federal aid.

The *Coyote Point Marina Fund* provides and maintains a fully utilized recreational facility for the boating public. Revenues arise from berth and facility rentals as well as interest earnings.

## Special District Funds

Special District Funds are used to account for property tax revenues and user fees restricted by law to only support specified government services to the districts from which tax revenues and fees are derived.

The *County Service Area Fund* accounts for special district funds that provide refuse disposal, water, and lighting maintenance services to specific areas in the County. Revenues are derived from user charges and property taxes.

The *Sewer and Sanitation Fund* accounts for special district funds that support construction and maintenance of reliable sanitary sewer systems, providing sensitive sewage treatment and disposal to sewer and sanitary districts within the County. Revenues are derived from user charges and property taxes.

The *Flood Control Zone Fund* accounts for special district funds that support various flood control projects within the flood control districts. This fund is financed through property taxes, certificates of participation, and state and federal grants.

The *Lighting Districts Fund* accounts for special district funds that enhance the safety of residents and businesses by providing adequate lighting systems to street lighting districts within the County. Property taxes are the primary source of revenue.

Other Special District Funds include:

- *Highlands Landscape Maintenance District Fund*
- *Drainage Districts Fund*

## Internal Service Funds

Internal Service Funds are used to account for the financing of goods and services provided by one department to other departments on a cost reimbursement basis.

The *Fleet Maintenance Fund* provides vehicle and equipment acquisition, replacement, maintenance, repair, and fuel services to all County agencies. Full service repair facilities are operated in Belmont and Redwood City.

The *Tower Road Construction Fund* provides quality, cost-effective maintenance, repair and renovation of County facilities to ensure a safe, accessible, efficient and attractive environment for the public and all County employees. This unit also offers remodeling and craft services beyond the scope of building maintenance to County and other government agencies; as well as capital project management, support and maintenance services to the lighting districts on a fee for service basis.

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## Non-County Funds

The *San Mateo County Employees' Retirement Association (SamCERA) Pension Fund*, under the control of the Board of Retirement, accumulates contributions from the County, its employees, and other participating employers, as well as earnings from investments. Disbursements are made for administrative expenses as well as retirement, disability, and death benefits based on a defined benefit formula. This Fund includes all assets of the San Mateo County Employees' Retirement Association. All assets of SamCERA are held in this fund.

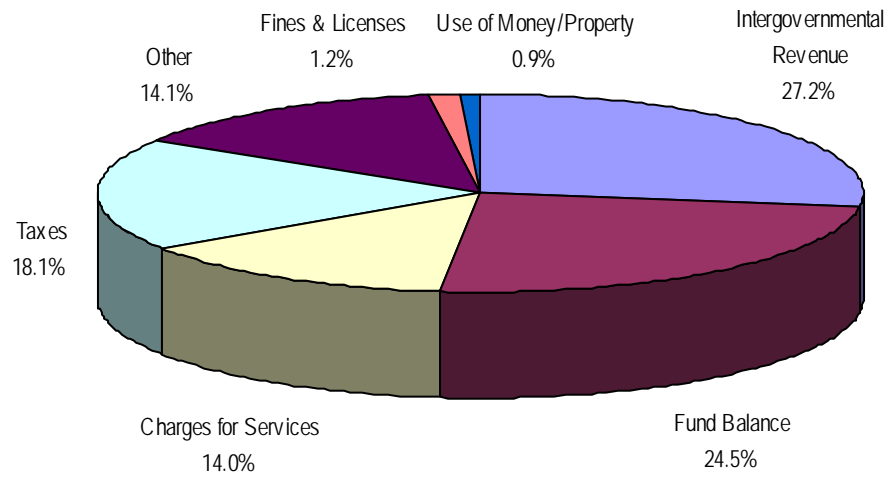
The *First 5 San Mateo County (First 5) Fund* was established in March 1999 under the authority of the California Children and Families First Act of 1998 and is used to administer receipts and disbursements of California Children and Families First 5 allocations and appropriations, including administrative and overhead costs of the Commission and staff.

The *Housing Authority Trust Fund* is not maintained by the County, but financial information from the Fund has been entered into the County's budget system so that the Department of Housing's budget display provides an indication of the Department's total costs of providing housing services. The Housing Authority is a separate legal entity under state law administered by the Board of Supervisors as the Housing Authority Board of Commissioners.



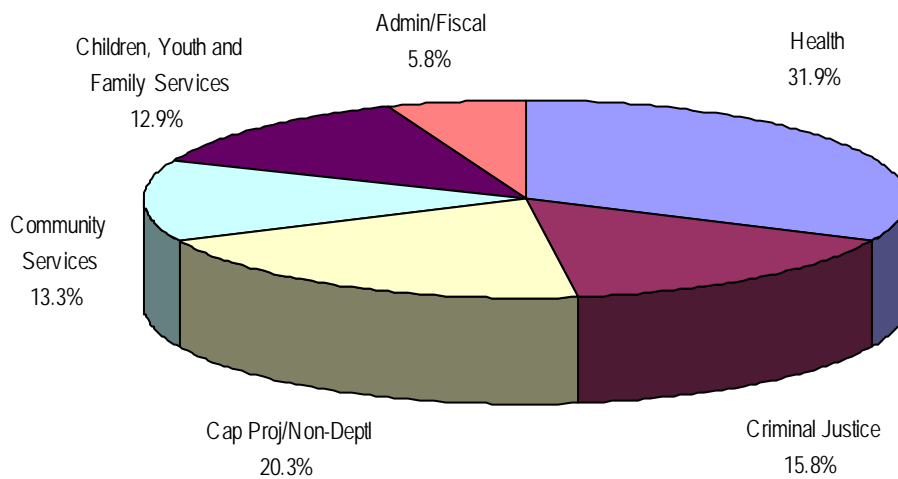
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**All County Funds  
FY 2006-07 Adopted Sources**



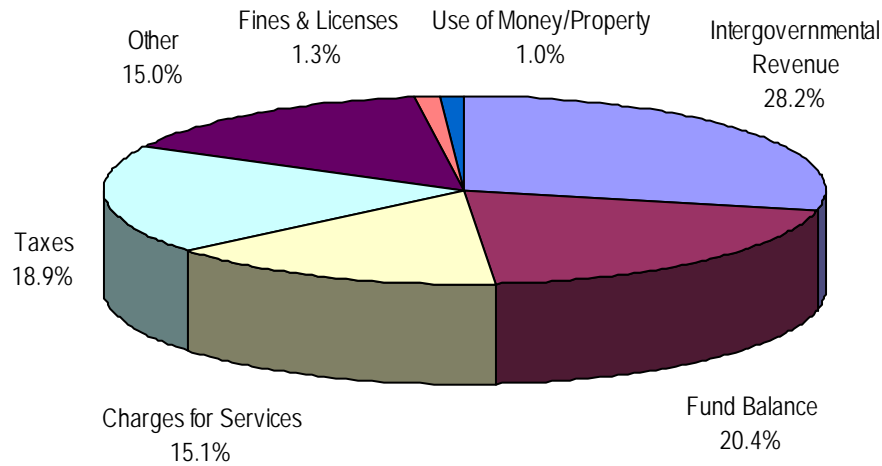
Sources of Funds	Adopted FY 2006-07	Percent of Total
Taxes	298,593,543	18.14%
Licenses, Permits and Franchises	11,345,823	0.69%
Fines, Forfeitures and Penalties	8,674,695	0.53%
Use of Money and Property	15,296,136	0.93%
Intergovernmental Revenues	447,342,598	27.18%
Charges for Services	229,874,859	13.97%
Interfund Revenue	101,867,179	6.19%
Miscellaneous Revenue	37,718,024	2.29%
Other Financing Sources	92,292,012	5.61%
Fund Balance	402,603,167	24.47%
<b>TOTAL SOURCES</b>	<b>1,645,608,036</b>	<b>100.00%</b>

**All County Funds  
FY 2006-07 Adopted Requirements**



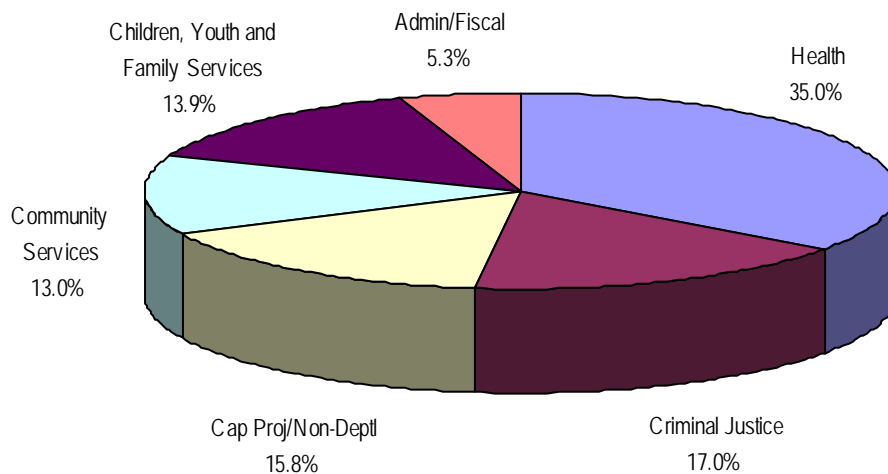
Use of Funds	Adopted FY 2006-07	Percent of Total
Administration and Fiscal	95,964,751	5.83%
Criminal Justice	259,524,179	15.77%
Community Services	219,210,282	13.32%
Health	525,057,394	31.91%
Children, Youth and Family Services	211,885,144	12.88%
Capital Projects/Non-Deptl.	333,966,286	20.29%
<b>TOTAL SOURCES</b>	<b>1,645,608,036</b>	<b>100.00%</b>

**All County Funds  
FY 2007-08 Adopted Sources**



Source of Funds	Adopted FY 2007-08	Percent of Total
Taxes	286,454,870	18.87%
Licenses, Permits and Franchises	11,260,011	0.74%
Fines, Forfeitures and Penalties	8,717,481	0.57%
Use of Money and Property	15,394,193	1.01%
Intergovernmental Revenues	428,245,939	28.21%
Charges for Services	229,897,750	15.14%
Interfund Revenue	100,021,283	6.59%
Miscellaneous Revenue	38,029,730	2.51%
Other Financing Sources	89,884,303	5.92%
Fund Balance	310,160,237	20.43%
<b>TOTAL SOURCES</b>	<b>1,518,065,797</b>	<b>100.00%</b>

**All County Funds  
FY 2007-08 Adopted Requirements**



Use of Funds	Adopted FY 2007-08	Percent of Total
Administration and Fiscal	80,305,638	5.29%
Criminal Justice	258,067,501	17.00%
Community Services	197,660,682	13.02%
Health	531,975,059	35.04%
Children, Youth and Family Services	210,764,067	13.88%
Capital Projects/Non-Deptl.	239,292,850	15.76%
<b>TOTAL SOURCES</b>	<b>1,518,065,797</b>	<b>100.00%</b>

County of San Mateo  
Total Requirements - ALL FUNDS

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>TOTAL REQUIREMENTS</b>						
Administration and Fiscal	67,509,900	70,794,664	80,963,789	95,964,751	15,000,962	80,305,638
Criminal Justice Agency	220,496,094	228,881,585	236,024,116	259,524,179	23,500,063	258,067,501
Community Services	57,339,850	60,506,372	66,320,487	69,556,855	3,236,368	67,329,403
Health	235,084,459	241,413,584	247,619,662	283,060,640	35,440,978	284,836,709
Children, Youth and Family Services	171,213,197	181,947,554	202,687,576	211,885,144	9,197,568	210,764,067
Non-Departmental Services	122,505,329	208,377,243	235,424,402	257,500,734	22,076,332	171,799,380
<b>Subtotal General Fund</b>	<b>874,148,828</b>	<b>991,921,003</b>	<b>1,069,040,032</b>	<b>1,177,492,303</b>	<b>108,452,271</b>	<b>1,073,102,698</b>
Medical Center Enterprise Fund	188,413,418	197,907,399	209,299,487	223,384,223	14,084,736	228,389,547
Coyote Point Marina Operating Fund	2,468,825	2,690,510	2,397,990	2,440,594	42,604	2,440,594
County Airports Fund	5,029,177	4,730,163	7,722,831	8,475,706	752,875	4,159,867
Special Revenue and Trust Funds	90,970,929	91,551,639	89,290,280	90,000,014	709,734	80,545,855
Capital Projects Funds	20,816,579	21,390,311	45,462,211	43,695,685	(1,766,526)	30,655,419
Debt Service Fund	45,763,800	41,468,199	45,961,871	41,621,181	(4,340,690)	45,715,544
Special Districts Funds	48,830,073	46,606,200	41,870,464	41,425,638	(444,826)	37,567,797
Internal Service Funds	15,909,336	16,847,158	16,486,623	17,072,692	586,069	15,488,476
<b>Total Non-General Fund</b>	<b>418,202,139</b>	<b>423,191,578</b>	<b>458,491,757</b>	<b>468,115,733</b>	<b>9,623,976</b>	<b>444,963,099</b>
<b>Total Requirements - All Funds</b>	<b>1,292,350,967</b>	<b>1,415,112,581</b>	<b>1,527,531,789</b>	<b>1,645,608,036</b>	<b>118,076,247</b>	<b>1,518,065,797</b>
<b>Total Sources - All Funds</b>	<b>1,406,938,111</b>	<b>1,545,025,057</b>	<b>1,527,531,789</b>	<b>1,645,608,036</b>	<b>118,076,247</b>	<b>1,518,065,797</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	5,285.0	5,547.0	5,546.0	5,708.0	162.0	5,707.0
Funded FTE	5,048.8	5,247.8	5,242.4	5,444.9	202.5	5,444.1

County of San Mateo  
ALL FUNDS

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	289,918,590	330,358,962	262,717,054	298,593,543	35,876,489	286,454,870
Licenses, Permits and Franchises	11,668,374	12,785,168	11,003,454	11,345,823	342,369	11,260,011
Fines, Forfeitures and Penalties	8,400,216	8,890,100	8,057,586	8,674,695	617,109	8,717,481
Use of Money and Property	17,053,319	19,316,515	14,411,803	15,296,136	884,333	15,394,193
Intergovernmental Revenues	409,258,490	443,086,849	463,619,287	447,342,598	(16,276,689)	428,245,939
Charges for Services	193,852,608	188,003,103	206,080,566	229,874,859	23,794,293	229,897,750
Interfund Revenue	71,035,730	80,572,183	78,480,332	101,867,179	23,386,847	100,021,283
Miscellaneous Revenue	37,211,274	42,689,574	41,688,978	37,718,024	(3,970,954)	38,029,730
Other Financing Sources	78,283,157	64,444,726	89,399,059	92,292,012	2,892,953	89,884,303
<b>Total Revenue</b>	<b>1,116,681,756</b>	<b>1,190,147,180</b>	<b>1,175,458,119</b>	<b>1,243,004,869</b>	<b>67,546,750</b>	<b>1,207,905,560</b>
Fund Balance	290,256,355	354,877,878	352,073,670	402,603,167	50,529,497	310,160,237
<b>TOTAL SOURCES</b>	<b>1,406,938,111</b>	<b>1,545,025,057</b>	<b>1,527,531,789</b>	<b>1,645,608,036</b>	<b>118,076,247</b>	<b>1,518,065,797</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	516,608,915	545,157,531	566,177,924	629,000,596	62,822,672	640,757,119
Services and Supplies	295,634,769	334,950,022	355,981,651	393,546,670	37,565,019	369,466,292
Other Charges	242,047,693	249,304,727	278,073,377	281,350,186	3,276,809	279,603,694
Fixed Assets	24,401,541	18,417,757	69,310,668	67,995,844	(1,314,824)	25,825,733
Other Financing Uses	73,679,979	100,215,550	115,554,148	139,819,772	24,265,624	92,606,221
<b>Gross Appropriations</b>	<b>1,152,372,897</b>	<b>1,248,045,587</b>	<b>1,385,097,768</b>	<b>1,511,713,068</b>	<b>126,615,300</b>	<b>1,408,259,59</b>
Intrafund Transfers	(101,402,277)	(118,760,381)	(126,621,155)	(137,589,050)	(10,967,895)	(136,053,761)
<b>Net Appropriations</b>	<b>1,050,970,620</b>	<b>1,129,285,206</b>	<b>1,258,476,613</b>	<b>1,374,124,018</b>	<b>115,647,405</b>	<b>1,272,205,298</b>
Contingencies/Dept Reserves	241,380,347	285,824,376	269,055,176	271,484,018	2,428,842	245,860,499
<b>TOTAL REQUIREMENTS</b>	<b>1,292,350,967</b>	<b>1,415,112,581</b>	<b>1,527,531,789</b>	<b>1,645,608,036</b>	<b>118,076,247</b>	<b>1,518,065,797</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	5,285.0	5,547.0	5,546.0	5,708.0	162.0	5,707.0
Funded FTE	5,048.8	5,247.8	5,242.4	5,444.9	202.5	5,444.1

County of San Mateo  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	264,547,187	303,776,588	238,747,060	273,137,267	34,390,207	260,555,191
Licenses, Permits and Franchises	5,897,507	7,008,611	5,540,550	5,877,719	337,169	5,791,907
Fines, Forfeitures and Penalties	7,285,552	7,768,625	6,907,514	7,514,195	606,681	7,556,981
Use of Money and Property	12,420,931	13,828,295	10,865,209	11,552,944	687,735	11,747,109
Intergovernmental Revenues	348,163,423	366,384,216	388,351,714	395,836,496	7,484,782	382,846,225
Charges for Services	82,213,840	80,641,428	83,500,379	84,919,980	1,419,601	85,201,084
Interfund Revenue	54,555,133	56,606,472	60,514,415	68,218,320	7,703,905	65,294,908
Miscellaneous Revenue	26,600,895	35,044,594	25,244,871	26,082,095	837,224	26,075,676
Other Financing Sources	430,986	505,918	494,318	500,118	5,800	500,118
<b>Total Revenue</b>	<b>1,042,037,853</b>	<b>1,116,681,756</b>	<b>1,175,458,119</b>	<b>1,214,071,938</b>	<b>38,613,819</b>	<b>1,184,734,696</b>
Fund Balance	186,589,758	250,233,357	248,874,002	303,853,169	54,979,167	227,533,499
<b>TOTAL SOURCES</b>	<b>988,705,213</b>	<b>1,121,798,104</b>	<b>1,069,040,032</b>	<b>1,177,492,303</b>	<b>108,452,271</b>	<b>1,073,102,698</b>

<b>REQUIREMENTS</b>						
Salaries and Benefits	389,340,457	409,078,637	426,927,166	473,529,895	46,602,729	481,534,921
Services and Supplies	201,941,152	234,945,114	251,610,340	278,640,105	27,029,765	260,586,216
Other Charges	185,947,358	192,093,475	215,847,509	214,667,983	(1,179,526)	208,793,859
Fixed Assets	3,134,664	4,668,975	14,949,323	20,364,463	5,415,140	592,145
Other Financing Uses	56,204,243	81,395,253	91,159,616	117,562,146	26,402,530	71,236,497
<b>Gross Appropriations</b>	<b>836,567,875</b>	<b>922,181,454</b>	<b>1,000,493,954</b>	<b>1,104,764,592</b>	<b>104,270,638</b>	<b>1,022,743,638</b>
Intrafund Transfers	(100,325,861)	(117,337,830)	(123,057,175)	(125,161,983)	(2,104,808)	(124,434,237)
<b>Net Appropriations</b>	<b>736,242,014</b>	<b>804,843,625</b>	<b>877,436,779</b>	<b>979,602,609</b>	<b>102,165,830</b>	<b>898,309,401</b>
Contingencies/Dept Reserves	137,906,814	187,077,378	191,603,253	197,889,694	6,286,441	174,793,297
<b>TOTAL REQUIREMENTS</b>	<b>871,148,828</b>	<b>991,921,003</b>	<b>1,069,040,032</b>	<b>1,177,492,303</b>	<b>108,452,271</b>	<b>1,073,102,698</b>

<b>NET COUNTY COST</b>	<b>(114,556,384)</b>	<b>(129,877,102)</b>				
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**AUTHORIZED POSITIONS**

Salary Resolution	3,786.0	3,957.0	3,956.0	4,110.0	154.0	4,109.0
Funded FTE	3,688.8	3,831.5	3,827.2	4,003.8	176.5	4,002.9



## Administration and Fiscal General Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	9,540	9,394	3,650	3,650		3,650
Use of Money and Property	259,090	280,361	246,060	259,060	13,000	259,060
Intergovernmental Revenues	2,384,755	2,600,755	6,789,943	9,112,492	2,322,549	
Charges for Services	22,321,249	21,206,218	18,817,375	19,243,936	426,561	19,372,857
Interfund Revenue	14,137,119	15,457,491	17,010,471	19,833,892	2,823,421	18,042,128
Miscellaneous Revenue	384,260	470,609	109,000	109,000		105,000
Other Financing Sources	2,897	101,467	77,323	118,323	41,000	118,323
<b>Total Revenue</b>	<b>39,498,909</b>	<b>40,126,295</b>	<b>43,053,822</b>	<b>48,680,353</b>	<b>5,626,531</b>	<b>37,901,018</b>
Fund Balance	12,448,259	14,014,301	13,556,172	19,717,561	6,161,389	13,374,257
<b>TOTAL SOURCES</b>	<b>51,947,168</b>	<b>54,140,596</b>	<b>56,609,994</b>	<b>68,397,914</b>	<b>11,787,920</b>	<b>51,275,275</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	52,343,463	53,953,386	57,187,616	62,451,820	5,264,204	63,160,461
Services and Supplies	26,906,817	31,416,777	35,762,879	36,739,079	976,200	30,340,164
Other Charges	7,322,050	7,876,643	8,309,062	8,382,816	73,754	8,007,068
Fixed Assets	1,738,413	2,284,794	8,960,860	13,461,370	4,500,510	70,000
Other Financing Uses	287,079	285,788	324,000	324,000		324,000
<b>Gross Appropriations</b>	<b>88,597,822</b>	<b>95,817,388</b>	<b>110,544,417</b>	<b>121,359,085</b>	<b>10,814,668</b>	<b>101,901,693</b>
Intrafund Transfers	(29,375,410)	(37,841,396)	(39,103,193)	(35,077,217)	4,025,976	(29,875,391)
<b>Net Appropriations</b>	<b>59,222,412</b>	<b>57,975,992</b>	<b>71,441,224</b>	<b>86,281,868</b>	<b>14,840,644</b>	<b>72,026,302</b>
Contingencies/Dept Reserves	8,287,488	12,818,672	9,522,565	9,682,883	160,318	8,279,336
<b>TOTAL REQUIREMENTS</b>	<b>67,509,900</b>	<b>70,794,664</b>	<b>80,963,789</b>	<b>95,964,751</b>	<b>15,000,962</b>	<b>80,305,638</b>
<b>NET COUNTY COST</b>	<b>15,562,733</b>	<b>16,654,068</b>	<b>24,353,795</b>	<b>27,566,837</b>	<b>3,213,042</b>	<b>29,030,363</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	509.0	507.0	507.0	532.0	25.0	532.0
Funded FTE	496.7	491.2	491.2	519.2	28.0	519.2

Criminal Justice Agency  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	22,152	22,039	22,000	13,850	(8,150)	13,850
Fines, Forfeitures and Penalties	6,865,396	7,262,250	6,341,110	6,812,254	471,144	6,812,254
Use of Money and Property	116,724	110,178	121,500	71,175	(50,325)	71,175
Intergovernmental Revenues	81,166,154	80,930,231	82,816,633	86,733,173	3,916,540	83,481,317
Charges for Services	15,384,568	13,639,482	13,402,103	13,856,364	454,261	13,874,414
Interfund Revenue	10,444,526	10,653,558	11,628,020	12,254,727	626,707	12,254,727
Miscellaneous Revenue	924,720	923,271	826,840	490,700	(336,140)	483,200
Other Financing Sources	230,000	230,000	230,000	230,000		230,000
<b>Total Revenue</b>	<b>115,154,240</b>	<b>113,771,007</b>	<b>115,388,206</b>	<b>120,462,243</b>	<b>5,074,037</b>	<b>117,220,937</b>
Fund Balance	12,605,028	10,773,867	10,772,747	11,515,303	742,556	11,510,371
<b>TOTAL SOURCES</b>	<b>127,759,268</b>	<b>124,544,874</b>	<b>126,160,953</b>	<b>131,977,546</b>	<b>5,816,593</b>	<b>128,731,308</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	144,928,501	151,570,375	150,609,155	169,419,545	18,810,390	173,354,285
Services and Supplies	29,298,149	34,760,627	40,966,159	42,766,743	1,800,584	40,013,821
Other Charges	44,407,329	44,223,614	45,738,373	48,321,482	2,583,109	47,505,462
Fixed Assets	815,982	1,628,566	1,227,463	2,325,328	1,097,865	350,645
Other Financing Uses	906,778	903,851	903,851	905,321	1,470	905,321
<b>Gross Appropriations</b>	<b>220,356,738</b>	<b>233,087,033</b>	<b>239,445,001</b>	<b>263,738,419</b>	<b>24,293,418</b>	<b>262,129,534</b>
Intrafund Transfers	(4,897,013)	(7,847,830)	(7,959,736)	(8,415,603)	(455,867)	(8,289,213)
<b>Net Appropriations</b>	<b>215,459,725</b>	<b>225,239,203</b>	<b>231,485,265</b>	<b>255,322,816</b>	<b>23,837,551</b>	<b>253,840,321</b>
Contingencies/Dept Reserves	5,036,369	3,642,382	4,538,851	4,201,363	(337,488)	4,227,180
<b>TOTAL REQUIREMENTS</b>	<b>220,496,094</b>	<b>228,881,585</b>	<b>236,024,116</b>	<b>259,524,179</b>	<b>23,500,063</b>	<b>258,067,501</b>
<b>NET COUNTY COST</b>	<b>93,487,902</b>	<b>104,927,134</b>	<b>142,243,588</b>	<b>161,640,628</b>	<b>19,397,040</b>	<b>164,048,906</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	1,155.0	1,221.0	1,220.0	1,235.0	15.0	1,235.0
Funded FTE	1,131.1	1,189.7	1,188.2	1,218.0	29.8	1,218.0

## Community Services General Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	3,808,504	4,830,887	3,453,049	3,622,595	169,546	3,534,703
Fines, Forfeitures and Penalties	61,445	51,525	56,000	46,000	(10,000)	46,000
Use of Money and Property	672,819	551,228	864,821	910,878	46,057	910,878
Intergovernmental Revenues	9,568,617	9,060,138	13,959,016	11,719,053	(2,239,963)	11,024,397
Charges for Services	6,995,219	6,665,468	6,887,468	7,290,748	403,280	7,290,748
Interfund Revenue	23,850,414	22,351,074	24,070,949	24,612,882	541,933	23,481,234
Miscellaneous Revenue	3,940,722	5,767,675	3,647,616	4,931,438	1,283,822	4,706,384
Other Financing Sources	51,993	35,000	35,000	35,000		35,000
<b>Total Revenue</b>	<b>48,949,734</b>	<b>49,312,996</b>	<b>52,973,919</b>	<b>53,168,594</b>	<b>194,675</b>	<b>51,029,344</b>
Fund Balance	3,548,548	5,465,459	4,565,353	5,652,081	1,086,728	5,560,091
<b>TOTAL SOURCES</b>	<b>52,498,282</b>	<b>54,778,455</b>	<b>57,539,272</b>	<b>58,820,675</b>	<b>1,281,403</b>	<b>56,589,435</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	33,628,281	33,937,610	36,097,671	39,099,118	3,001,447	39,643,607
Services and Supplies	20,503,505	24,306,169	25,167,740	26,845,683	1,677,943	25,196,101
Other Charges	24,087,855	25,430,770	29,027,173	26,946,323	(2,080,850)	26,450,308
Fixed Assets	268,122	70,476	94,000	531,000	437,000	92,500
Other Financing Uses	3,910,583	3,682,955	3,992,248	4,697,071	704,823	9,187,546
<b>Gross Appropriations</b>	<b>82,398,346</b>	<b>87,427,979</b>	<b>94,378,832</b>	<b>98,119,195</b>	<b>3,740,363</b>	<b>100,570,062</b>
Intrafund Transfers	(28,290,104)	(29,597,400)	(30,901,058)	(33,191,357)	(2,290,299)	(37,869,676)
<b>Net Appropriations</b>	<b>54,108,242</b>	<b>57,830,579</b>	<b>63,477,774</b>	<b>64,927,838</b>	<b>1,450,064</b>	<b>62,700,386</b>
Contingencies/Dept Reserves	3,231,608	2,675,793	2,842,713	4,629,017	1,786,304	4,629,017
<b>TOTAL REQUIREMENTS</b>	<b>57,339,850</b>	<b>60,506,372</b>	<b>66,320,487</b>	<b>69,556,855</b>	<b>3,236,368</b>	<b>67,329,403</b>
<b>NET COUNTY COST</b>	<b>4,841,570</b>	<b>5,727,923</b>	<b>8,781,215</b>	<b>10,736,180</b>	<b>1,954,965</b>	<b>10,739,968</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	351.0	361.0	361.0	368.0	7.0	368.0
Funded FTE	345.8	355.2	352.8	365.9	13.1	365.9

Health  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	1,699,839	1,767,595	1,711,851	1,887,624	175,773	1,889,704
Fines, Forfeitures and Penalties	358,710	454,850	510,404	655,941	145,537	698,727
Use of Money and Property	343,585	389,227	575,000	575,000		575,000
Intergovernmental Revenues	105,903,133	105,165,302	101,195,920	112,381,161	11,185,241	112,527,567
Charges for Services	36,155,947	37,427,140	42,222,938	42,232,650	9,712	42,366,783
Interfund Revenue	1,083,410	1,185,250	1,414,322	1,166,224	(248,098)	1,166,224
Miscellaneous Revenue	16,964,561	16,342,028	17,409,290	17,409,061	(229)	17,639,196
Other Financing Sources	146,096	139,451	151,995	116,795	(35,200)	116,795
<b>Total Revenue</b>	<b>162,655,281</b>	<b>162,870,843</b>	<b>165,191,720</b>	<b>176,424,456</b>	<b>11,232,736</b>	<b>176,979,996</b>
Fund Balance	9,408,136	11,959,499	11,959,499	15,905,375	3,945,876	13,801,740
<b>TOTAL SOURCES</b>	<b>172,063,417</b>	<b>174,830,342</b>	<b>177,151,219</b>	<b>192,329,831</b>	<b>15,178,612</b>	<b>190,781,736</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	83,805,304	89,470,426	93,778,780	105,542,118	11,763,338	107,281,070
Services and Supplies	84,460,811	90,118,954	87,952,691	106,710,746	18,758,055	105,799,973
Other Charges	34,071,629	33,790,607	31,841,993	32,102,322	260,329	31,924,986
Fixed Assets	159,928	414,247	661,000	465,765	(195,235)	12,000
Other Financing Uses	43,332,857	39,867,484	45,696,211	50,353,255	4,657,044	52,195,537
<b>Gross Appropriations</b>	<b>245,830,529</b>	<b>253,661,718</b>	<b>259,930,675</b>	<b>295,174,206</b>	<b>35,243,531</b>	<b>297,213,566</b>
Intrafund Transfers	(17,610,126)	(21,234,389)	(21,297,269)	(23,564,440)	(2,267,171)	(23,735,731)
<b>Net Appropriations</b>	<b>228,220,404</b>	<b>232,427,328</b>	<b>238,633,406</b>	<b>271,609,766</b>	<b>32,976,360</b>	<b>273,477,835</b>
Contingencies/Dept Reserves	6,864,055	8,986,256	8,986,256	11,450,874	2,464,618	11,358,874
<b>TOTAL REQUIREMENTS</b>	<b>235,084,459</b>	<b>241,413,584</b>	<b>247,619,662</b>	<b>283,060,640</b>	<b>35,440,978</b>	<b>284,836,709</b>
<b>NET COUNTY COST</b>	<b>63,021,042</b>	<b>66,583,242</b>	<b>70,468,443</b>	<b>90,730,809</b>	<b>20,262,366</b>	<b>94,054,973</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	921.0	965.0	965.0	1,030.0	65.0	1,029.0
Funded FTE	871.7	908.0	907.9	971.6	63.6	970.7

## Children, Youth and Family Services General Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	\$	27,828	27,828	28,587	759	28,587
Intergovernmental Revenues	143,892,789	150,457,073	167,407,932	173,625,918	6,217,986	173,548,245
Charges for Services	1,356,590	1,703,038	2,170,495	2,296,282	125,787	2,296,282
Interfund Revenue	43,210	38,887	50,000	68,645	18,645	68,645
Miscellaneous Revenue	3,721,986	3,238,571	3,252,125	2,991,896	(260,229)	2,991,896
<b>Total Revenue</b>	<b>149,014,575</b>	<b>155,465,397</b>	<b>172,908,380</b>	<b>179,011,328</b>	<b>6,102,948</b>	<b>178,933,655</b>
Fund Balance	6,166,477	7,435,341	7,435,341	6,732,355	(702,986)	4,675,164
<b>TOTAL SOURCES</b>	<b>155,181,052</b>	<b>162,900,738</b>	<b>180,343,721</b>	<b>185,743,683</b>	<b>5,399,962</b>	<b>183,608,819</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	74,623,078	80,146,841	85,217,944	92,017,294	6,799,350	93,095,498
Services and Supplies	36,079,106	41,765,045	48,789,022	51,464,780	2,675,758	49,459,421
Other Charges	75,766,483	75,466,636	86,733,076	87,435,461	702,385	87,106,399
Fixed Assets	152,218	185,776	504,000	506,000	2,000	392,000
Other Financing Uses	293,196	285,605	313,473	311,738	(1,735)	311,738
<b>Gross Appropriations</b>	<b>186,914,082</b>	<b>197,849,902</b>	<b>221,557,515</b>	<b>231,735,273</b>	<b>10,177,758</b>	<b>230,365,056</b>
Intrafund Transfers	(19,787,618)	(20,232,654)	(23,200,245)	(24,503,933)	(1,303,688)	(24,254,793)
<b>Net Appropriations</b>	<b>167,126,464</b>	<b>177,617,248</b>	<b>198,357,270</b>	<b>207,231,340</b>	<b>8,874,070</b>	<b>206,110,263</b>
Contingencies/Dept Reserves	4,086,733	4,330,306	4,330,306	4,653,804	323,498	4,653,804
<b>TOTAL REQUIREMENTS</b>	<b>171,213,197</b>	<b>181,947,554</b>	<b>202,687,576</b>	<b>211,885,144</b>	<b>9,197,568</b>	<b>210,764,067</b>
<b>NET COUNTY COST</b>	<b>16,032,145</b>	<b>19,046,815</b>	<b>22,343,855</b>	<b>26,141,461</b>	<b>3,797,606</b>	<b>27,155,248</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	850.0	903.0	903.0	945.0	42.0	945.0
Funded FTE	843.5	887.4	887.0	929.0	42.0	929.0

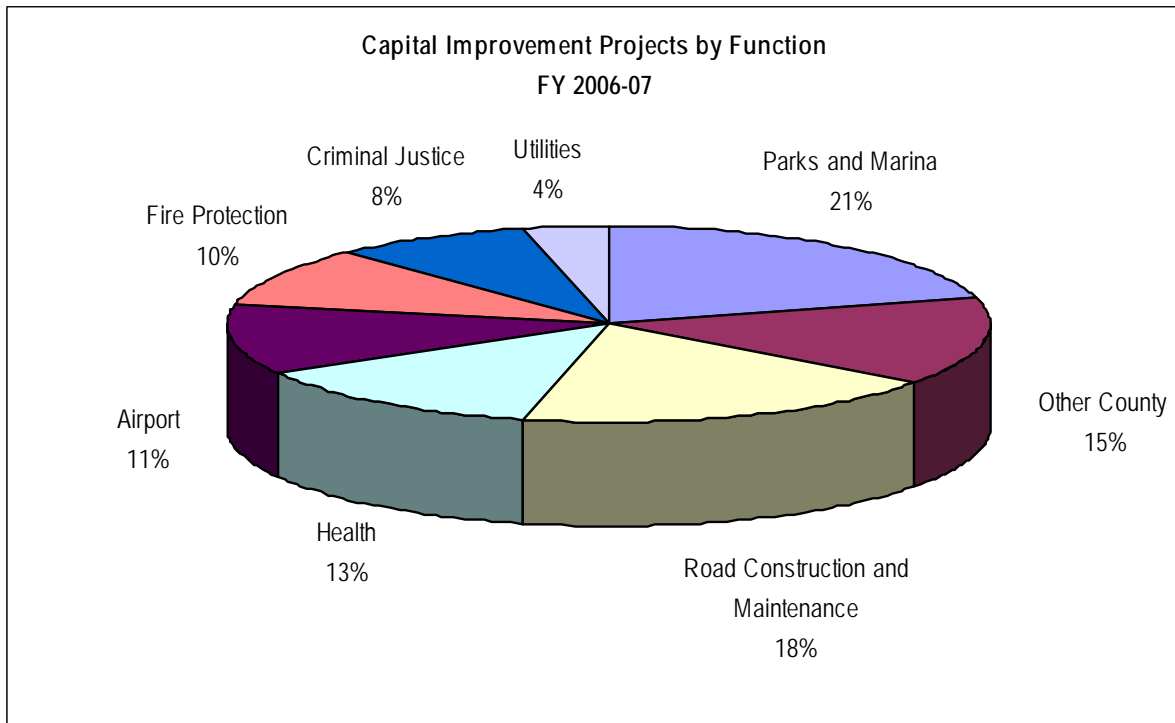
# Non-Departmental Services General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	264,547,187	303,776,554	238,747,060	273,137,267	34,390,207	260,555,191
Licenses, Permits and Franchises	357,472	378,730	350,000	350,000		350,000
Use of Money and Property	11,028,714	12,469,473	9,030,000	9,708,244	678,244	9,902,409
Intergovernmental Revenues	5,247,977	18,170,718	16,182,270	2,264,699	(13,917,571)	2,264,699
Charges for Services	267	82				
Interfund Revenue	4,996,454	6,920,212	6,340,653	10,281,950	3,941,297	10,281,950
Miscellaneous Revenue	664,645	8,302,440		150,000	150,000	150,000
<b>Total Revenue</b>	<b>286,842,716</b>	<b>350,018,210</b>	<b>270,649,983</b>	<b>295,892,160</b>	<b>25,242,177</b>	<b>283,504,249</b>
Fund Balance	142,413,310	200,584,890	200,584,890	244,330,494	43,745,604	178,611,876
<b>TOTAL SOURCES</b>	<b>429,256,026</b>	<b>550,603,100</b>	<b>471,234,873</b>	<b>540,222,654</b>	<b>68,987,781</b>	<b>462,116,125</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	11,830		4,036,000	5,000,000	964,000	5,000,000
Services and Supplies	4,692,764	12,577,542	12,971,849	14,113,074	1,141,225	9,776,736
Other Charges	292,012	5,305,206	14,197,832	11,479,579	(2,718,253)	7,799,636
Fixed Assets		85,117	3,502,000	3,075,000	(427,000)	(325,000)
Other Financing Uses	7,473,751	36,369,570	39,929,833	60,970,761	21,040,928	8,312,355
<b>Gross Appropriations</b>	<b>12,470,358</b>	<b>54,337,434</b>	<b>74,637,514</b>	<b>94,638,414</b>	<b>20,000,900</b>	<b>30,563,727</b>
Intrafund Transfers	(365,590)	(584,160)	(595,674)	(409,433)	186,241	(409,433)
<b>Net Appropriations</b>	<b>12,104,768</b>	<b>53,753,274</b>	<b>74,041,840</b>	<b>94,228,981</b>	<b>20,187,141</b>	<b>30,154,294</b>
Contingencies/Dept Reserves	110,400,561	154,623,969	161,382,562	163,271,753	1,889,191	141,645,086
<b>TOTAL REQUIREMENTS</b>	<b>122,505,329</b>	<b>208,377,243</b>	<b>235,424,402</b>	<b>257,500,734</b>	<b>22,076,332</b>	<b>171,799,380</b>
<b>NET COUNTY COST</b>	<b>(306,781,460)</b>	<b>(342,261,237)</b>	<b>(235,810,472)</b>	<b>(282,721,920)</b>	<b>(46,911,448)</b>	<b>(290,316,745)</b>

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## Capital Projects Summary All Funds



Capital Improvement Projects Budget for FY 2006-07 and FY 2007-08	FY 2006-07	FY 2007-08
Road Construction and Maintenance Projects (Pages 3-115 to 3-124)		
Slurry/chip seal various roads (Road Fund)	1,350,000	1,210,000
Major Construction Projects (Road Fund)	4,506,075	2,370,249
Major Construction and Resurfacing Projects (Roadway Improvement Fund)	1,300,000	1,000,000
Utilities Projects (Pages 3-147 to 3-154)		
Sewer Maintenance/Sanitation Projects	900,000	0
Flood Control Projects	500,000	0
Airport Improvement Projects (Pages 3-155 to 3-159)	4,472,784	0
Capital Projects - Facilities (Pages 6-20 to 6-29)		
Criminal Justice Projects	3,275,837	1,637,919
Health Projects	5,031,699	2,515,850
Parks and Marina Projects	7,955,157	3,866,843
Fire Protection Projects	3,841,500	1,920,750
Other County Projects	5,779,618	2,889,809
	<b>38,912,670</b>	<b>17,411,419</b>



## Capital Projects Summary

### Capital Improvement Projects Program Fiscal Years 2006-08

The proposed two-year Capital Improvements Budget for Fiscal Years 2006-07 and 2007-08 is hereby submitted pursuant to Section 2.16.120 of the San Mateo County Code.

The Capital Improvement Projects (CIP) program defines projects that are a major one-time outlay of funds for land and/or building acquisition or construction, structural improvements or non-structural renovations to County facilities. Because the CIP provides estimates for all capital projects, it provides the basis for setting priorities, reviewing schedules, developing revenue policy, monitoring and evaluating progress of capital projects, and informing the public.

The County is currently conducting a facilities assessment in order to develop a comprehensive five-year Capital Improvement Project Plan. Once completed, the CIP Plan will convert current department-level project and budget summaries into a single consolidated policy document. This document will serve as a five-year guideline for Road Construction and Maintenance, Utilities, Airport Improvement, Parks and Recreation, and other County facilities projects.

Large-scale projects, including the Youth Services Center may extend over more than one fiscal year. The Capital Projects Summary only reflects the County's financial commitment for FY 2006-07 and FY 2007-08 and shows both the General Fund and Non-General Fund obligations. Capital Projects may be financed from a variety of funding sources and are budgeted in the Fixed Assets expenditure category.

### Capital Improvement Projects Overview

The FY 2006-07 and FY 2007-08 Capital Improvement Projects Program contains 146 fully funded projects, including 55 projects that are new this year, at a total cost of \$25.6 million. The CIP also has 26 unfunded projects that were included in budget development but were unable to secure funding. It should be noted that the CIP submission only includes projects for which departments requested funding consideration during the FY 2006-07 budget development process; it does not include a comprehensive list of deferred capital improvement projects. A comprehensive list of capital improvement projects, regardless of priority and funding, will be available when the facilities assessment is completed in FY 2006-07.

### Significant Projects Completed in Fiscal Year 2005-06

#### Road Construction and Maintenance

Various road surface treatment projects in the Emerald Lake Hills, San Mateo Highlands, West Menlo, Sequoia Tract, Ladera, Los Trancos and Broadmoor Village areas were completed.

#### Utilities

##### **Sewer Maintenance - Fair Oaks Sewer System Improvements Project (No. 2)**

The project upgraded approximately 1.6 miles of sanitary sewer line on Dumbarton Avenue, Oakside Avenue, Fair Oaks Avenue, Barron Avenue, Bay Road, 12th Avenue, and Spring Street in the North Fair Oaks Area and was completed at a construction cost of \$2.4 million

##### **Flood Control - Colma Creek Channel Improvements**

Completed at a construction cost of \$14 million, the construction of a u-shaped concrete channel 70 feet wide and 13' – 14' high from Spruce Avenue to San Mateo Avenue and resulted in improved flood protection in South San Francisco.

##### **Airport Improvement - Half Moon Bay Airport**

Included resurfacing and re-marking the runway and portions of the taxiways and was completed at a cost of \$1.1 million, 95% of which was funded by federal and state grants.

#### Facilities

##### **Criminal Justice - Maguire Jail Cogeneration Plant**

Completed at a cost of \$1.2 million, the cogeneration plant has a capacity of 300 kwh and went into operation in November 2005. It is projected to generate annual energy savings worth \$200,000 and contribute to the County's goal of reducing CO<sub>2</sub> production.

##### **Criminal Justice - Hall of Justice Seismic Retrofit Project**

The final phase this project will be completed in June 2006 at a total cost of \$3.2 million. Installation of seismic dampers throughout the building will prevent the type of damage sustained during the Loma Prieta earthquake in 1989 and reduce overall building drift during seismic events.

**Health - Medical Center Lab Renovation**

Completed in May 2006 at a cost of \$162,000, this work expanded the San Mateo Medical Center's blood bank capacity and included the installation of modern blood analysis machines.

**Parks and Marina Projects - Coyote Point Playground Renovation**

Constructed at a cost of \$1.1 million and boasts one of the tallest slides in California, the new playground provides separate play areas for children of different age groups and is ADA accessible.

**Other County Projects - County Center Office Building Two Lighting Retrofit Project**

Completion is anticipated in June 2006 at a cost of \$200,000 and is partially offset with a \$32,000 PG&E rebate. This project will generate sufficient savings to pay for itself within a three and one-half year period. The new lighting, in addition to being energy efficient, provides light in a spectrum that will reduce eyestrain in building occupants and contributes to the County's goal of reducing CO<sub>2</sub> production.

**Significant Projects with Anticipated Completion in Fiscal Year 2006-07****Criminal Justice - Youth Services Center (YSC)**

Slated for completion in September 2006, the \$150 million facility replaces a dilapidated Juvenile Hall and is funded by a federal Juvenile Justice grant of \$21 million and the sale of lease revenue bonds. Debt Service payments are expected to cost approximately \$5.2 million for FY 2007-08.

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County of San Mateo  
ALL FUNDS

FY 2006-07 Revenues by Type

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	% Change 2006-07
<b>SOURCES</b>						
Property Taxes - General Fund	139,719,400	148,116,184	150,382,342	156,289,956	5,907,614	3.9%
Property Taxes - Non-General Fund	21,348,306	21,981,134	21,418,794	22,292,364	873,570	4.1%
Property Taxes - Supplemental	9,829,724	11,545,032	5,793,646	5,511,846	(281,800)	(4.9%)
Property Transfer Tax	8,110,609	8,486,842	6,417,249	6,096,387	(320,862)	(5.0%)
Return of Property Tax (Excess ERAF)	49,651,834	65,472,387	14,350,000	26,536,161	12,186,161	84.9%
Property Tax Shift (ERAF III)	(6,704,877)	(6,704,877)	(6,704,877)	0	6,704,877	100.0%
Property Tax In-Lieu of VLF	50,074,338	62,237,531	53,078,798	61,777,542	8,698,744	16.4%
Property Tax In-Lieu of Sales Tax	3,199,682	3,080,896	3,500,000	3,250,345	(249,655)	(7.1%)
Sales and Use Taxes	11,986,471	12,575,011	11,358,668	13,608,378	2,249,710	19.8%
Half-Cent Transportation Taxes	1,533,526	1,102,104	1,492,258	1,492,258	0	0.0%
Transient Occupancy Tax	700,240	771,551	729,880	766,374	36,494	5.0%
Other Taxes	469,336	1,695,167	900,296	971,932	71,636	8.0%
<b>Taxes</b>	<b>289,918,589</b>	<b>330,358,962</b>	<b>262,717,054</b>	<b>298,593,543</b>	<b>35,876,489</b>	<b>13.7%</b>
Building Permits	2,274,780	2,865,299	2,100,697	2,201,600	100,903	4.8%
Development and Zoning Permits	1,887,291	2,067,753	1,663,572	1,871,138	207,566	12.5%
Franchise Fees	6,446,073	6,731,135	6,123,904	6,048,104	(75,800)	(1.2%)
Other Licenses and Permits	1,060,229	1,120,980	1,115,281	1,224,981	109,700	9.8%
<b>Licenses, Permits and Franchises</b>	<b>11,668,373</b>	<b>12,785,167</b>	<b>11,003,454</b>	<b>11,345,823</b>	<b>342,369</b>	<b>3.1%</b>
Court Fines and Forfeitures	7,565,966	8,093,192	7,497,042	8,027,405	530,363	7.1%
Other Penalties and Forfeitures	834,250	796,908	560,544	647,290	86,746	15.5%
<b>Fines, Forfeitures and Penalties</b>	<b>8,400,216</b>	<b>8,890,100</b>	<b>8,057,586</b>	<b>8,674,695</b>	<b>617,109</b>	<b>7.7%</b>
Interest Earnings	11,156,435	16,557,124	9,971,251	10,564,431	593,180	5.9%
Other Investment Income	3,049,804	0	1,530,000	1,560,600	30,600	2.0%
Rents and Concessions	2,847,079	2,759,391	2,910,552	3,171,105	260,553	9.0%
<b>Use of Money and Property</b>	<b>17,053,318</b>	<b>19,316,515</b>	<b>14,411,803</b>	<b>15,296,136</b>	<b>884,333</b>	<b>6.1%</b>
Realignment	65,457,281	64,413,528	71,940,193	77,498,791	5,558,598	7.7%
Motor Vehicle in Lieu	3,802,525	0	205,388	0	(205,388)	(100.0%)
Public Safety Sales Tax (Prop. 172)	62,460,949	62,634,428	62,701,109	64,251,066	1,549,957	2.5%
Social Services Programs	123,705,629	129,490,911	141,528,306	147,113,248	5,584,942	3.9%
Housing Programs	6,916,836	6,163,308	10,818,281	8,319,467	(2,498,814)	(23.1%)
Mental Health Services	17,447,780	20,946,334	18,505,952	23,606,335	5,100,383	27.6%

County of San Mateo  
ALL FUNDS

FY 2006-07 Revenues by Type

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	% Change 2006-07
Public Health Services	17,734,094	16,509,445	15,349,460	16,248,157	898,697	5.9%
San Mateo Medical Center	29,337,165	47,839,880	33,123,133	11,858,050	(21,265,083)	(64.2%)
Other Federal and State Aid	82,396,231	95,089,015	109,447,465	98,447,484	(10,999,981)	(10.1%)
<b>Intergovernmental Revenues</b>	<b>409,258,490</b>	<b>443,086,849</b>	<b>463,619,287</b>	<b>447,342,598</b>	<b>(16,276,689)</b>	<b>(3.5%)</b>
<b>SOURCES</b>						
General Government Services	21,051,306	19,466,508	18,433,591	18,741,970	308,379	1.7%
Public Safety Services	18,778,518	17,050,986	16,667,473	17,501,872	834,399	5.0%
Planning and Building Services	2,708,822	2,330,859	2,425,907	2,295,012	(130,895)	(5.4%)
Parks Services	2,191,974	2,229,948	2,397,575	2,395,983	(1,592)	(0.1%)
Library Services	727,885	623,845	725,070	702,000	(23,070)	(3.2%)
Mental Health Services	23,421,079	22,886,607	27,595,278	26,383,491	(1,211,787)	(4.4%)
Public Health Services	3,875,220	4,184,441	4,583,785	4,939,653	355,868	7.8%
San Mateo Medical Center	99,590,679	95,311,383	109,529,711	129,434,271	19,904,560	18.2%
Other Health Services	8,850,187	10,348,268	10,034,275	10,900,006	865,731	8.6%
Sanitation Services	5,333,744	5,703,204	5,676,406	5,908,306	231,900	4.1%
Other Charges for Services	7,323,194	7,867,054	8,011,495	10,672,295	2,660,800	33.2%
<b>Charges for Services</b>	<b>193,852,608</b>	<b>188,003,103</b>	<b>206,080,566</b>	<b>229,874,859</b>	<b>23,794,293</b>	<b>11.5%</b>
Interfund Revenue	71,035,730	80,572,183	78,480,332	101,867,179	23,386,847	29.8%
<b>Interfund Revenue</b>	<b>71,035,730</b>	<b>80,572,183</b>	<b>78,480,332</b>	<b>101,867,179</b>	<b>23,386,847</b>	<b>29.8%</b>
Tobacco Settlement	6,913,485	6,745,533	7,331,989	7,720,095	388,106	5.3%
Foundation Grants	6,305,384	6,248,919	14,062,348	7,839,784	(6,222,564)	(44.2%)
Housing Loan & Project Cost Reimb	2,956,424	4,893,738	2,947,262	3,950,618	1,003,356	34.0%
Other Miscellaneous Revenue	21,035,981	24,801,384	17,347,379	18,207,527	860,148	5.0%
<b>Miscellaneous Revenue</b>	<b>37,211,274</b>	<b>42,689,574</b>	<b>41,688,978</b>	<b>37,718,024</b>	<b>(3,970,854)</b>	<b>(9.5%)</b>
Operating Transfers - Capital Projects	6,449,514	6,215,062	21,691,058	14,904,366	(6,786,692)	(31.3%)
Operating Transfers - Debt Service	21,958,476	15,876,710	21,048,683	21,226,791	178,108	0.8%
Other Financing Sources	49,875,167	42,352,954	46,659,318	56,160,855	9,501,537	20.4%
<b>Other Financing Sources</b>	<b>78,283,157</b>	<b>64,444,726</b>	<b>89,399,059</b>	<b>92,292,012</b>	<b>2,892,953</b>	<b>3.2%</b>
<b>Total Revenue</b>	<b>1,116,681,755</b>	<b>1,190,147,179</b>	<b>1,175,458,119</b>	<b>1,243,004,869</b>	<b>67,546,750</b>	<b>5.7%</b>

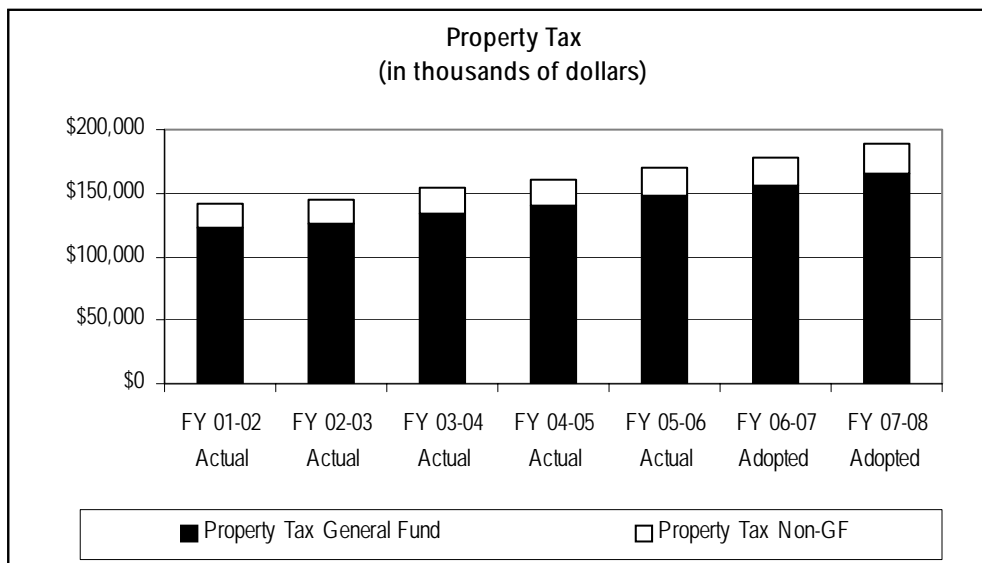
## Explanation of Major Revenue Sources:

### 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.

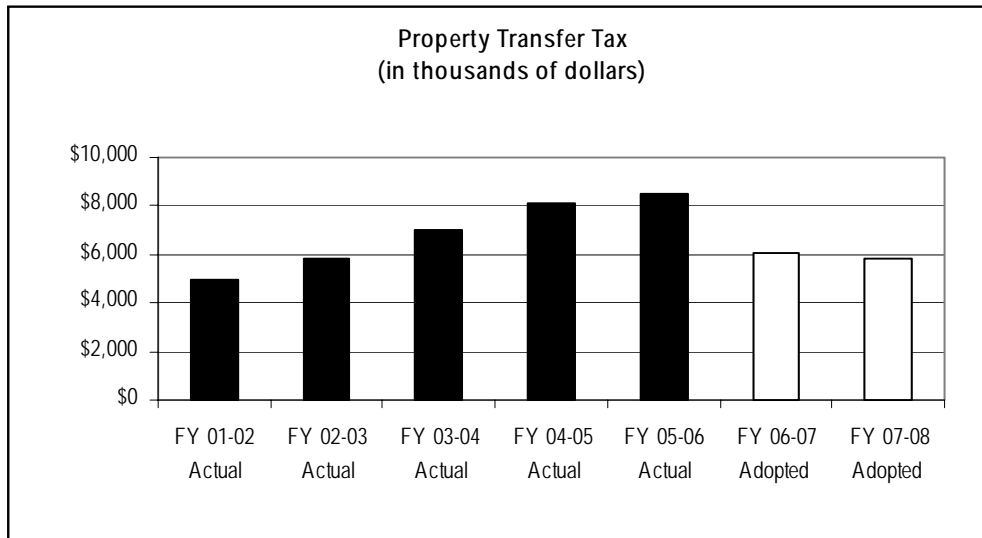
Secured property tax is the County's largest discretionary General Fund revenue source. Average growth in the last five years is 7.9%, while projections for the next five years reflect \$8.9 million or 5.5% average annual growth, assuming no additional shifts to Educational Relief Augmentation Fund (ERAF). During FY 2005-06 it was discovered by Auditors that four taxing agencies within the County were inappropriately disadvantaged by the Tax Equity Allocation (TEA) factors used in distributing property taxes. As a result of this correction, the General Fund's portion of Supplemental taxes was reduced by \$5.3 million in FY 2005-06 (\$4 million one-time and \$1.3 million ongoing). The secured property tax growth of 6% included in the FY 2006-07 budget is net the \$5.3 million reduction in FY 2005-06 and the ongoing reduction of \$1.3 million.

About 90% of unsecured property tax is generated from businesses at San Francisco International Airport. Average growth in the last five years was 1.2%, with growth from the construction of the new international terminal offset by reduced business activity after September 11, 2001. This revenue source is reduced by 2% in the FY 2006-07 budget to account for the General Fund's portion of the Airline litigation settlement. The General Fund's portion totals \$1.79 million, of which \$962,198 will be paid in FY 2005-06, \$189,775 in FY 2006-07, \$164,678 in FY 2007-08 and then \$119,119 over the next four years - through FY 2011-12. The County's ongoing loss as a result of the settlement is expected to be \$436,000 annually. As a result, growth in unsecured property taxes has been budgeted at a modest 1% in FY 2006-07 and FY 2007-08.



### Property Transfer Tax

Budgeted revenues from supplemental and property transfer taxes have been adjusted downward based on actual receipts in FY 2005-06. Document recording fees are slightly down, indicating fewer property transactions, and although the values of transactions are still high, the rate of growth has leveled off. It is anticipated that next year's receipts will be approximately 5% below current year projections.

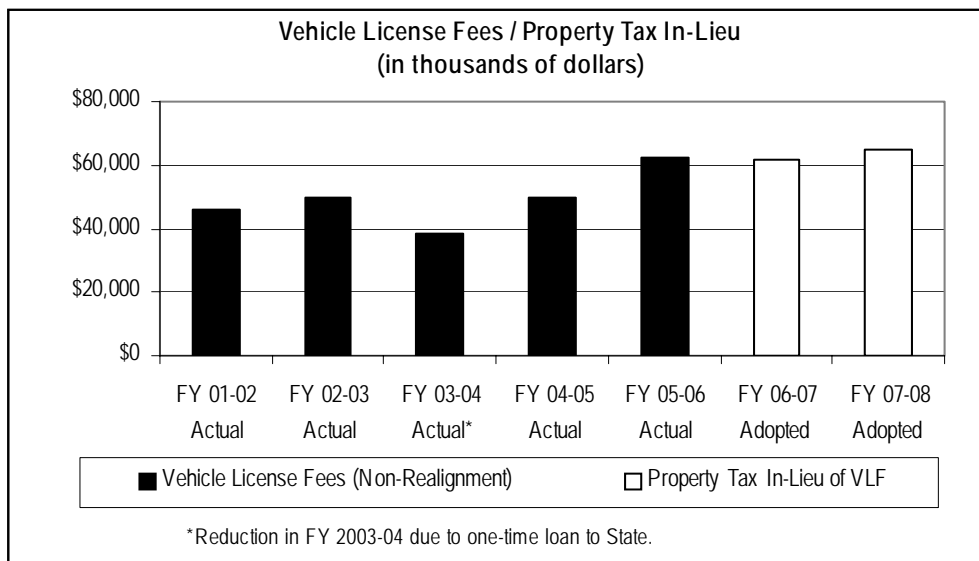


### Return of Local Property Tax (Excess ERAF)

Pursuant to Revenue and Taxation Code sections 97.2 and 97.3, property tax contributions made by the County to the Education Revenue Augmentation Fund (ERAF) in excess of mandated school funding levels will be returned to the County. In consultation with the Controller's Office, it is estimated that \$26.5 million will be returned to the County in FY 2006-07. These funds will be set aside in Reserves and used for one-time purposes.

### Property Tax In-Lieu of Vehicle License Fees

The Taxes revenue class increased significantly due to revenue from non-Realignment vehicle license fees (VLF), which had historically been budgeted in Intergovernmental Revenue, being permanently "swapped" with property tax as enacted in the State budget in FY 2004-05. The amount projected in FY 2005-06 was \$53 million or 6% more than the actual FY 2004-05 proceeds, however, It now appears that FY 2005-06 actuals will be in the \$58.3 million range - a 16% increase. For FY 2006-07, this budget reflects 6% growth on the projected actuals.



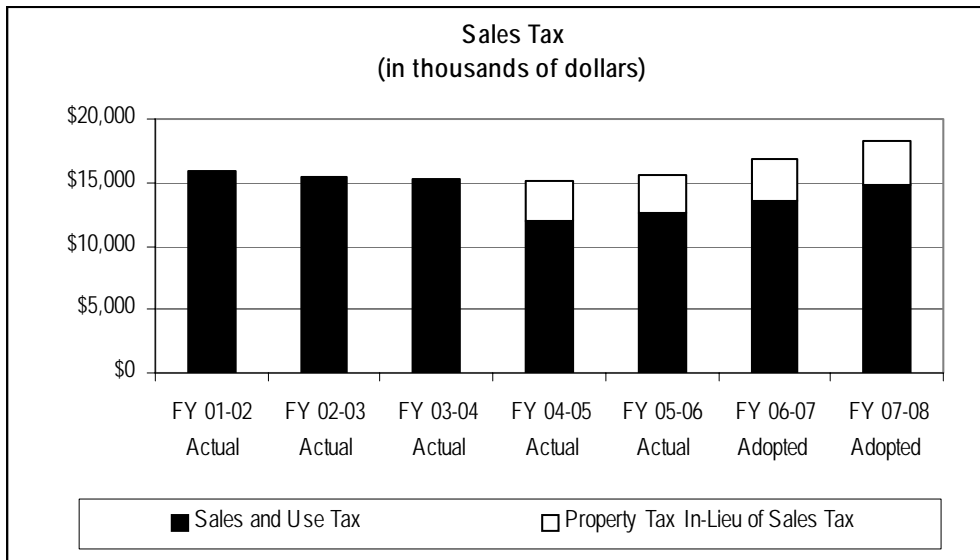
The amounts reflected in FY 2001-02 to FY 2003-04 represent Vehicle License Fees (see Intergovernmental Revenues below). The lower amount in FY 2003-04 was due to a one-time loan to the State, which was repaid in FY 2005-06.

### General Purpose Sales Tax (Non-Public Safety) and Property Tax In-Lieu of Sales Tax

The State collects and rebates to the County a one percent tax on retail transactions within unincorporated areas of the County. Pursuant to the Triple Flip, which the State implemented in FY 2004-05 to dedicate 0.25% of sales tax as the revenue source for repayment of the State Economic Recovery Bonds, a portion of sales tax has been replaced dollar for dollar with property tax. An account called Property Tax In-Lieu of Sales Tax has been established for this purpose. Though the amount budgeted in FY 2006-07 is decreased by \$249,655, it actually represents a 5.5% increase over projected FY 2005-06 actuals, which are projected to fall below budget by \$450,000.

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 come from businesses at San Francisco Airport, mostly from car rental agencies and jet fuel. The County began losing the majority of its jet fuel sales tax revenue, about \$1.2 million annually, in the last quarter of FY 2003-04 due to the consolidation of all fuel purchases made by United Airlines to a subsidiary located in the City of Oakland. Any decline in sales tax will have a negative impact on Public Safety Sales Tax revenue.

FY 2004-05 sales tax receipts were down 1.08% compared to the prior year, which was right in line with the average decline over the last five years. However, despite the continued loss of jet fuel sales tax to the City of Oakland, sales tax receipts are slowly increasing, with latest projections showing a 5% increase in FY 2005-06. This is primarily due to increasing business at San Francisco Airport where passenger activity has increased 12 percent over the past two years. As a result, this budget includes 5.5% growth on the FY 2005-06 projections.



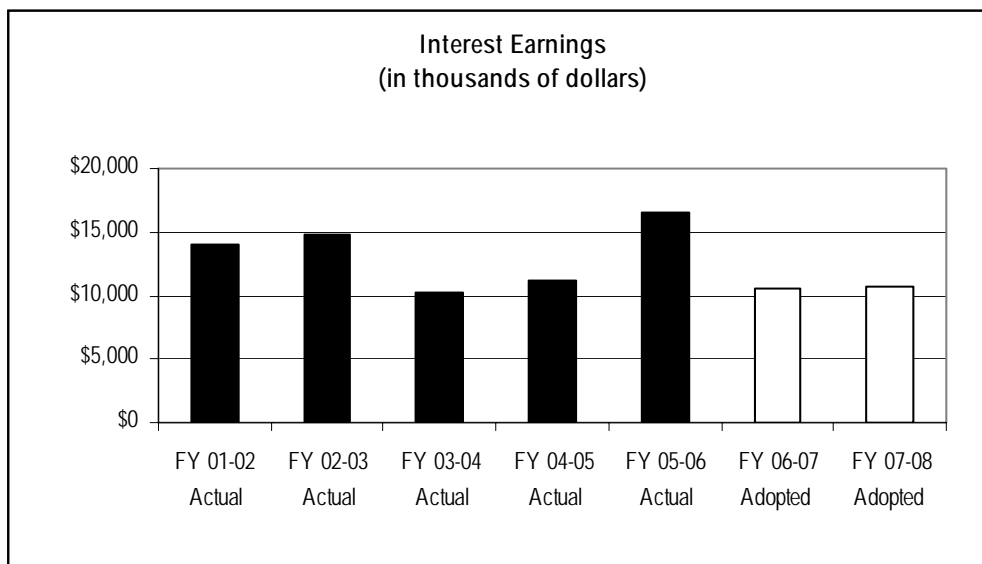
### Licenses, Permits and Franchises

There is an increase of \$160,546 due to anticipated increases in building, development and zoning permit activity. There is also an increase in device registration fees of \$129,000. Other adjustments include an increase of \$62,923 for permits for underground storage tanks and well and septic permits.



### Interest Earnings and Other Investment Income

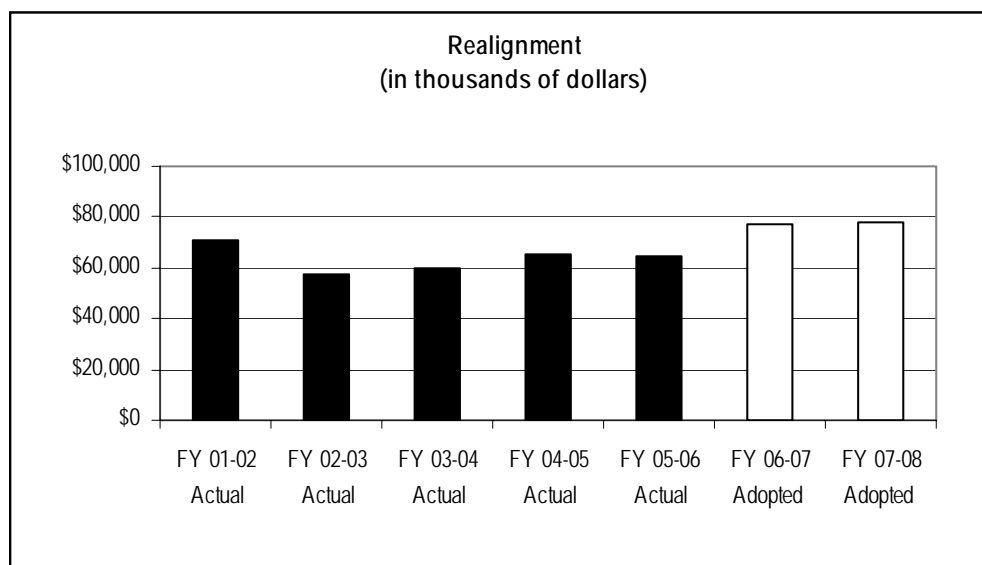
Earnings include the interest earned on bank deposits and other investments, as well as gains and losses on the sale of securities and investments. Overall, interest earnings revenues in FY 2004-05 were 8.9% higher than the previous year for all funds and 18.3% higher for the General fund. Though FY 2005-06 actuals are showing similar growth patterns as FY 2004-05, this budget reflects a very moderate increase of 2%. Other investment income includes net earnings of approximately \$1.56 million from the prepayment of retirement contributions.



### 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 an 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 of \$5 million in FY 2006-07.



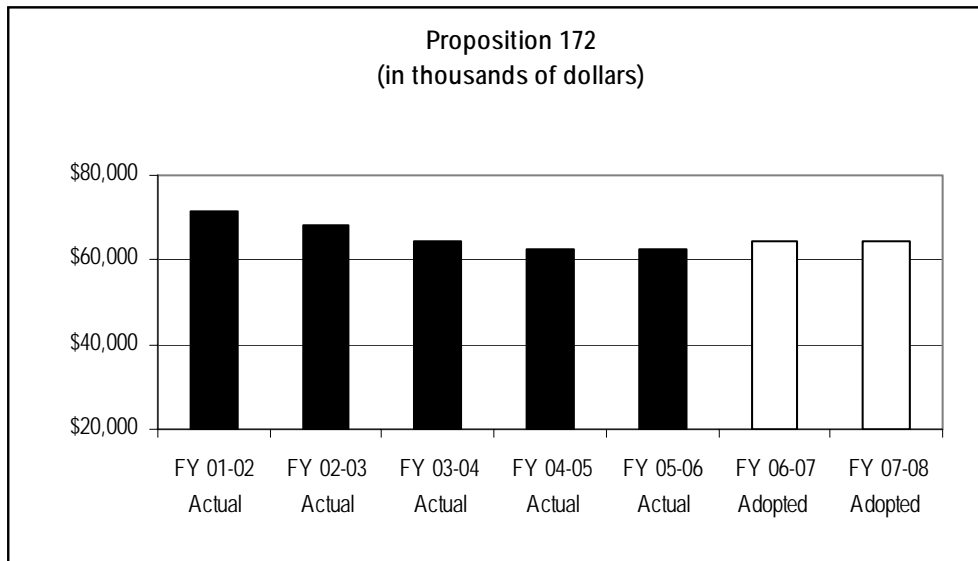
### Vehicle License Fees (Non-Realignment VLF)

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. Beginning in FY 2004-05, non-Realignment vehicle license fee revenue was permanently "swapped" with property tax as enacted in the State budget. This explains the major reduction in the Motor Vehicle in Lieu account and the significant increase in Property Tax (see Property Tax In-Lieu of Vehicle License Fees above). Remaining VLF receipts are distributed to health and social services programs in counties based on caseload growth and other Realignment factors.

### Public Safety Half-Cent Sales Tax (Proposition 172)

The County began receiving revenue from this tax in FY 1993-94 after the ballot initiative passed. 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. 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. An annual factor is calculated for each county by the State Controller using statewide taxable sales from the prior calendar year. This factor is applied against monthly sales tax receipts for distribution to counties.

Receipts from this revenue source for FY 2004-05 were down \$1,970,014 from the previous year due to a drop in the County's factor (from 2.64% to 2.475%) as a result of the sluggish growth in the local economy compared to other counties in the state in calendar year 2003. The budget for FY 2005-06 was kept at the same level as FY 2004-05 receipts in anticipation of another reduction in the County's factor due to the loss of jet fuel sales tax to the City of Oakland beginning in April 2004. Though the County's factor has remained relatively unchanged, the State's economy has picked up and as a result we project a 3.9% increase in Public Safety Sales Tax receipts in FY 2005-06. Expecting this trend to continue, this budget includes a 2.5% growth factor in FY 2006-07.



### 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 942.

There is a net increase of \$5,584,805 in this funding source. Significant increases include \$163,000 in reimbursements for homeless and safety net service costs, \$2,751,000 in additional eligibility determination costs, \$411,000 for increased Stage I and Stage II child care program costs, \$4,113,000 for the non-realignment portion of increased Child Welfare Services program and foster care caseload costs, \$605,000 reflecting Workforce Investment Act (WIA) and CalWORKs employment and training and substance abuse treatment service, \$782,000 for annualization of substance abuse treatment and prevention grants, and \$150,000 in other miscellaneous adjustments. Partially offsetting these increases are reductions of \$221,000 in CalWORKs caseload costs; a \$720,000 decrease in WIA grants; an \$848,000 decrease in Proposition 36 revenue due to reduced allocations and less unexpended prior year revenue; a \$900,000 reduction in Child Welfare Services including Title IV-E, Promoting Safe and Stable Families, TCM, and Redesign and Adoptions; a reduction of \$597,000 in child care funding; and a decrease of \$104,000 due to decreased staff development costs.

### Mental Health Services

A net increase of \$5,100,383 in non-Realignment intergovernmental revenues includes increases of \$6,455,432 in Mental Health Services Act (MHSA, "Proposition 63") funding and \$3,011,781 in SB90 reimbursements, partially offset by decreases of \$4,060,913 in Medi-Cal pharmacy revenue with implementation of the Medicare Part D program, a reduction of \$211,650 in Short Doyle funding allocation, a decrease of \$92,438 in assistance payments, and a net decrease of \$1,829 in all other intergovernmental sources.

Charges for Services revenues are reduced by \$1,211,787 due to a decreases of \$7,197,381 in Federal funding for Medi-Cal pharmacy with implementation of the Medicare Part D program, Third Party Reimbursements, and Supplemental Security Income/State Supplementary Payment (SSI/SSP) Collections; offset by increases of \$3,873,219 through leveraging of MHSA funds and an increase in Medicare, and a projected increase of \$2,112,375 in Medi-Cal Federal Financial Participation (FFP) due to increased utilization review and quality improvement as well as improved claiming processes.

### Public Health

A net increase of \$898,697 in non-Realignment intergovernmental revenues results primarily from increases in reimbursable costs reflecting caseload growth in California Children's Services (CCS) of \$418,023, Women, Infants and Children's Program (WIC) of \$68,247, and Child Health Disability Prevention Program (CHDP) of \$366,604; increased Ryan White funding of \$139,099; increased Bioterrorism grant funding of \$123,224; and decreases of \$211,900 in various State grants and \$4,600 in other miscellaneous reductions.

Charges for Services revenues will increase by \$355,868, primarily due to estimated increases for Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) of \$338,700.

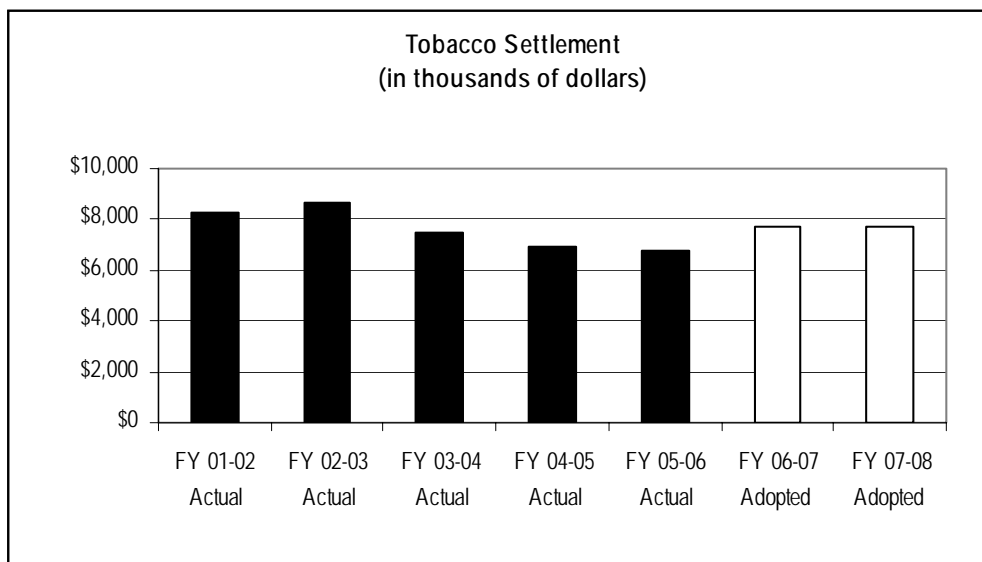
### San Mateo Medical Center

Intergovernmental Revenue decreases by \$21,265,083 due to the transfers of \$14.7 million in SB855 and SB1255 revenue to Charges for Services and Other Financing Uses due to accounting changes and the new Medi-Cal waiver format. Long-term care supplemental payments decreased by \$6,000,803 due to reduced rates and lower volume, TCM/MAA revenue decreases by \$494,522, and decreases in other governmental sources of \$69,758 accounts for the balance.

Charges for Services increases by \$19,904,560 primarily due to the transfer of \$6 million in SB855 and SB1255 revenue from Intergovernmental Revenues due to the new Medi-Cal waiver format, adjustments in gross patient revenue to account for a 10% charge increase, increases in patient volume, and additional patient revenue generated from improved revenue cycle improvement. The projected increases are 3.0% in acute inpatient days over current year actuals, 5.6% in long term care days, and 4.2% in clinic visits.

### 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. FY 2005-06 receipts were \$6,745,533 which was \$447,966 below budget. The budget for this account in FY 2006-07 has been kept at the budgeted FY 2005-06 level of \$7,193,499.



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**Operating Transfers/Other Financing Uses**

Other Financing Uses includes contributions/transfers from the General Fund to the Medical Center Enterprise Fund and transfers from operating funds to the Debt Service Fund and Capital Projects Fund for scheduled debt service payments and reimbursement for capital improvement projects.

The Contributions from the General Fund to the Medical Center for indigent health care services and unreimbursed operating costs increases \$9.5 million, primarily due to the change from SB855 to the new Medi-Cal waiver format, which results in the transfer of \$8.7 million from Intergovernmental Revenues to Other Financing Uses.

There were decreases of \$6,786,692 in transfers to the Capital Projects Fund from operating departments primarily due to the cancellation of the proposed Keller Women and Children's Center Project at the Medical Center, which had been budgeted for \$6.8 million project. Transfers to the Debt Service Fund were increased by \$178,108 to reflect the updated debt service payments schedule.

County of San Mateo  
ALL FUNDS

FY 2006-07 Expenditures by Type

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	% Change 2006-07
<b><u>Operating Expenditures</u></b>						
Regular Salaries	328,034,580	346,420,385	376,405,504	404,787,297	28,381,793	7.5%
Extra Help	20,934,939	20,657,007	13,641,702	14,067,441	425,739	3.1%
Overtime	17,124,066	19,189,267	10,715,554	13,440,090	2,724,536	25.4%
Retirement	77,978,802	77,873,304	78,228,891	99,684,095	21,455,204	27.4%
Health Benefits	39,628,046	45,224,579	46,483,737	51,012,362	4,528,625	9.7%
Statutory Compensation	31,820,918	34,726,003	35,263,708	38,352,415	3,088,707	8.8%
Other Benefits	1,087,565	1,066,988	5,438,828	7,656,896	2,218,068	40.8%
<b>Salaries and Benefits</b>	<b>516,608,915</b>	<b>545,157,531</b>	<b>566,177,924</b>	<b>629,000,596</b>	<b>62,822,672</b>	<b>11.1%</b>
Office Expense	14,235,345	16,327,392	18,729,172	20,774,926	2,045,754	10.9%
Drugs/Medical Supplies	39,464,125	40,154,020	43,739,921	35,944,910	(7,795,011)	(17.8%)
Non-Capital Equipment	4,866,471	5,216,598	8,962,998	6,794,791	(2,168,207)	(24.2%)
Facility/Equipment Maintenance	20,624,199	20,099,083	22,995,598	24,476,065	1,480,467	6.4%
Utilities Expense	12,384,437	14,070,736	12,298,058	14,321,742	2,023,684	16.5%
Contracts for Services	110,259,852	124,818,073	136,878,609	152,635,842	15,727,233	11.5%
Interagency Agreements	28,571,606	32,974,850	32,763,084	35,161,134	2,398,050	7.3%
Public Assistance Programs	71,349,424	67,626,915	82,460,113	82,824,646	364,533	.4%
State Trial Court Contributions	18,394,787	16,336,906	16,508,207	16,108,435	(399,772)	(2.4%)
Medical Center Contributions	58,164,150	55,445,489	54,047,737	70,286,367	16,238,630	30.0%
Housing Project Contributions	7,064,624	7,930,911	10,876,466	8,695,564	(2,180,902)	(20.1%)
Other Contributions	2,624,268	4,690,161	5,268,258	5,352,054	83,796	1.6%
Internal Services/Overhead	127,397,847	142,602,336	149,689,400	165,121,313	15,431,913	10.3%
Debt/Capital Financing	26,295,523	26,956,793	35,381,862	34,465,617	(916,245)	(2.6%)
Other Financing Uses/Transfers	4,232,456	33,506,370	34,795,382	55,440,297	20,444,915	58.8%
Other Operating Expense	65,433,328	75,713,685	84,214,311	86,512,925	2,298,614	2.7%
<b>Operating Sub-Total</b>	<b>1,127,971,355</b>	<b>1,229,627,830</b>	<b>1,315,787,100</b>	<b>1,443,717,224</b>	<b>127,930,124</b>	<b>9.7%</b>
Intrafund Transfers	(101,402,277)	(118,760,381)	(126,621,155)	(137,589,050)	(10,967,895)	8.7%
<b>Operating Total</b>	<b>1,026,569,078</b>	<b>1,110,867,449</b>	<b>1,189,165,945</b>	<b>1,306,128,174</b>	<b>116,962,229</b>	<b>9.8%</b>
<b><u>Non-Operating Expenditures</u></b>						
Capital Improvements	18,844,987	11,400,157	47,113,892	37,154,435	(9,959,457)	(21.1%)
Capital Purchases	5,556,555	7,017,600	22,196,776	30,841,409	8,644,633	38.9%
<b>Expenditure Total</b>	<b>1,050,970,620</b>	<b>1,129,285,206</b>	<b>1,258,476,613</b>	<b>1,374,124,018</b>	<b>115,647,405</b>	<b>9.2%</b>
Reserves/Conting.- General Fund	137,906,814	187,077,378	191,603,253	197,889,694	6,286,441	3.3%
Reserves/Conting.- Non-General Fund	103,473,533	98,749,998	77,451,923	73,594,324	(3,857,599)	(5.0%)
<b>TOTAL REQUIREMENTS</b>	<b>1,292,350,967</b>	<b>1,415,112,581</b>	<b>1,527,531,789</b>	<b>1,645,608,036</b>	<b>118,076,247</b>	<b>7.7%</b>

County of San Mateo  
ALL FUNDS

FY 2006-07 Changes in Projected Fund Balance

Agency/Budget Unit	Beginning Balance	Budgeted Revenues	Budgeted Expenditures	Anticipated Carryforward	Ending Balance	Percent Change
<b>General Fund</b>						
General Fund	303,853,169	873,639,134	979,602,609	29,643,805	227,533,499	(25.1%)
<b>Special Revenue and Trust Funds</b>						
Emergency Medical Services Fund	1,524,942	1,530,807	1,643,563	112,756	1,524,942	0.0%
IHSS Public Authority Fund	3,125,944	12,430,838	12,298,700	0	3,258,082	4.2%
Fish and Game Propagation Fund	80,309	6,500	20,000	13,500	80,309	0.0%
Off-Highway Vehicle License Fund	241,749	7,500	68,350	60,850	241,749	0.0%
Structural Fire Protection Fund	166,507	5,633,617	5,800,124	166,507	166,507	0.0%
Road Fund	3,027,304	16,126,818	18,843,587	89,465	400,000	(86.8%)
Half-Cent Transportation Fund	1,091,454	2,172,258	3,263,712	0	0	(100.0%)
Road Improvement Fund	3,596,740	700,000	1,300,000	0	2,996,740	(16.7%)
Solid Waste Fund	8,777,576	5,724,200	11,275,467	240,000	3,466,309	(60.5%)
County Library Fund	7,888,800	16,119,972	18,430,824	2,310,852	7,888,800	0.0%
Sergeants Retiree Health Fund	26,071	108	26,179	0	0	(100.0%)
<b>Enterprise Funds</b>						
Coyote Point Marina Operating Fund	1,261,577	1,179,017	2,148,882	969,865	1,261,577	0.0%
County Airports Fund	2,166,696	6,309,010	6,324,337	21,498	2,172,867	0.3%
Medical Center Enterprise Fund	0	223,384,223	223,384,223	0	0	0.0%
<b>Special District Funds</b>						
County Service Area #1 Fund	844,343	1,969,627	1,993,253	23,626	844,343	0.0%
Public Works Special Districts	26,042,636	12,569,032	16,336,861	14,733	22,289,540	(14.4%)
<b>Debt Service &amp; Capital Proj Funds</b>						
Debt Service Fund	20,394,390	21,226,791	22,373,624	0	19,247,557	(5.6%)
Accumulated Capital Outlay Fund	5,406	0	1,718	0	3,688	(31.8%)
Criminal Justice Temp Constr Fund	1,415,363	1,240,000	1,113,611	0	1,541,752	8.9%
Courthouse Temp Constr Fund	3,124,962	1,260,000	1,259,586	0	3,125,376	0.0%
Parks Acq and Development Fund	4,068,264	4,809,229	8,775,031	3,965,802	4,068,264	0.0%
Capital Projects Fund	2,112,101	25,660,360	25,883,811	0	1,888,650	(10.6%)
<b>Internal Service Funds</b>						
Motor Pool Internal Service Fund	7,635,257	4,568,576	7,147,043	1,042,960	6,099,750	(20.1%)
Construction Services Fund	131,607	4,737,252	4,808,923	0	59,936	(54.5%)
<b>Total All Funds</b>	<b>402,603,167</b>	<b>1,243,004,869</b>	<b>1,374,124,018</b>	<b>38,676,219</b>	<b>310,160,237</b>	<b>(23.0%)</b>

**Definition of 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.

**Definition of Anticipated Carryforward:** The amount of appropriations that departments anticipate carrying forward to the next fiscal year due to any number of reasons, including but not limited to salary savings resulting from vacancies, and one-time capital and automation projects expected to last longer than one year to complete.

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

- General Fund - Beginning Fund Balance is equivalent to 24.5% of total revenues. As part of the FY 2005-06 midyear financial status report, the County implemented a three-year plan to use Fund Balance 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 increasing costs. The FY 2006-07 budget represents the first year of the plan. Growth in property tax and other general purpose revenue, along with continued management of costs by setting conservative budget targets for departments, are expected to continue for the next two years so that use of Fund Balance will be limited to one-time costs such as unfunded retiree health liabilities, 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**

- Road Fund - Reduction in Fund Balance is due to the assumption that capital appropriations will be expended, with the exception of an anticipated carryforward of \$89,465.
- Half-Cent Transportation Fund - Reduction in Fund Balance is due to the assumption that capital appropriations will be fully expended.
- Road Improvement Fund - Reduction in Fund Balance is due to the assumption that capital appropriations will be fully expended.
- Solid Waste Fund - Reduction in Fund Balance is due to ongoing commitments in excess of revenue stream.

**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).

**Debt Service and Capital Project Funds**

- Capital Projects Fund - Reduction in Fund Balance is due to the assumption that capital appropriations will be fully expended.

**Internal Service Funds**

- Motor Pool Internal Service Fund - Reduction in Fund Balance is primarily due to annual replacement purchases for fleet vehicles.

County of San Mateo  
All Funds

FY 2006-07 and 2007-08 Authorized Position Summary

Agency/Budget Unit	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>General Fund</b>						
<b>Administration and Fiscal</b>						
Board of Supervisors	15	18	15	20	5	20
County Manager/Clerk of the Board	34	34	34	39	5	39
Assessor-County Clerk-Recorder	123	122	122	123	1	123
Controller's Office	41	41	41	41	0	41
Treasurer-Tax Collector	61	62	62	63	1	63
County Counsel	38	38	38	41	3	41
Human Resources Department	62	63	63	65	2	65
Information Services Department	135	132	132	140	8	140
<b>Criminal Justice</b>						
District Attorney/Public Administrator	125	128	126	128	2	128
Sheriff's Office	586	615	616	624	8	624
Probation Department	429	463	463	468	5	468
Coroner's Office	15	15	15	15		15
<b>Community Services</b>						
Office of Economic Development	5	5	5	5		5
Public Safety Communications	57	56	56	58	2	58
Environmental Services Administration	3	3	3	2	(1)	2
Local Agency Formation Commission	1	1	1	1		1
Planning and Building	45	54	54	54		54
Parks Department	55	55	55	56	1	56
Department of Public Works						
Administrative Services	28	28	28	28		28
Engineering Services	36	32	32	32		32
Facilities Maintenance & Operations	94	99	99	104	5	104
Vehicle and Equipment Services	26	25	25	24	(2)	24
Public Works Utilities	13	15	15	15		15
Department of Housing	18	17	17	19	2	19
<b>Health Department</b>						
Health Administration	28	17	17	20	3	20
Health Policy, Planning and Promotion	2	30	30	30		29
Emergency Medical Services-GF	4	5	5	6	1	6
Aging and Adult Services	118	118	118	118		118
Environmental Health Services	75	75	75	76	1	76
Mental Health Services	303	325	325	368	43	368
Public Health Services	272	276	276	288	12	288
Correctional Services	91	91	91	95	4	95
Agricultural Commissioner/Sealer	28	28	28	29	1	29
<b>Children, Youth and Family Services</b>						
Department of Child Support Services	112	107	107	102	(5)	102
Human Services Agency	738	796	796	843	47	843
<b>Total General Fund</b>	<b>3,786</b>	<b>3,957</b>	<b>3,956</b>	<b>4,110</b>	<b>154</b>	<b>4,109</b>



County of San Mateo  
All Funds

FY 2006-07 and 2007-08 Authorized Position Summary

Agency/Budget Unit	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>Non-General Fund</b>						
<b>Special Revenue and Trust Funds</b>						
Road Fund	79	79	79	77	(2)	77
Half-Cent Transportation Fund	5	5	6	6		6
Solid Waste Fund	10	10	10	8	(2)	8
County Library Fund	124	128	128	128		128
<b>Enterprise Funds</b>						
Coyote Point Marina Operating Fund	5	5	5	5		5
County Airports Fund	8	8	8	8		8
Medical Center Enterprise Fund	1,222	1,306	1,306	1,314	8	1,314
<b>Special Districts Funds</b>						
Sewer District Maintenance Fund	7	7	7	7		7
<b>Internal Service Funds</b>						
Motor Pool Internal Service Fund	12	12	12	15	3	15
Construction Services Fund	27	29	29	30	1	30
<b>Total Non-General Fund</b>	<b>1,499</b>	<b>1,590</b>	<b>1,590</b>	<b>1,598</b>	<b>8</b>	<b>1,598</b>
<b>Total All County Funds</b>	<b>5,285</b>	<b>5,547</b>	<b>5,546</b>	<b>5,708</b>	<b>162</b>	<b>5,707</b>

**Non-County Funds (Information Only)**

First 5 San Mateo County	10	10	12	12		12
Retirement ( <i>SamCERA</i> )	13	13	13	14	1	14
Housing Authority Fund	61	61	61	47	(14)	47

**Explanation of Position Changes:**

**Administration and Fiscal**

**Board of Supervisors:** As part of the San Mateo County Organizational Review, adds five Chief Legislative Aides, one for each Board District.

**County Manager/Clerk of the Board:** As part of the San Mateo County Organizational Review, adds one Deputy County Manager for Community Services, one Budget Director, two Management Analysts, one Information Technology Manager, and one Graphics Specialist, and deletes one Assistant Budget Director, for a net addition of five positions.

**Assessor-County Clerk-Recorder:** Adds one Information Technology Manager and one Management Analyst III and deletes one vacant Principal Auditor-Appraiser-U, for a net addition of one position.

**Treasurer-Tax Collector:** Adds one Fiscal Office Specialist.

**County Counsel:** Adds one Assistant County Counsel, one Paralegal and one Legal Office Assistant, for an addition of three positions.

**Human Resources Department:** As part of the San Mateo County Organizational Review, adds one Administrative Services Manager for Succession Planning and Training. Also adds one Management Analyst III to the Risk Management Division, for an addition of two positions.

**Information Services Department:** Adds three Project Managers, two Advisory Systems Engineers, two Systems Engineers and one Telephone Analyst, for an addition of eight positions.

(Net change is the addition of 25 positions at the Agency level.)

### **Criminal Justice**

**District Attorney's Office:** Adds one DA Investigator and converts one Extra Help Estate Property Officer to permanent part-time status, for an addition of two positions.

**Sheriff's Office:** Adds one Lieutenant, two Deputy Sheriffs, one OES District Coordinator, one Staff Physician, one Forensic Specialist, one Criminalist, one Laboratory Property Officer, one Public Services Assistant, and one Office Assistant I/II, and deletes two Utility Worker positions, for a total net addition of eight positions.

**Probation Department:** As part of the reorganization of the Administration Division, deletes one Administrative Services Manager I and adds one Deputy Director of Administration. Also adds one Probation Services Manager I and four Deputy Probation Officer III positions, for a net addition of five positions.

(Net change is the addition of 15 positions at the Agency level, including one Extra Help conversion to permanent status.)

### **Community Services**

**Office of Economic Development:** Deletes one Real Property Services Manager and adds one Director of Economic Development, for no net change.

**Public Safety Communications:** Adds one Supervising Communications Dispatcher and one Information Technology Tech, for an addition of two positions.

**Parks and Recreation:** Adds one Management Analyst III.

**Public Works - Administrative Services:** Adds one Accountant I and transfers one Administrative Secretary III to Facilities Maintenance and Operations, for no net change.

**Public Works - Facilities Maintenance and Operations:** Adds four Custodians and one Administrative Secretary III position transferred from Administrative Services, for an addition of five positions.

**Public Works - Vehicle and Equipment Services:** Transfers one Management Analyst III and one Fiscal Office Specialist to the Motor Pool Internal Service Fund, for a reduction of two positions.

**Public Works - Road Fund:** Transfers one Utility Worker II to the Motor Pool Internal Services Fund and one Equipment Mechanic II to Construction Services, for a reduction of two positions.

**Public Works - Solid Waste Fund:** Deletes one Resource Conservation Specialist III and one Resource Conservation Program Manager, for a reduction of two positions.

**Public Works - Motor Pool Internal Services Fund:** Adds one Utility Worker II transferred from the Road Fund, and adds one Management Analyst II and one Fiscal Office Assistant transferred from Vehicle and Equipment Services, for an addition of three positions.

**Public Works - Construction Services:** Adds one Equipment Mechanic transferred from the Road Fund.

**Department of Housing:** Deletes one vacant Fiscal Office Specialist, and adds three positions (one Accountant II, one Confidential Executive Secretary, and one Confidential Payroll/Personnel Specialist), for a net addition of two positions.

(Net change is the addition of eight positions at the Agency level.)

### **Health Department**

**Health Administration:** Deletes one Financial Services Manager I, adds two Financial Services Manager IIs, and transfers in one Fiscal Office Specialist and one Unclassified Management Analyst III, for a net addition of three positions.

**Health Policy, Planning, and Promotion:** Adds one Unclassified Community Program Specialist II and transfers out one Management Analyst II, for a net of no change in positions.

**Emergency Medical Services:** Adds one Management Analyst III.

**Aging and Adult Services:** Deletes one vacant Office Assistant II and adds one Transportation Officer, for a net of no change in positions.

**Environmental Health Services:** Deletes one vacant Environmental Health Technician, and adds one Lead Environmental Health Technician and one Environmental Health Program Supervisor-E, for a net addition of one position.

**Mental Health Services:** Deletes five vacant positions (one Deputy Business Systems Manager, one Deputy Director of Mental Health, one Community Worker II, one Community Program Specialist II, and one Community Program Specialist III), and adds 48 positions (one Patient Services Office Manager, one Assistant Director of Mental Health, two Clinical Services Manager II Mental Health, two Office Specialists, 14 Psychiatric Social Worker Is, one Patient Services Assistant I, 19 Community Worker Is, two Community Program Specialist Is, one Community Mental Health Nurse, one Child Psychologist, one Adult Psychologist, two Mental Health Counselor IIs, and one Mental Health Program Specialist), for a net addition of 43 positions.

**Public Health Services:** Deletes one vacant Supervision Public Health Microbiologist-E, adds nine positions (one Office Specialist, one Staff Physician, one Assistant Lab Director, one Lead Public Health Lab Tech, one Medical Office Assistant, two Public Health Nurses, one Fiscal Office Assistant II, one Public Services Assistant), converts one full-time Staff Physician into two part-time positions, and transfers in three positions (one Dietitian-E, one Management Analyst III, and one Director of Food and Nutrition Services), for a net addition of 12 positions.

**Correctional Health Services:** Adds seven positions (one Director of Food and Nutrition Services, one Cook II, three Program Counselor IIs, one Marriage and Family Therapist II, and one Medical Office Assistant II), and transfers out three positions (one Fiscal Office Specialist, one Director of Food and Nutrition Services, and one Dietitian-E), for a net addition of four positions.

**Agriculture, Weights and Measures:** Adds one Biologist/Standards Specialist II.

(Net change is the addition of 65 positions at the Department level.)

### San Mateo Medical Center

**Patient Care Services:** Adds one Clinical Services Manager I - Nursing and one Staff Nurse, for an addition of two positions.

**Ambulatory and Medical Staff Services:** Converts one Medical Services Assistant II, one Medical Office Assistant II, and one part-time Staff Physician from Extra Help to permanent status, for an addition of three positions.

**Clinical Ancillary and Support Services:** Adds one Administrative Assistant II, two Food Service Worker I positions, and one part-time Community Program Specialist II. Deletes one Administrative Secretary I, for an addition of three positions.

**Administrative and Quality Management:** Deletes one Storekeeping Supervisor.

**Ambulatory and Medical Staff Services:** Adds one Nurse Practitioner.

(Net change is the addition of eight positions at the Department level, including five Extra Help conversions to permanent status.)

### Children, Youth and Family Services

**Human Services:** Deletes nine vacant positions (three Unclassified Human Services Supervisor-Es, two Payroll/Personnel Services Supervisors, two Office Assistant IIs, one Social Work Supervisor-E, and one Human Services Analyst II); adds 54 positions (four Human Services Supervisor-Es, three Information Technology Analysts, one Information Technology Technician, two Human Services Analyst IIs, one Unclassified Information Technology Analyst, two Human Services Manager Is, one Food Services Supervisor-E, one Food Services Worker II, two Unclassified Accountant IIs, two Information Technology Analysts, one Office Specialist, one Office Assistant II, 18 Unclassified Benefit Analyst IIs, one Unclassified Human Services Supervisor-E, one Senior Shelter Counselor-E, one Human Services Manager II, one Transportation Officer, one Public Services Specialist, one Unclassified Employee Services Specialist II, one Unclassified Job Development Specialist II, one Unclassified Community Worker II, six Social Worker IIIs, and one Human Services Manager I); converts two Extra Help Human Services Analyst II positions into permanent status; and converts one Unclassified Management Analyst II position to Classified status (no net change in staffing); for a net addition of 47 positions.

**Department of Child Support Services:** Deletes eight vacant positions (one Legal Secretary II, one Public Services Specialist, one Lead Fiscal Office Assistant, one Administrative Services Manager I, one Office Assistant II, one Program Services Manager II, and two Fiscal Office Assistant IIs) and adds three positions (one Child Support Officer II and two Child Support Services Managers), for a net reduction of five positions.

(Net change is the addition of 42 positions at the Agency level, including two Extra Help conversions to permanent status.)

### Information Only

**Retirement Office (SamCERA):** Adds one Retirement Investment Analyst.

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**Housing Authority Fund:** Deletes 14 vacant positions as follows: one Administrative Assistant, one Senior Public Services Assistant, one Accountant II, one Accounting Assistant II, one Information Services Coordinator, one Program Development Specialist, one Housing Occupant Specialist III, two Housing Occupant Specialist IIs, one Maintenance Specialist II, one Maintenance Supervisor, one Maintenance Worker, one Management Analyst III, and one Housing Services Specialist for a reduction of 14 positions.

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## 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](http://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 en-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. 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.

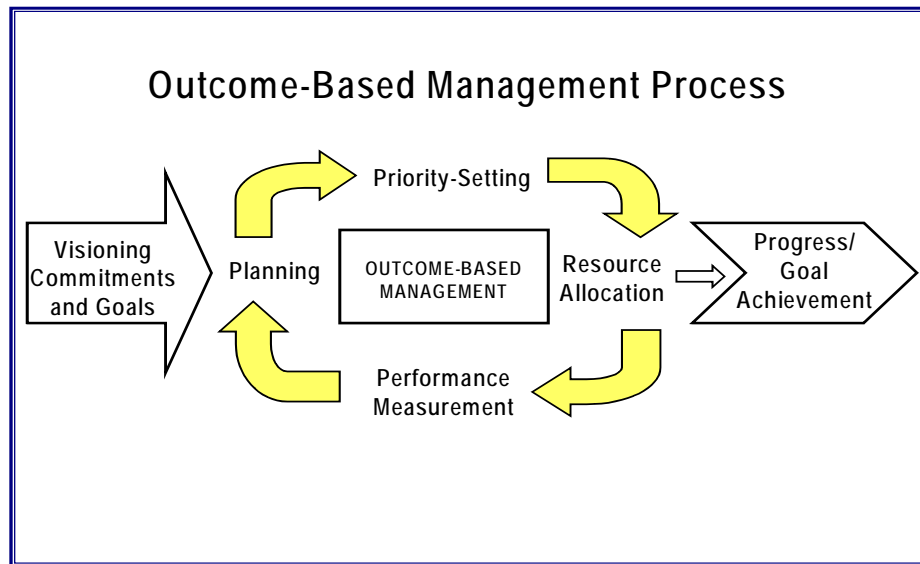
**DEVELOPMENT OF FEE POLICY**

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 will be in place for development of the FY 2007-09 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

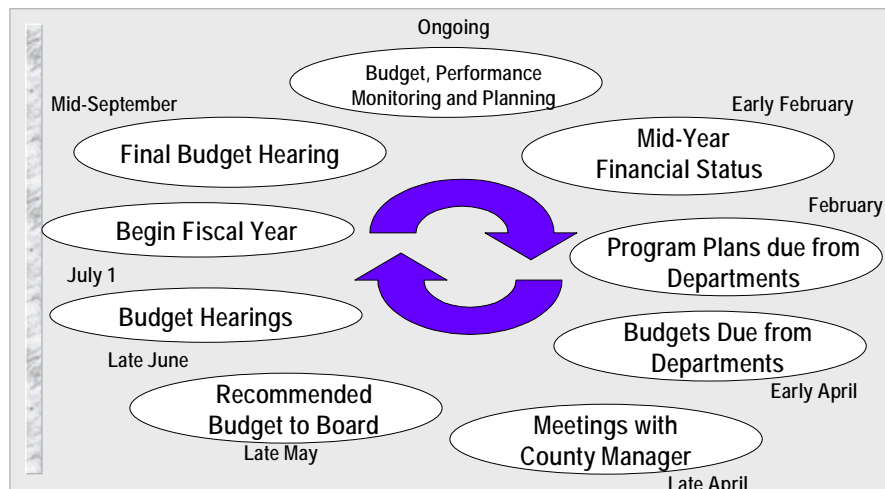
The fiscal year begins July 1 and ends June 30. A mid-year report to the Board of Supervisors is prepared by the County Manager's Office in late January/early February to provide information regarding current financial status of all departments and funds, identify issues that can significantly affect 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.

#### **Mid-Year Adjustments to Adopted Budget**

An operating budget is adopted each fiscal year for all Governmental Funds. 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 also 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.

#### **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).

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 2006-07 and 2007-08 budget development cycle.

<b>Key Budget Meetings/Deliverables</b>	<b>2006 Dates</b>
Year-End Estimates due from departments	January 9
Fiscal Officers Meeting: Budget Kick-Off (Board Chambers)	January 18
Mid-Year Budget Status (Board Report)	February 7
Mid-Year Performance Data due from departments	February 10
Net County Cost Targets to departments	February 14
Program Plans due from departments	February 17
Preliminary Department Budget Meetings with County Manager	March 6-10
Program Budgets/Overviews due from departments	April 7
Final Department Budget Meetings with County Manager	April 24-28
Mid-Year Performance Status (Board Report)	May 2
Recommended Budget to Board (also on County website)	May 26
Recommended Budget Hearings	June 26-28
Year-End Analysis/Final Fund Balances due from departments	August 11
Year-End Performance Data due from departments	August 14
Final Budget Hearings/September Revisions and Year-End Performance Status (Board Report)	September 26
Adopted Budget available	November 1

**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.

	Budget Unit	
BUDGETS	Number	Budget Unit Level
<b>ADMINISTRATION AND FISCAL</b>		
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-County Clerk-Recorder	1300D	Department
Controller's Office	1400B	Department
Treasurer-Tax Collector	1500B	Department
County Counsel	1600B	Department
Human Resources Department	1700B	Department
Information Services	1800B	Department
Grand Jury	1920B	Department
Retirement Office (Information Only)	2000B	Department
<b>CRIMINAL JUSTICE</b>		
District Attorney/Public Administrator	2510B	Department
County Support of the Courts	2700B	Department
Private Defender Program	2800B	Department
Sheriff's Office	3000B	Department
Message Switch	1940B	Department
Probation	3200D	Department
Coroner's Office	3300B	Department
<b>COMMUNITY SERVICES</b>		
Office of Economic Development	1220B	Division
Public Safety Communications	1240B	Division
Environmental Services Administration	3500B	Division
Structural Fire Special Revenue Fund	3550B	Fund
County Service Area #1	3560B	Fund
LAFCo	3570B	Department
Fire Protection Services	3580B	Department
County Library	3700B	Department
Planning and Building	3800B	Department
Parks and Recreation	3900B	Department
Fish and Game Propagation	3950B	Fund
Off-Highway Vehicle License	3960B	Fund
Parks Acquisition and Development	3970B	Fund
Coyote Point Marina	3980B	Department

	Budget Unit	
BUDGETS	Number	Budget Unit Level
<b>COMMUNITY SERVICES (Continued)</b>		
Public Works Administrative Services	4510P	Division
Engineering Services	4600P	Division
Facilities Services	4730P	Division
Road Construction and Operations	4520B	Division
Construction Services	4740B	Division
Vehicle and Equipment Services	4760B	Division
Waste Management	4820B	Division
Transportation Services	4830B	Division
Utilities/Special Districts	4840B	Division
Airports	4850B	Division
Department of Housing	7900B	Department
<b>HEALTH SERVICES AGENCY</b>		
Health Services Administration	5500B	Division
Health Policy, Planning, and Promotion	5550B	Division
Emergency Medical Services	5600B	Division
Emergency Medical Services Fund	5630B	Division
Aging and Adult Services	5700B	Division
IHSS Public Authority	5800B	Division
Environmental Health	5900B	Division
Mental Health Services	6100B	Division
Public Health Services	6200B	Division
Correctional Services	6300B	Division
Agricultural Commissioner/Sealer	6500B	Division
IHSS General Fund Contribution	6900B	Division
Medical Center Operating Budget	6600D	Department
Medical Center Capital Purchases	6750B	Department
Contributions to Medical Center	5850B	Department
<b>HUMAN SERVICES AGENCY</b>		
First 5 San Mateo County (Information Only)	1950B	Department
Department of Child Support Services	2600B	Department
Human Services Agency	7000D	Department
<b>NON-DEPARTMENTAL</b>		
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

# *Administration & Fiscal*



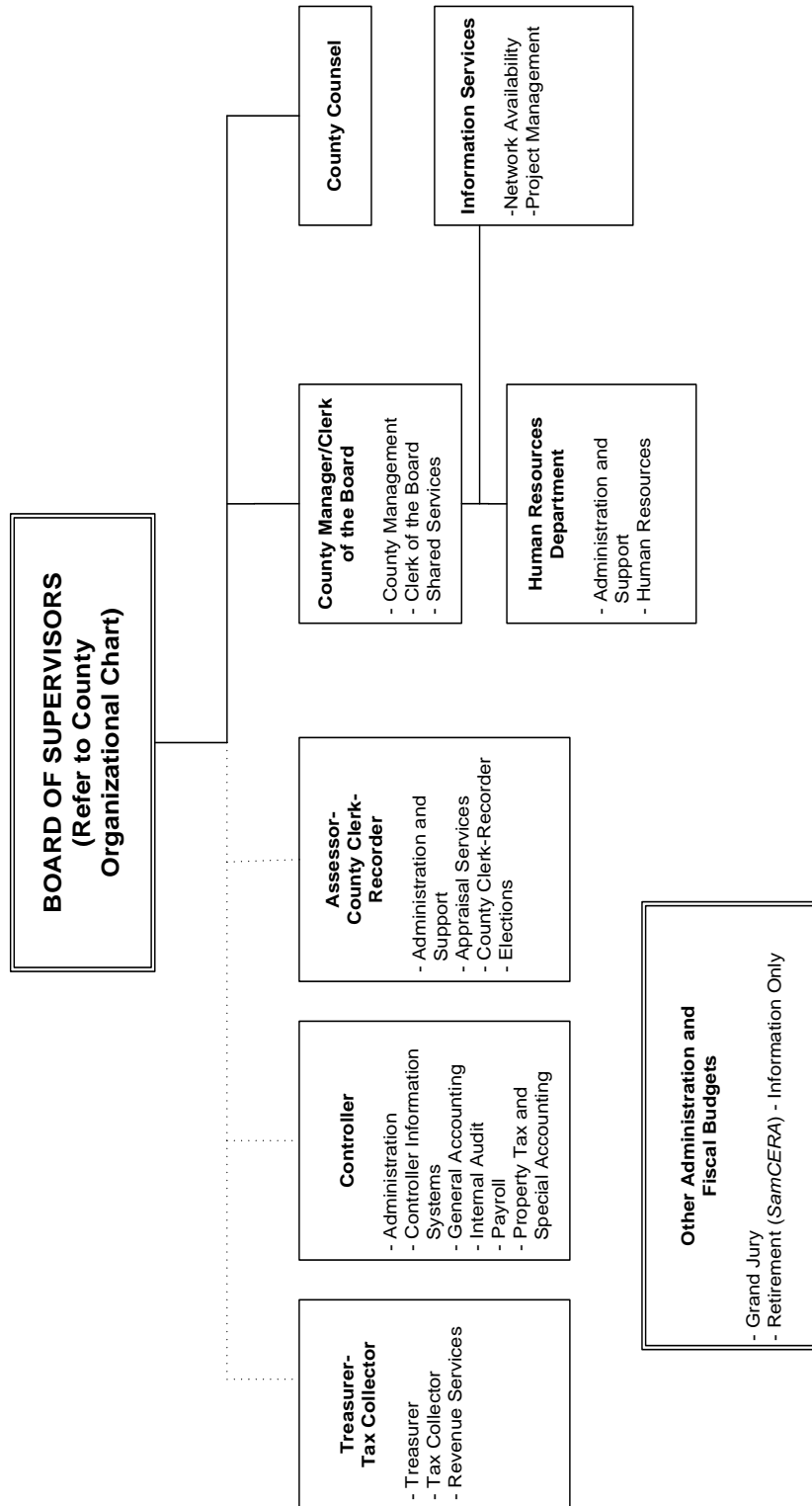
*Adopted Budget*  
*FY 2006-07*  
*FY 2007-08*





People	<p><b>Realize the potential of our diverse population.</b></p> <ol style="list-style-type: none"> <li>1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.</li> <li>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.</li> </ol> <p><b>Provide equal access to educational opportunity.</b></p> <ol style="list-style-type: none"> <li>3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.</li> <li>4. Residents have many educational and training opportunities beyond high school.</li> </ol> <p><b>Ensure basic health and safety for all.</b></p> <ol style="list-style-type: none"> <li>5. Residents have access to healthcare and preventive care.</li> <li>6. Children grow up healthy in safe and supportive homes and neighborhoods.</li> <li>7. Maintain and enhance the public safety of all residents and visitors.</li> <li>8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.</li> </ol>
Place	<p><b>Offer a full range of housing choices.</b></p> <ol style="list-style-type: none"> <li>9. Housing exists for people at all income levels and for all generations of families.</li> </ol> <p><b>Redesign our urban environment to increase vitality, expand variety and reduce congestion.</b></p> <ol style="list-style-type: none"> <li>10. Public transportation choices that are convenient, affordable, accessible and safe.</li> <li>11. New housing is clustered with jobs and commercial services along transportation corridors.</li> <li>12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.</li> </ol> <p><b>Preserve and provide people access for our natural environment.</b></p> <ol style="list-style-type: none"> <li>13. Fixing the boundary between open space and development protects the quality of the natural environment.</li> <li>14. Important natural resources are preserved and enhanced through environmental stewardship.</li> <li>15. Residents have nearby access to green space, such as parks and recreational opportunities.</li> </ol>
Prosperity	<p><b>Create opportunities for every household to participate in our prosperity.</b></p> <ol style="list-style-type: none"> <li>16. Residents hold the majority of jobs created in the county.</li> <li>17. All households experience real gains in income.</li> </ol> <p><b>Sow the seeds of our future prosperity.</b></p> <ol style="list-style-type: none"> <li>18. San Mateo County attracts and maintains leading-edge industries.</li> <li>19. The skill level of new workers rises with improved K-12 education and training options.</li> </ol>
Partnerships	<p><b>Responsive, effective and collaborative government.</b></p> <ol style="list-style-type: none"> <li>20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.</li> <li>21. County employees understand, support and integrate the County vision and goals into their delivery of services.</li> <li>22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.</li> </ol> <p><b>Leaders work together across boundaries to preserve and enhance our quality of life.</b></p> <ol style="list-style-type: none"> <li>23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.</li> <li>24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.</li> <li>25. Residents express their support for regional, collaborative approaches to issues.</li> </ol>

# ADMINISTRATION AND FISCAL



## Administration and Fiscal FY 2006-07 and 2007-08 All Funds Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>General Fund Budgets</b>						
Board of Supervisors	1,984,520	2,014,427	2,027,765	2,856,790	829,025	2,901,384
County Manager/Clerk of the Board	5,393,372	6,122,160	6,665,235	8,208,287	1,543,052	7,783,742
Assessor-County Clerk-Recorder	19,997,472	20,184,440	26,204,468	28,811,666	2,607,198	19,119,875
Controller's Office	6,226,289	5,539,035	6,086,601	6,601,843	515,242	6,535,203
Treasurer - Tax Collector	6,166,346	6,182,314	8,874,251	8,459,980	(414,271)	8,435,658
County Counsel	5,005,328	5,912,486	6,116,819	6,534,865	418,046	6,525,442
Human Resources Department	6,621,313	6,778,519	7,495,782	8,507,360	1,011,578	8,504,133
Information Services Department	15,683,905	17,477,868	17,000,195	25,435,992	8,435,797	19,961,766
Grand Jury	431,356	583,413	492,673	547,968	55,295	538,435
<b>Total General Fund</b>	<b>67,509,900</b>	<b>70,794,664</b>	<b>80,963,789</b>	<b>95,964,751</b>	<b>15,000,962</b>	<b>80,305,638</b>
<b>Total Requirements</b>	<b>69,723,659</b>	<b>72,897,551</b>	<b>83,451,989</b>	<b>98,892,579</b>	<b>15,440,590</b>	<b>83,233,466</b>
<b>Total Sources</b>	<b>54,160,926</b>	<b>56,243,483</b>	<b>59,098,194</b>	<b>71,325,742</b>	<b>12,227,548</b>	<b>54,203,103</b>
<b>Net County Cost</b>	<b>15,562,732</b>	<b>16,654,068</b>	<b>24,353,795</b>	<b>27,566,837</b>	<b>3,213,042</b>	<b>29,030,363</b>

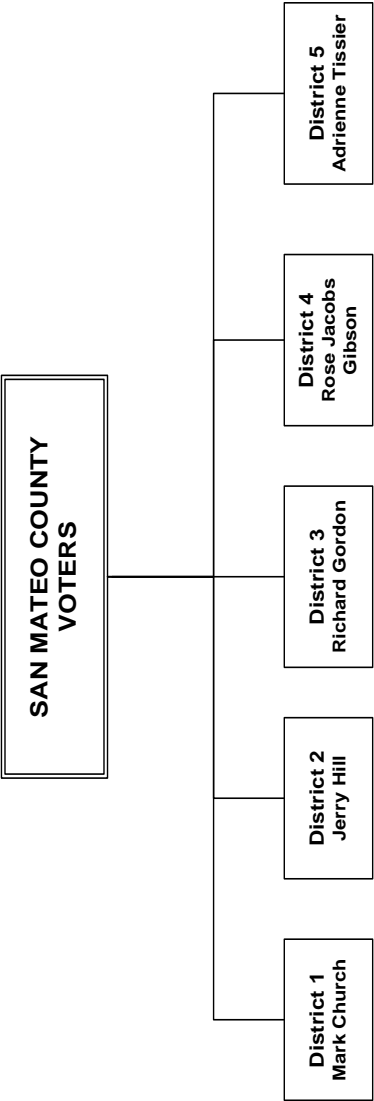
### AUTHORIZED POSITIONS

Salary Resolution	522.0	523.0	520.0	546.0	26.0	546.0
Funded FTE	509.6	495.2	504.2	533.2	28.9	533.2

### FOR INFORMATION ONLY:

Retirement Office (SamCERA)	2,213,758	2,102,888	2,488,200	2,927,828	439,628	2,927,828
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**BOARD OF SUPERVISORS**



Board of Supervisors (1100D)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Miscellaneous Revenue	502	4,035				
<b>Total Revenue</b>	502	4,035				
Fund Balance	75,058	60,785	60,785	79,266	18,481	53,868
<b>TOTAL SOURCES</b>	75,560	64,820	60,785	79,266	18,481	53,868
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,589,017	1,635,457	1,660,423	2,447,351	786,928	2,517,343
Services and Supplies	214,075	168,664	153,686	199,461	45,775	174,063
Other Charges	142,769	149,520	152,871	152,871		152,871
<b>Net Appropriations</b>	1,945,861	1,953,642	1,966,980	2,799,683	832,703	2,844,277
Contingencies/Dept Reserves	38,659	60,785	60,785	57,107	(3,678)	57,107
<b>TOTAL REQUIREMENTS</b>	1,984,520	2,014,427	2,027,765	2,856,790	829,025	2,901,384
<b>NET COUNTY COST</b>	1,908,960	1,949,607	1,966,980	2,777,524	810,544	2,847,516
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	15.0	15.0	15.0	20.0	5.0	20.0
Funded FTE	15.0	15.0	15.0	20.0	5.0	20.0

## 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

Human Resources Department

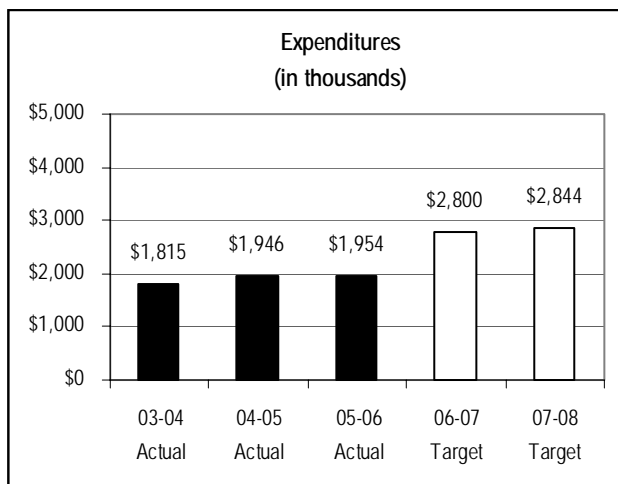
Information Services Department

Grand Jury

Retirement (*SamCERA*)

## 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 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,777,524 or 97.2%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

## FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases and the annualization of negotiated labor increases.

Revenue/Sources	0
Appropriations	77,911
Intrafund Transfers	0
Reserves	0
Net County Cost	77,911
Positions	0

### 2. Additional Support Capacity

The County organizational review completed in March 2006 found that the Board of Supervisors staffing level of 10 full-time equivalent (FTE) support positions was below the average of 18.7 FTEs for support positions in reference counties (Alameda, Contra Costa, Santa Clara, Solano, Sonoma and Ventura). The review concluded that each Supervisor could benefit from additional support with constituent relations, preparation of position papers, legislative analysis, reports, memos, press releases, committee assignments, and participation in community meetings. One Chief Legislative Aide position has been added to each Board district. Each Supervisor will have the flexibility to use this funding for an additional staff person or for other support services to address specific needs.

Revenue/Sources	0
Appropriations	678,259
Intrafund Transfers	0
Reserves	0
Net County Cost	678,259
Positions	5

**3. Retirement Rate Increases**

Appropriation has been added for increases to retirement rates.

Revenue/Sources	0
Appropriations	54,374
Intrafund Transfers	0
Reserves	0
Net County Cost	54,374
Positions	0

**4. Adjustments to Fund Balance**

Fund Balance has been used to offset increases in operating costs and decreases in Reserves.

Revenue/Sources	18,481
Appropriations	22,159
Intrafund Transfers	0
Reserves	(3,678)
Net County Cost	0
Positions	0

**TOTAL FY 2006-07 FUNDING ADJUSTMENTS**

Revenue/Sources	18,481
Appropriations	832,703
Intrafund Transfers	0
Reserves	(3,678)
Net County Cost	810,544
Positions	5

**2007-08 Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

**5. 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.

Revenue/Sources	0
Appropriations	69,992
Intrafund Transfers	0
Reserves	0
Net County Cost	69,992
Positions	0

**6. Adjustments to Fund Balance**

Fund Balance spent in FY 2006-07 has been offset with reductions in operating costs.

Revenue/Sources	(25,398)
Appropriations	(25,398)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

**TOTAL FY 2007-08 FUNDING ADJUSTMENTS**

Revenue/Sources	(25,398)
Appropriations	44,594
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	69,992
Positions	0

BOS District 1 (1110B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Miscellaneous Revenue	63	465				
<b>Total Revenue</b>	63	465				
Fund Balance	21,116	7,992	7,992	23,552	15,560	11,044
<b>TOTAL SOURCES</b>	21,179	8,457	7,992	23,552	15,560	11,044
<b>REQUIREMENTS</b>						
Salaries and Benefits	322,939	304,746	331,303	488,727	157,424	499,262
Services and Supplies	42,343	41,087	32,540	45,048	12,508	32,540
Other Charges	28,203	28,682	30,953	30,953		30,953
<b>Net Appropriations</b>	393,486	374,515	394,796	564,728	169,932	562,755
Contingencies/Dept Reserves	7,789	7,992	7,992	11,044	3,052	11,044
<b>TOTAL REQUIREMENTS</b>	401,275	382,507	402,788	575,772	172,984	573,799
<b>NET COUNTY COST</b>	380,096	374,050	394,796	552,220	157,424	562,755
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	3.0	3.0	4.0	1.0	4.0
Funded FTE	3.0	3.0	3.0	4.0	1.0	4.0



BOS District 2 (1120B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fund Balance	7,846	7,736	7,736	621	(7,115)	621
<b>TOTAL SOURCES</b>	<b>7,846</b>	<b>7,736</b>	<b>7,736</b>	<b>621</b>	<b>(7,115)</b>	<b>621</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	331,269	343,574	329,973	478,226	148,253	490,554
Services and Supplies	31,337	27,073	27,488	27,488		27,488
Other Charges	28,102	29,609	29,335	29,335		29,335
<b>Net Appropriations</b>	<b>390,708</b>	<b>400,256</b>	<b>386,796</b>	<b>535,049</b>	<b>148,253</b>	<b>547,377</b>
Contingencies/Dept Reserves	7,616	7,736	7,736	10,908	3,172	10,908
<b>TOTAL REQUIREMENTS</b>	<b>398,324</b>	<b>407,992</b>	<b>394,532</b>	<b>545,957</b>	<b>151,425</b>	<b>558,285</b>
<b>NET COUNTY COST</b>	<b>390,478</b>	<b>400,256</b>	<b>386,796</b>	<b>545,336</b>	<b>158,540</b>	<b>557,664</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	3.0	3.0	4.0	1.0	4.0
Funded FTE	3.0	3.0	3.0	4.0	1.0	4.0

BOS District 3 (1130B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fund Balance	20,819	7,736	7,736	17,899	10,163	10,875
<b>TOTAL SOURCES</b>	20,819	7,736	7,736	17,899	10,163	10,875
<b>REQUIREMENTS</b>						
Salaries and Benefits	316,092	311,486	324,552	481,503	156,951	492,445
Services and Supplies	56,984	33,381	31,807	38,831	7,024	31,807
Other Charges	28,230	28,378	30,437	30,437		30,437
<b>Net Appropriations</b>	401,305	373,244	386,796	550,771	163,975	554,689
Contingencies/Dept Reserves	7,616	7,736	7,736	10,875	3,139	10,875
<b>TOTAL REQUIREMENTS</b>	408,921	380,980	394,532	561,646	167,114	565,564
<b>NET COUNTY COST</b>	388,102	373,244	386,796	543,747	156,951	554,689
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	3.0	3.0	4.0	1.0	4.0
Funded FTE	3.0	3.0	3.0	4.0	1.0	4.0

BOS District 4 (1140B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fund Balance	12,632	29,035	29,035	34,901	5,866	29,035
<b>TOTAL SOURCES</b>	12,632	29,035	29,035	34,901	5,866	29,035
<b>REQUIREMENTS</b>						
Salaries and Benefits	286,949	314,221	325,335	488,124	162,789	503,951
Services and Supplies	36,414	35,057	30,913	57,156	26,243	51,290
Other Charges	28,871	29,699	30,548	30,548		30,548
<b>Net Appropriations</b>	352,234	378,978	386,796	575,828	189,032	585,789
Contingencies/Dept Reserves	7,616	29,035	29,035	12,458	(16,577)	12,458
<b>TOTAL REQUIREMENTS</b>	359,850	408,013	415,831	588,286	172,455	598,247
<b>NET COUNTY COST</b>	347,218	378,978	386,796	553,385	166,589	569,212
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	3.0	3.0	4.0	1.0	4.0
Funded FTE	3.0	3.0	3.0	4.0	1.0	4.0

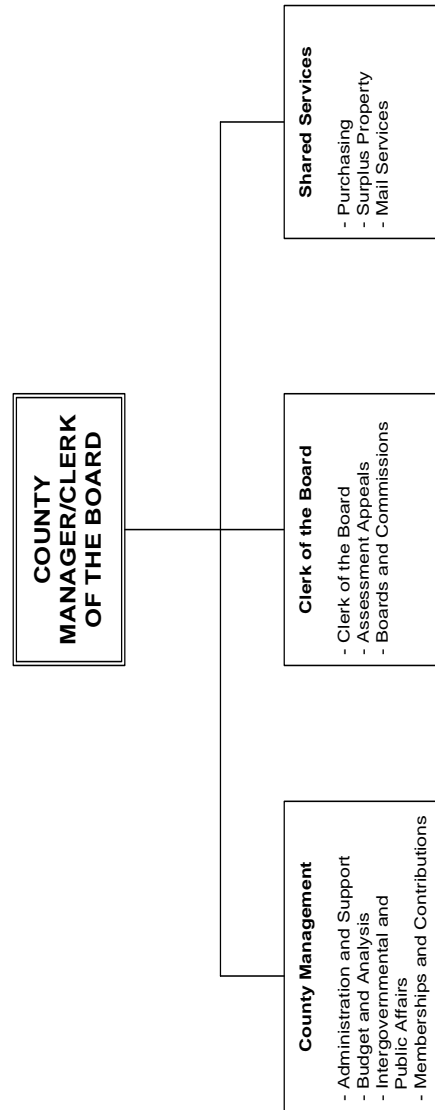
BOS District 5 (1150B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Miscellaneous Revenue	439	3,570				
<b>Total Revenue</b>	439	3,570				
Fund Balance	12,645	8,286	8,286	2,293	(5,993)	2,293
<b>TOTAL SOURCES</b>	13,084	11,856	8,286	2,293	(5,993)	2,293
<b>REQUIREMENTS</b>						
Salaries and Benefits	331,768	361,431	349,260	510,771	161,511	531,131
Services and Supplies	46,997	32,065	30,938	30,938		30,938
Other Charges	29,362	33,153	31,598	31,598		31,598
<b>Net Appropriations</b>	408,127	426,649	411,796	573,307	161,511	593,667
Contingencies/Dept Reserves	8,022	8,286	8,286	11,822	3,536	11,822
<b>TOTAL REQUIREMENTS</b>	416,149	434,935	420,082	585,129	165,047	605,489
<b>NET COUNTY COST</b>	403,065	423,079	411,796	582,836	171,040	603,196
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	3.0	3.0	4.0	1.0	4.0
Funded FTE	3.0	3.0	3.0	4.0	1.0	4.0

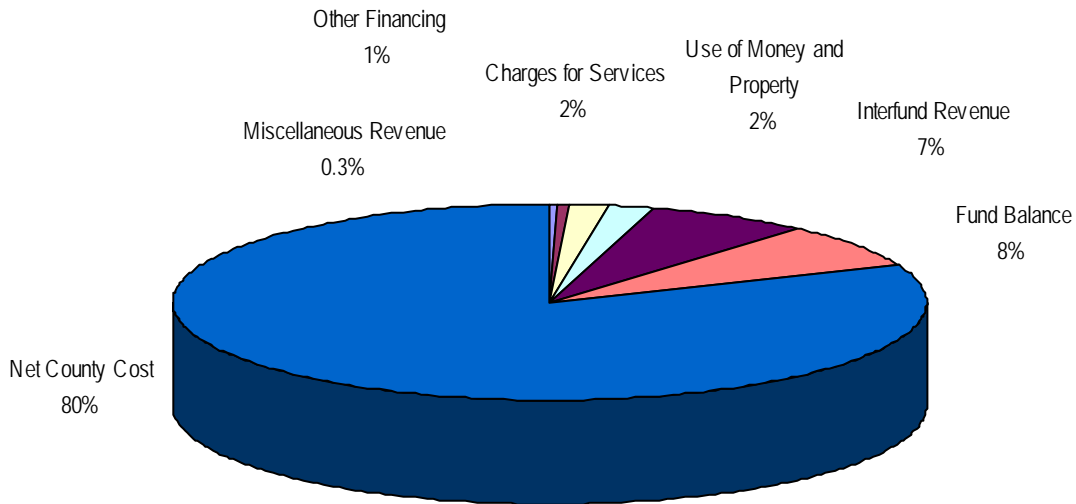
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## COUNTY MANAGER/CLERK OF THE BOARD

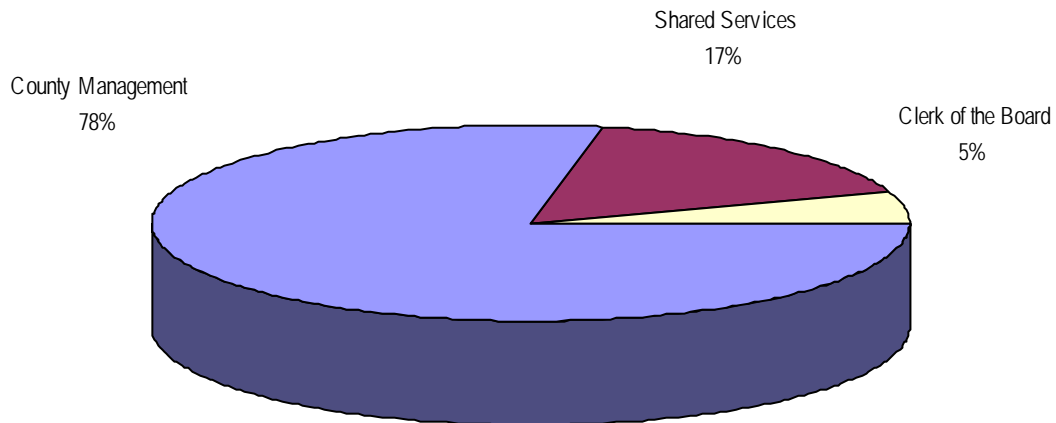


## County Manager/Clerk of the Board

### FY 2006-07 Adopted Sources



### FY 2006-07 Adopted Requirements



## Department Locator

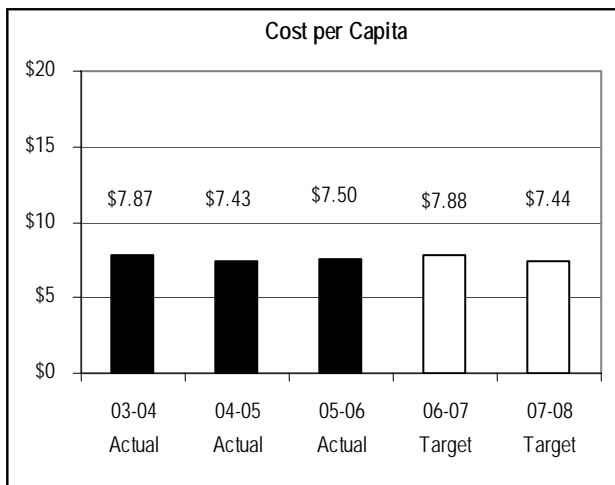
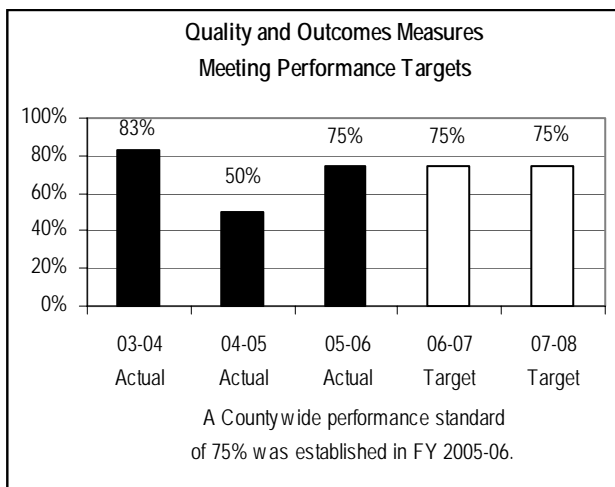
### County

Administration and Fiscal  
Board of Supervisors

### ► County Manager/Clerk of the Board

Assessor-County Clerk-Recorder  
Controller's Office  
Treasurer-Tax Collector  
County Counsel  
Human Resources Department  
Information Services Department  
Grand Jury  
Retirement (*SamCERA*)

## 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 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.

## Contributions to Shared Vision 2010 (Fiscal Years 2000-2005)

### PEOPLE

#### Realize the Potential of Our Diverse Population

##### • Shared Vision 2010

The Intergovernmental and Public Affairs Unit played a major role in carrying out the County's Shared Vision 2010 community process led by the Board of Supervisors. This included eight community forums conducted throughout the county in 1999-2000, which engaged broad community participation and resulted in the Board's adoption of 10 commitments and 25 goals. In 2005, the Update of Progress Measures 2005 report was prepared to provide a summary of progress since 2000, a report card and an accounting of the initiatives that have been undertaken which contribute to the Shared Vision goals.

##### • Citizens Academy/Boards and Commissions

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 offering Citizens Academy. PenTV provides educational programming including the airing of Board of Supervisors meetings. The Clerk of the Board provides information and processes applications of Citizens Academy graduates and other residents who are interested in serving on County Boards and Commissions.

### PARTNERSHIPS

#### Responsive, Effective and Collaborative Government

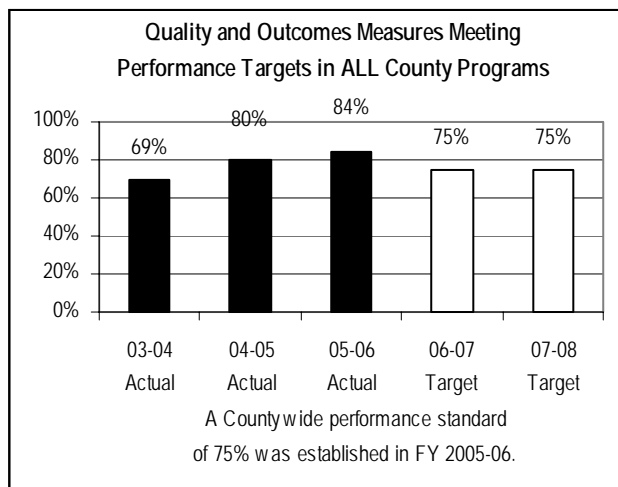
##### • Outcome-Based Management (OBM)

The Budget and Performance Unit began implementing the Outcome-Based Management (OBM) system in 2000 to integrate the County's Shared Vision 2010 commitments and goals into the planning, priority-setting, performance measurement and resource allocation processes of County departments. OBM results in program plans and budgets that are in alignment with County goals, as well as operational and financial performance measures that are used to track progress toward goal achievement.

##### • Shared Services

Shared Services collaborates with other departments and vendors by procuring quality goods at the best value for its customers, processing and distributing all internal and external mail for County departments and producing copies for most County departments.





## Major Accomplishments in FY 2005-06

### Realize the Potential of Our Diverse Population

- Created San Mateo County Jefferson Awards for Public Service
- Completed diversity audit of County Boards and Commissions
- Worked with the Board to develop and implement the Math/Science Pilot Grant Program
- Conducted Citizens Academy with Housing Policy Project

### Ensure Basic Health and Safety for All

- Developed and implemented financial assistance policies for the provision of healthcare to uninsured patients in collaboration with the Medical Center, Health Department, Human Services Agency and healthcare advocacy groups

### Preserve and Provide People Access to Our Natural Environment

- Successfully sponsored special legislation to authorize countywide 1/8 cent sales tax for parks and recreation programs

### Responsive, Effective and Collaborative Government

- Led a cross-departmental workgroup to improve performance reporting and develop a new Department Overview format for the budget that identifies key departmental initiatives and major accomplishments that contribute to Shared Vision 2010 goals
- Developed a team-based approach to conducting Department Reviews that includes opportunities to develop skills among County team members from different departments
- Coordinated and provided analysis and support for the San Mateo County Organizational Review
- Developed and conducted new training classes for program and financial managers

## Major Issues to be Addressed

- **Succession Planning** - A significant percentage of the County's executive and mid-level managers are now eligible to retire, and projections indicate that a quarter of all County employees will be retiring in the next five years. This will result in the loss of institutional knowledge and highly experienced managers and

staff. Other organizations are being faced with this same issue, emphasizing the need for the County to retain and develop existing employees, improve process documentation, and explore other solutions to ensure smooth transitions.

- **Medical Center Finances and Indigent Healthcare** - The General Fund continues to provide additional contributions and loans toward the operations of the Medical Center because other payor sources are insufficient to cover operating costs. The federal government projects that healthcare costs will increase by an average of more than 7% per year until 2015, with even greater increases expected for public healthcare spending. To ensure that the County is being fiscally responsible in meeting its mandate to provide healthcare to indigent residents, it will be critical to determine the County's financial obligation and find alternatives to providing healthcare for this population in order to focus limited County resources where they are needed most.
- **Expiration of Labor MOUs and Increasing Benefits** - The major labor Memoranda of Understanding (MOU) are expiring in November 2006. Salaries and benefits costs are the County's largest expenditure at \$600 million annually. Employee healthcare costs are increasing by \$4.4 million and retirement contributions by \$18 million annually. The growing number of retirees and new requirements for public agencies to disclose retiree health liabilities will result in significant increases to retiree health costs. The County must manage growth in operational costs given limited growth in ongoing revenues. Reserves can be used to balance the budget in the short-term to minimize impact on direct services, but this one-time source of funding will be needed to repair and replace aging County facilities, technology and other infrastructure needs, as well as to service debt and pay down unfunded liabilities.

## Key Department Initiatives

### 1. County Reorganization and Countywide Improvements

#### Major Issues to be Addressed:

- About 75% of the County's department and division/deputy directors are eligible to retire, all with many years of experience; it is estimated that 25% of the County workforce will retire between 2005-2010
- Results from the County Organizational Review completed in March 2006 indicated that improvements are needed in the County's succession planning efforts, external and internal communications, departmental review process, information technology planning, employee training, hiring and promotional practices, and performance feedback

#### Alignment to Shared Vision:

- Realize the Potential of Our Diverse Population
- Responsive, Effective and Collaborative Government

#### Goals:

- Restructure the County organization to foster collaboration, increase effectiveness and enhance policy and executive level support and focus

- Improve County effectiveness by implementing best practices

**Objectives:**

- By July 2006, reorganize and implement staffing changes to the County Manager/Clerk of the Board, Board of Supervisors, and Training and Development
- By October 2006, eliminate Employee and Public Services and Environmental Services Agency and transfer operations or management oversight to the County Manager's Office, Tax Collector-Treasurer, and Health Department; transfer the Tobacco Prevention Program from the Human Services Agency to the Health Department
- By June 2008, implement the 79 recommendations from the Organizational Review

**Major Milestones:**

- Executed agreement with Management Partners to conduct the County Organizational Review to include employee focus groups, benchmarking with other counties, and recommended best practices (August 2005)
- Created website on County Intranet to provide employees with information on organizational review (March 2006)
- Completed County Organizational Review, presented results to Executive Council and obtained Board of Supervisors approval to implement recommendations (April 2006)
- Included organizational and staffing changes to County Manager/Clerk of the Board, Board of Supervisors and Training and Development in Recommended Budget (May 2006)
- Complete draft Action Plan and implementation schedule and present to Executive Council and Board (June 2006)
- Prepare transition plans as part of September final budget revisions and implement reorganization of Employee and Public Services, Environmental Services Agency and Tobacco Prevention Program (October 2006)
- Implement improvements to succession planning, communications, information technology planning, hiring and promotional practices and performance feedback (June 2007)
- Implement improvements to training for managers/supervisors and employees (June 2008)

**Partners:**

- County Employees
- Managers and Supervisors
- County Department Heads
- Human Resources Department
- Information Services Department

**FY 2006-07 Budget Impact:**

Organizational and staffing changes in the County Manager/Clerk of the Board result in a budget increase of \$713,683. This includes the addition of four positions: one Deputy County Manager to oversee Community Services, one Management

Analyst for the rotational analyst program, one Management Analyst and support position for Intergovernmental and Public Affairs, and staffing adjustments to implement changes in staff supervision and assignments in Real Property, Budget and Performance and Clerk of the Board.

## 2. Medically Indigent Healthcare Pilot

**Major Issues to be Addressed:**

- The County does not have the information it needs to determine its financial obligation for carrying out its mandate under Section 17000 of the Welfare and Institutions Code to provide healthcare to medically indigent residents
- General Fund contributions and loans to the Medical Center continue to increase to cover the gap between revenues and expenditures as a result of rising costs to provide healthcare and insufficient revenues from payor sources

**Alignment to Shared Vision:**

- Ensure Basic Health and Safety for All
- Responsive, Effective and Collaborative Government

**Goal:**

- Create a long-term financially viable business model for providing healthcare to the County's medically indigent residents

**Objectives:**

- By September 2005, develop financial assistance policies containing eligibility criteria for medically indigent programs
- By December 2005, eliminate self-declaration process and establish full screening process that requires proof of income, assets and county residency to qualify for financial assistance at Medical Center facilities
- By Fall 2006, determine the County's financial obligation to meet its Section 17000 mandate
- By December 2006, develop MOU with Medical Center and explore other alternatives for the provision of services to medically indigent residents of the county

**Major Milestones:**

- Modified One-e-App Web-based application processing tool to screen eligibility for Adult Medi-Cal and the County's WELL Program, in addition to children's health programs including Healthy Families and Healthy Kids (October 2005)
- Established a review team in the Human Services Agency to verify eligibility and length of residency for 20% of applications using enhanced search tools and report databases (November 2005)
- Developed new financial assistance policies containing eligibility criteria with input from Medical Center, Health Department, Human Services Agency and healthcare advocacy groups (December 2005)
- Eliminated self-declaration process and implemented use of One-e-App at all Medical Center facilities, the Health Department, Human Services Agency and community-based organizations, for a total of 25 sites (January 2006)

- Prepared first status report with preliminary results from the pilot and obtained approval to extend the pilot through December to obtain more data (April 2006)
- Develop preliminary MOU with Medical Center for provision of healthcare to medically indigent (June 2006)
- Determine financial obligation to meet Section 17000 mandate and finalize MOU with Medical Center (Fall 2006)
- Explore other alternatives for the provision of services to medically indigent residents (December 2006)

**Partners:**

- San Mateo Medical Center
- Health Department
- Human Services Agency
- Health Plan of San Mateo
- Community-Based Organizations
- Healthcare Advocacy Groups
- Information Services Department
- Revenue Services/Treasurer's Office
- County Counsel
- Controller's Office

**FY 2006-07 Budget Impact:**

The Medical Center, Health Department, Human Services Agency, and Information Services Department budgets have been increased by a total of \$668,852 to extend the pilot through December 2006. These departments will be reimbursed from General Fund Reserves. Ongoing funding sources for this purpose will be identified from state and federal reimbursements and future reductions in General Fund contributions to the Medical Center.

**Other Significant Objectives by Program**

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

- County Management
- Clerk of the Board
- Shared Services

The following program objectives will significantly contribute to Departmental success (additional program level objectives are included in individual Program Plans):

**County Management**

- Convene workgroup to develop County Fee Policy and consolidate budget/fiscal policies
- Develop Five-Year Capital Improvement Plan for the County in collaboration with Public Works
- Update Administrative Memoranda and Contracts Handbook
- Update Analyst Handbook and develop Rotational Analyst Program using recommendations from Organizational Review

**Clerk of the Board**

- Continue to implement recommended improvements to Assessment Appeals

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

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	120,025	134,173	123,000	131,000	8,000	131,000
Charges for Services	31,835	275,508	168,053	170,053	2,000	170,053
Interfund Revenue	406,821	502,010	657,099	563,987	(93,112)	481,987
Miscellaneous Revenue	105,524	73,528	21,000	21,000		21,000
Other Financing Sources	2,897	101,467		41,000	41,000	41,000
<b>Total Revenue</b>	<b>667,102</b>	<b>1,086,686</b>	<b>969,152</b>	<b>927,040</b>	<b>(42,112)</b>	<b>845,040</b>
Fund Balance	251,085	487,122	487,122	664,974	177,852	664,974
<b>TOTAL SOURCES</b>	<b>918,187</b>	<b>1,573,808</b>	<b>1,456,274</b>	<b>1,592,014</b>	<b>135,740</b>	<b>1,510,014</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,536,545	3,667,205	3,817,851	5,186,394	1,368,543	5,157,271
Services and Supplies	742,294	1,039,929	1,147,280	1,168,189	20,909	1,058,189
Other Charges	1,610,001	1,990,498	2,187,730	2,328,897	141,167	2,054,897
Fixed Assets	5,398	7,471	10,000		(10,000)	(10,000)
<b>Gross Appropriations</b>	<b>5,894,237</b>	<b>6,705,103</b>	<b>7,162,861</b>	<b>8,683,480</b>	<b>1,520,619</b>	<b>8,260,357</b>
Intrafund Transfers	(572,815)	(779,352)	(694,035)	(723,612)	(29,577)	(725,034)
<b>Net Appropriations</b>	<b>5,321,422</b>	<b>5,925,751</b>	<b>6,468,826</b>	<b>7,959,868</b>	<b>1,491,042</b>	<b>7,535,323</b>
Contingencies/Dept Reserves	71,950	196,409	196,409	248,419	52,010	248,419
<b>TOTAL REQUIREMENTS</b>	<b>5,393,372</b>	<b>6,122,160</b>	<b>6,665,235</b>	<b>8,208,287</b>	<b>1,543,052</b>	<b>7,783,742</b>
<b>NET COUNTY COST</b>	<b>4,475,186</b>	<b>4,548,353</b>	<b>5,208,961</b>	<b>6,616,273</b>	<b>1,407,312</b>	<b>6,273,728</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	34.0	34.0	34.0	39.0	5.0	39.0
Funded FTE	33.0	32.5	32.5	38.5	6.0	38.5

## FY 2006-07 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$135,740 or 9.3% from FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Use of Money and Property

There is an increase of \$8,000 in this funding source due to an increase of \$3,000 in Shared Services and an increase of \$5,000 in Memberships and Contributions from PALCARE.

#### Charges for Services

There is an increase of \$2,000 in this funding source due to reimbursement from PenTV JPA members for the increased salary and benefits costs of the Media Coordinator position responsible for PenTV activities.

#### Interfund Revenue

There is a decrease of \$93,112 in this funding source primarily due to the elimination of one-time revenue from the Memberships and Contributions budget.

#### Fund Balance

There is a net increase of \$177,852 in this funding source due to savings in operating costs and positions not filled until later in FY 2005-06.

### TOTAL REQUIREMENTS

Total Requirements increased by \$1,543,052 or 23.2% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$1,368,543 in this expenditure category primarily due to merit increases; the annualization of negotiated labor increases; and staffing adjustments made according to recommendations outlined in the San Mateo County Organizational Review of March 2006. This includes the addition of four positions: one Deputy County Manager to oversee Community Services, one Management Analyst for the rotational analyst program and support for department reviews, one Management Analyst and support position for Intergovernmental and Public Affairs, and staffing adjustments to implement changes in staff supervision and assignments in Real Property, Budget and Performance and Clerk of the Board.

#### Services and Supplies

There is a net decrease of \$20,909 in this expenditure category. The elimination of one-time expenditure in the amount of \$100,000 for the San Mateo County Organizational Review contract more than offsets miscellaneous increases in the amount of \$79,091.

#### Other Charges

There is a net decrease of \$141,167 in this expenditure category primarily due to reductions in the Memberships and Contributions budget. Reductions more than offset increases in ongoing service charges from other County departments.

#### Fixed Assets

There is a decrease of \$10,000 in this expenditure category due to the removal a one-time server purchase made in FY 2005-06.

#### Intrafund Transfers

There is a net increase of \$29,577 in expenditure reimbursements. There is a new reimbursement of \$123,000 for the cost of an Information Technology Manager position for the CJIS project. This increase offsets miscellaneous decreases in the amount of \$93,423.

#### Contingencies/Departmental Reserves

There is a net increase of \$52,010 primarily due to cost savings from unfilled positions and projects and purchases not completed in FY 2005-06. The balance in Reserves represents 3.1% of Net Appropriations, which exceeds the 2% County Reserves Policy Requirements by \$89,222.

### NET COUNTY COST

There is net increase of \$1,407,312 or 27% in this Department's General Fund allocation primarily due to negotiated labor increases and staffing changes as a result of recommendations made in the San Mateo County Organizational Review.

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## FY 2007-08 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$82,000 or 5.2% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Interfund Revenue

There is a net decrease of \$82,000 due to a reduction in the amount of \$72,000 for reimbursement for staff time spent on capital projects and a reduction of \$10,000 in the Memberships and Contributions budget for one-time contributions.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$424,545 or 5.2% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$29,123 in this expenditure category primarily due to a reduction in Extra Help appropriation related to staff time spent on capital projects. Reductions more than offset merit increases and higher benefit costs.

#### Contingencies/Departmental Reserves

The balance in Reserves represents 3.3% of Net Appropriations, which exceeds the County Reserves Policy requirement by \$97,713.

### NET COUNTY COST

There is net decrease of \$342,545 or 5.2% in this Department's General Fund allocation primarily due to reductions in reimbursement revenue for staff time spent on capital projects and the elimination of one-time contributions.

## County Management (1210P)

### Program Locator

#### County

Administration and Fiscal

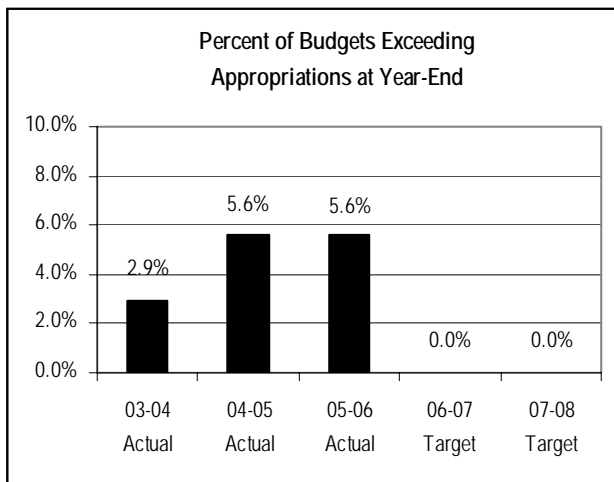
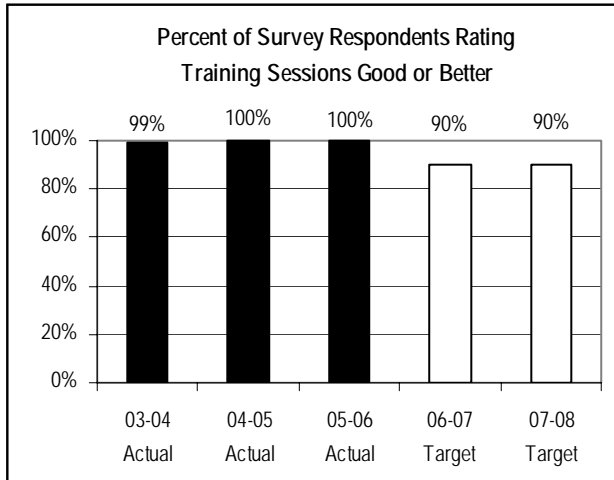
County Manager/Clerk of the Board

#### ▷ **County Management**

Clerk of the Board

Shared 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.

County Management primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing services through the following units: Administration and Support; Budget and Performance; and Intergovernmental and Public Affairs. 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 year:

- Collaborated with the Board of Supervisors and the Sheriff's Office to conduct a Disaster Preparedness Day
- Successfully sponsored special legislation to authorize the countywide one-eighth cent sales tax for parks and recreation programs
- Completed the Shared Vision 2010 Update of Progress 2005
- Developed a new Department Overview format for the budget that aligns key initiatives with the Shared Vision 2010 goals
- Began work on the online performance data reporting system
- Coordinated the County Organizational Review process
- Developed the Countywide Department Review process and initiated the first review with the Department of Housing
- Submitted the application and was selected as one of the 100 Best Communities for Young People in America
- Created the San Mateo County Jefferson Awards for Public Service, first in the nation
- Received the Government Finance Officer's Association (GFOA) Distinguished Budget Presentation award for the second year
- Conducted Countywide media training and crisis communications training
- Increased training opportunities to support Countywide succession planning and assist with staff transitions
- Developed a new budget training class for program managers and also created a customized version for the Probation Department
- Advocated financial interest in negotiations and implementation of the State Hospital Financing Waiver
- Developed and implemented new financial assistance policies for uninsured patients at the San Mateo Medical Center (SMMC)
- Developed draft MOUs with the Medical Center for repayment of General Fund loans and provision of healthcare to medically indigent residents

- Secured a three-year extension in federal legislation for San Mateo County's Moving-to-Work Section 8 Housing Demonstration Project
- Secured state legislation to make permanent the County's authority to operate Canyon Oaks Youth Center
- Secured Peterson trial funding reimbursement and change of venue legislation
- Secured \$200,000 in federal funding for Youth Services Center
- Completed preliminary design for a Countywide revenue database
- Negotiated \$5 million in redevelopment agency mitigation Funds for the San Bruno Mountain Habitat Plan Amendment, homeless shelter improvements, and supportive housing
- Completed the diversity audit of San Mateo County Boards and Commissions
- Represented county interests on State Law Library Task Force
- Worked with the Board of Supervisors on the development and implementation of the Math and Science Pilot Grant Program
- Conducted 15-week Citizen's Academy with Housing Policy Project
- Hosted federal and state legislative staff tour of County programs and facilities
- Represented the County's interest at the National Association of Counties, California State Association of Counties policy committee and Urban Counties Caucus
- Developed and implemented federal and state County Legislative Program and Policies with the Board Legislative Committee
- Advised the C/CAG and HEART Legislative Committees

### Story Behind Performance

County Management reviews the progress of departments in meeting performance targets. County programs ended FY 2005-06 with 74% of Quality and Outcomes measures meeting performance targets. This represents a 5 percentage point improvement over last year. Performance improvement is expected as more departments upgrade their business systems and gain more experience in performance data collection, analysis and reporting. The quality of decisions being made by managers significantly improves with the availability of regular and reliable performance data on operations. Budget and Performance staff also coordinated the pilot phase development of Countywide Department Reviews, which began in the current year for the Department of Housing. These reviews should result in recommendations toward operational and financial performance improvement.

Training has been a 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, legislative and state budget processes and communications, County budget development/monitoring and position control through the Fiscal Officers Training Academy, have

also been conducted. A new budget development class for program managers was offered and customized for a special training for the Probation Department's managers. The emphasis on training is expected to continue in order to support succession planning and staffing transition needs of operating departments. Training evaluations reflect 100% of training participants indicating that classes provided information that will improve the quality of their work.

County Management also contributes to the Shared Vision goals by effectively managing the County's budget. County Management staff and SMMC management continue to communicate regularly to ensure that steps are being taken to manage costs and collect revenue during the year. SMMC budget overruns were \$4.5 million last year, requiring additional transfers/loans from the General Fund. It is anticipated that \$4.5 million will be needed in the current year. A loan repayment plan is being developed in conjunction with the development of the MOU with the Medical Center to provide health care services to medically indigent residents. An additional \$3 million of Reserves is expected to be used in the current year for initial staffing costs to operate the Youth Services Center, staffing costs related to the Planning and Building Task Force recommendations, and General Fund loan to the Crystal Springs Sanitation District.

Intergovernmental and Public Affairs staff pursue the protection of County revenues, flexibility in use of funding, full funding of State mandates, and additional funding for infrastructure and operational needs. Priorities identified in the legislative program include Medi-Cal Waiver, jet fuel, county-specific cost of doing business in state funding allocations, parks funding and federal earmarks for capital needs at the new Youth Services Center and the Medical Center.

### Major challenges over the next two years will be:

- To implement recommendations from the County Organizational Review, including the reorganization of the County Manager's Office, Employee and Public Services and Environmental Services Agency and improvements in succession planning, training and performance feedback that affect all County employees
- To manage growth in operating costs as major labor MOUs expire in November 2006
- To develop a financially viable business model for the provision of indigent healthcare and charity care in the county

### Program Objectives

County Management will meet performance targets by doing the following:

#### Maintain 0% of Budgets Exceeding Appropriations at Year- End

- Continue regular communication with Medical Center on budget and financial issues including repayment of prior year loans
- Develop financially viable business model for provision of indigent health care
- Continue regular budget monitoring and communication with departments showing unfavorable budget trends



- Continue State and Federal budget analysis and multi-year forecasting for early identification of major budget issues
- Continue efforts to support legislation such as Medi-Cal Redesign that protects or enhances the County's revenues
- Develop Fee Policy to ensure ongoing fee updates to recover cost increases
- Continue to offer budget preparation and budget monitoring training

Achieve 75% of Quality and Outcomes Measures Meeting Performance Targets in All County Programs

- Implement best practice recommendations made in the Countywide Organizational Review, including the development of a rotational analyst program that provides broad experience with multiple County departments
- Work with managers to use program objectives in their plans to develop employee objectives
- Conduct Department Reviews
- Explore outcome-based and service quality incentives
- Improve performance methodology and process documentation
- Increase use of performance benchmarking
- Continue to offer performance management training

Achieve an Overall Customer Satisfaction Rating of at Least 90% From Training Participants

- Incorporate department input and participation in developing learning objectives
- Survey departments regarding training needs
- Modify current curriculum based on survey results
- Implement recruitment and training plan to bring in trainers and presenters from operating departments
- Coordinate the class schedule with the timing of program and budget deliverables
- Target appropriate participants and market classes through training brochures and multi-media announcements

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of budgets monitored	68	71	71	69	69
Number of performance measures monitored:					
- Quality and Outcomes	594	600	534	534	534
- Workload and other	570	503	482	482	482
Training sessions:					
- Number of sessions offered	---	15	15	15	15
- Number of participants	---	---	261	300	300
Number of legislation related actions taken (4):					
- County sponsored	3	3	9	3	3
- Board Actions (Support/Oppose/Amend)	17	19	24	45	45
<b>How Well We Do It (Quality)</b>					
Percent of budgets exceeding appropriations at fiscal year-end	2.9%	5.6%	5.6%	0%	0%
Percent of survey respondents rating training sessions good or better <sup>(1)</sup>	99%	100%	100%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Amount and percent of General Fund Contingencies and Non-Departmental Reserves used during the fiscal year <sup>(2)</sup>	\$12.1M / 15%	\$6.4M / 6.9%	\$7.9M / 4.9%	\$0 / 0%	\$0 / 0%
Number and percent <u>Quality and Outcomes</u> measures meeting performance targets <sup>(3)</sup>	410 / 69%	391 / 65%	447 / 84%	401 / 75%	401 / 75%
Percent of survey respondents who indicated training sessions provided information that will improve the quality of their work	---	100%	100%	90%	90%
Percent of legislation related actions taken resolved favorably <sup>(4)</sup> :					
- County sponsored	57%	75%	44%	90%	90%
- Board actions (Support/Oppose/Amend)	86%	90%	53%	90%	90%

<sup>(1)</sup> A Countywide customer satisfaction standard of 90% was established in FY 2005-06.

<sup>(2)</sup> Non-Departmental Reserves covered the following projects/items in FY 2005-06: sesquicentennial activities including a documentary; ongoing costs for the Youth Services Center; two positions for the Planning Division; a loan to Crystal Springs County Sanitation; the San Mateo Medical Center shortfall; and other miscellaneous items.

<sup>(3)</sup> A Countywide performance standard of 75% was established in FY 2005-06. Data development and benchmark measures are excluded.

<sup>(4)</sup> FY 2005-06 numbers represent actual data for calendar year 2005.

## County Management (1210P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	16.0	16.0	16.0	21.0	5.0	21.0
Funded FTE	16.0	15.0	15.0	21.0	6.0	21.0
 Total Requirements	4,009,849	4,642,807	5,052,244	6,414,687	1,362,443	6,005,445
Total Sources	629,426	1,362,471	1,195,156	1,333,111	137,955	1,251,111
Net County Cost	3,380,422	3,280,336	3,857,088	5,081,576	1,224,488	4,754,334
 NCC Breakdown						
A-87 Cost Plan			697,012	644,684	(52,328)	644,684
Mandated Services			1,741,282	1,450,340	(290,942)	1,450,340
Non-Mandated Services			1,418,794	2,986,552	1,567,758	2,659,310

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$5,081,576 or 79.2%. 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of negotiated labor increases; elimination of one-time projects and/or contributions including Community Overcoming Relationship Abuse (CORA); Day Laborer Center - North Fair Oaks; Regional Law Enforcement Project; and Sojourn to the Past. Other Memberships and Contributions adjustments include a reduction in the Library JPA contribution; a decrease in the Peninsula Policy Partnership contribution; and elimination of prior year one-time adjustments to the Local Formation Commission (LAFCo) and Pen TV JPA. Increases are included for the Half Moon Bay/Coastside Chamber of Commerce; the Joint Venture Silicon Valley Network; Marin Day Schools; and the Science Saturday Series. One-time revenue from the Criminal Justice Fund for the cost of the Regional Law Enforcement Project has been removed and Fund Balance and Reserves have been increased as a result of vacant positions; savings in operating costs; and unused roll-over appropriation for various projects. Reimbursement through an Intrafund Transfer has been increased for staff time spent to support other departments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
99,115	204,279	(4,433)	57,100	158,531	0

#### 2. Staffing Reorganization

Recommendations outlined in the San Mateo County Organizational Review of March 2006 include the following staffing changes: one new Deputy County Manager position to oversee Community Services; one new rotational Management Analyst III position assigned to the Assistant County Manager to support Department Review efforts; one new Management Analyst III position and one new Graphics Specialist position assigned to the Legislation and Intergovernmental Affairs Unit. Other staffing changes include: the deletion of one Real Property

Manager position and the addition of one Director of Economic Development; changes in staff supervision and assignments in the Budget and Performance unit, resulting in the deletion of one Assistant Budget Director position and the addition of one Budget Director; the deletion of two Principal Management Analyst positions and the addition of two Administrative Services Manager II positions to provide additional support for Countywide succession planning and department review efforts as well as internal training and documentation for new and rotational analysts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	713,683	0	0	713,683	4

### 3. Criminal Justice Information System (CJIS) Information Technology Manager

The County's CJIS system will be migrated off the County mainframe and replaced over the next several years. An Information Technology Manager position and minor operating costs are added to the County Manager's Office to provide operational coordination and leadership for overall CJIS implementation. The position will manage the relationships among all CJIS partners and ensure that strategies and direction provided by the CJIS Board, including migration off the County mainframe, are implemented. Costs are fully offset through contributions from the Sheriff's Office, Probation Department, District Attorney's Office, and Courts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
41,000	164,000	(123,000)	0	0	1

### 4. Adjustments to Memberships and Contributions

The County, along with the City of Daly City and the Brisbane School District will each contribute toward sports facility in the northeast section of the County. Contributions will also be made to: As Fresh As It Gets, the New California Network, and the Middlefield Road Cultural Festival. The Memberships and Contributions budget can be seen in the pages following this section.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
10,000	165,000	0	0	155,000	0

### 5. Shared Vision 2010 Update

Contract appropriation has been added for the purpose of updating the Shared Vision 2010 plan.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	75,000	0	0	75,000	0

### 6. Adjustment to Fund Balance

A reduction in Fund Balance was offset through reductions in operating costs and Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(12,160)	(7,070)	0	(5,090)	0	0

### 7. Memberships and Contributions

Appropriation has been added for contributions to: the Coastside Adult Day Health Center in the amount of \$50,000; N.O.I.S.E. in the amount of \$1,155; and the Latino Film Festival in Redwood City for \$5,000. Appropriation in the amount of \$40,000 has been added for a contribution to Threshold 15/10. The total County contribution to Threshold 15/10 is \$50,000 but \$10,000 has already been added to the FY 2006-07 budget through a mid-year appropriation transfer request. The contribution to the Housing Endowment and Regional Trust Fund (HEART) has been increased from \$21,029 to \$24,148 for a net increase of \$3,119. The contribution to Sustainable San Mateo County has been increased from \$2,500 to \$7,500 for a net increase of \$5,000. A one-time contribution in the amount of \$10,000 has also been added for the Bay Area

Ridge Council. Appropriation in the amount of \$4,000 has been added for start-up costs for the pharmaceuticals disposal program and another \$4,000 was added for ongoing costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	122,274	0		122,274	0

#### 8. Staffing Adjustment

Two Administrative Services Managers II have been deleted and two Principal Management Analysts have been added.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(307,256)	0	0	(307,256)	(2)
0	307,256	0	0	307,256	2

#### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
137,955	1,437,866	(127,433)	52,010	1,224,488	5

#### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increase; benefit increases; and a reduction in Extra Help and offsetting reimbursement revenue for time spent on capital projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(72,000)	(50,242)	0	0	21,758	0

#### 10. One-time Contributions

One-time contributions and funding for FY 2006-07 has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(10,000)	(409,242)	0	0	(327,242)	0

#### TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(82,000)	(459,769)	0	0	(305,769)	0

## County Memberships and Contributions

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

ORGANIZATION	Revised FY 2005-06	Adopted FY 2006-07	Change	Adopted FY 2007-08
Memberships:				
Association of Bay Area Governments (ABAG)	\$58,929	\$62,686	\$3,757	\$62,686
California Administrative Officers Association (CAOA)	3,982	3,982	0	3,982
California State Association of Counties (CSAC)	89,997	89,997	0	89,997
City/County Association of Governments (C/CAG)	19,650	21,295	1,645	21,295
National Association of Counties (NACO)	13,508	13,508	0	13,508
Urban County Caucus (UCC)	25,000	30,000	5,000	30,000
<b>Memberships Total</b>	<b>211,066</b>	<b>221,468</b>	<b>10,402</b>	<b>221,468</b>
Contributions:				
Bay Area Ridge Council	0	10,000	10,000	0
Coastside Adult Day Health Center	0	50,000	50,000	0
Community Overcoming Relationship Abuse (CORA) <sup>(1)</sup>	86,411	0	(86,411)	0
Contribution to Arts Providers	44,000	44,000	0	44,000
Day Laborer Center - North Fair Oaks <sup>(1)</sup>	110,000	0	(110,000)	0
Fatherhood Collaborative	25,000	25,000	0	25,000
Fresh As It Gets	0	35,000	35,000	0
Half Moon Bay/Coastside Chamber	3,750	5,000	1,250	5,000
Homework Centers - Cities	107,000	100,000	(7,000)	100,000
Homework Centers - County Office of Education	300,000	300,000	0	300,000
Housing Endowment and Regional Trust (HEART)	21,029	24,148	3,119	24,148
Joint Venture Silicon Valley Network	20,000	25,000	5,000	25,000
Latino Film Festival	0	5,000	5,000	0
Library JPA	240,565	138,242	(102,323)	138,242
Local Agency Formation Commission (LAFCo)	63,340	71,555	8,215	71,555
LAFCo One-time FY 2004-05 Adjustment	50,492	0	(50,492)	0
Marin Day Schools/Our Place-Scholarships for County Employees	115,000	120,000	5,000	120,000
Middlefield Road Cultural Festival	0	10,000	10,000	0
New California Network	0	20,000	20,000	0

ORGANIZATION	Revised FY 2005-06	Adopted FY 2006-07	Change	Adopted FY 2007-08
N.O.I.S.E	0	1,155	1,155	1,155
North County Sports Facility	0	100,000	100,000	0
Parks Foundation	132,000	132,000	0	132,000
Peninsula Conflict Resolution Center (PCRC)	7,133	7,418	285	7,418
Peninsula Policy Partnership (P3)	100,000	50,000	(50,000)	0
PenTV JPA	38,588	38,128	(460)	38,128
PenTV JPA One-time FY 2004-05 Adjustment	38,588	0	(38,588)	0
Pharmaceuticals Disposal Program	0	8,000	8,000	4,000
Regional Law Enforcement Project	100,000	0	(100,000)	0
Science Saturday Series	45,000	50,000	5,000	50,000
Sojourn to the Past	20,000	0	(20,000)	0
Sustainable San Mateo County	2,500	7,500	5,000	7,500
Threshold 15/10 <sup>(2)</sup>	0	40,000	40,000	0
<b>Contributions Total</b>	<b>1,670,396</b>	<b>1,417,146</b>	<b>(253,250)</b>	<b>1,043,146</b>

<b>Memberships and Contributions Total</b>	<b>1,881,462</b>	<b>1,638,614</b>	<b>(242,848)</b>	<b>1,264,614</b>
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<sup>(1)</sup> Contract is now budgeted in the Human Services Agency budget.

<sup>(2)</sup> A mid-year ATR added \$10,000 to the \$40,000 for a total contribution of \$50,000 in FY 2006-07.

## Clerk of the Board (1215P)

### Program Locator

#### County

Administration and Fiscal

County Manager/Clerk of the Board

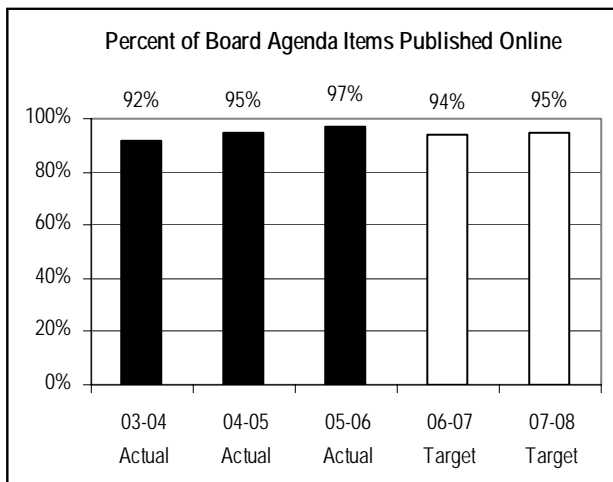
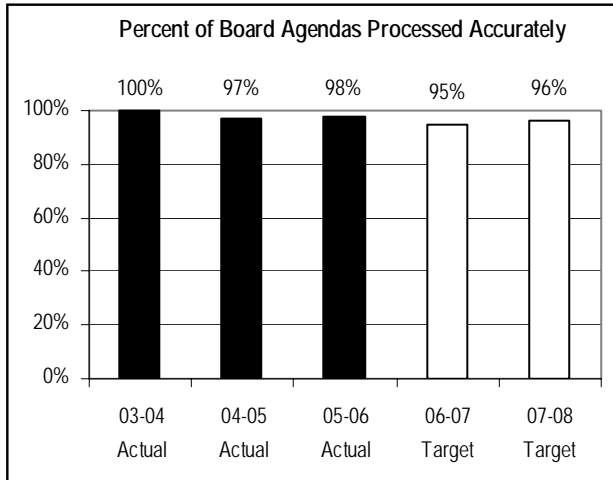
County Management



**Clerk of the Board**

Shared 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) contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing services in three units: the Clerk of the Board; Assessment Appeals; and Boards and Commissions. 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:

- Completed the review of Assessment Appeals processes and began implementation to improve efficiency
- Processed 900 Assessment Appeals filings
- Increased the number of Board agendas completed accurately
- Updated internal administrative policies to improve timeliness and accuracy of Board meeting deliverables

### Story Behind Performance

The Clerk of the Board has successfully prepared and published 98% of Board agendas accurately during the current year, increasing performance from 97% in the prior year. By the end of the current fiscal year 900 Board agenda items will be processed. Of these items, 94% will be 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. In conjunction with the Assessor's Office, the COB is working on the implementation of recommendations made in the Assessment Appeals review. The goal is to improve the efficiency of the Assessment Appeals process.



**Major challenge over the next two years will be:**

- To manage complex Assessment Appeals filings

**Program Objectives**

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 94% 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 online availability of the agenda and supporting documents

Initiate 100% of Boards and Commissions Recruitments Within Established Time Frames

- 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 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of Board agendas prepared	27	29	30	30	30
Number of Board agenda items processed	998	921	1,050	1,100	1,100
Number of research requests	101	130	119	96	96
Number of Boards and Commissions recruitments	17	17	25	20	20
Number of new Assessment Appeals filings	1,908	1,065	924	1,600	1,600
<b>How Well We Do It (Quality)</b>					
Percent of Board agendas completed accurately	100%	97%	98%	95%	96%
Average number of days between Board meeting and approval of minutes	68	46	69	31	31
Percent of Boards and Commissions recruitments initiated within established timeframes after notification of vacancy	100%	100%	100%	100%	100%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of customers satisfied with record research requests processed <sup>(1)</sup>	100%	100%	100%	90%	90%
Percent of Board members satisfied with the level of services provided by the Clerk of Board's Unit	100%	100%	100%	100%	100%
Percent of Board agenda items published online	92%	95%	97%	94%	95%

<sup>(1)</sup> A Countywide customer satisfaction performance standard of 90% was established in FY 2005-06.

## Clerk of the Board (1215P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	2.5	3.0	3.0	3.0		3.0
 Total Requirements	248,187	308,006	279,112	429,515	150,403	396,903
Total Sources	66,766	39,031	43,000	43,000		43,000
Net County Cost	181,420	268,975	236,112	386,515	150,403	353,903
 NCC Breakdown						
Mandated Services			236,112	386,515	150,403	353,903

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$386,515 or 90.0%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; the annulization of negotiated labor increases; retirement rate increases, and adjustments to internal service charges including automation and telephones and other operating costs. The Intrafund Transfer from the Assessor's Office has been eliminated due to the loss of AB589 funding used to offset the cost of the Assessment and Appeals function.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	40,312	75,091	0	115,403	0

#### 2. Boards and Commissions Training

Appropriation has been added for the development of an orientation and training plan for members of boards and commissions. The plan will include a thorough review of the mission and purpose of each board and commission thereby increasing effectiveness.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	35,000	0	0	35,000	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	75,312	75,091	0	150,403	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated benefit increases. 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	2,388	0	0	2,388	0

### 4. Boards and Commissions Training

One-time appropriation for an orientation and training plan for members of boards and commissions has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(35,000)	0	0	(35,000)	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(32,612)	0	0	(32,612)	0

## Shared Services Program (1250P)

### Program Locator

#### County

Administration and Fiscal

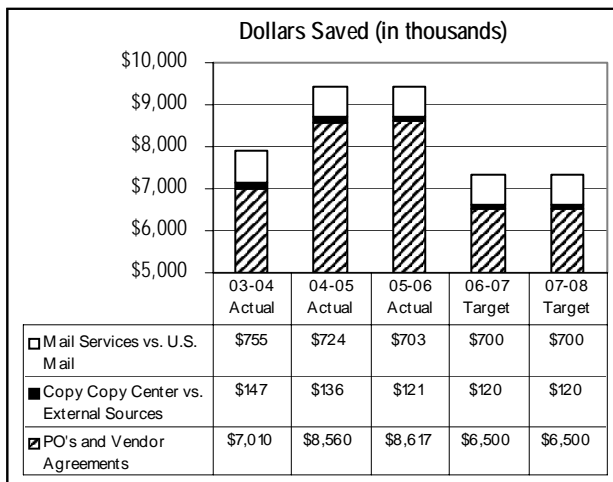
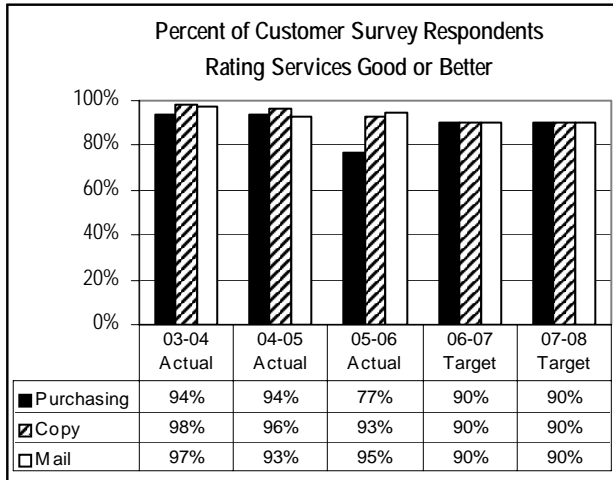
County Manager/Clerk of the Board

County Management

Clerk of the Board

► **Shared Services**

### Headline Measures



### Program Outcome Statement

The Shared 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 Shared Services Program, which includes Purchasing, Mail Services and Copy Center, primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by procuring quality goods at the best value for its customers, processing and distributing all internal and external mail for County departments and producing copies for most County departments.

The following are major accomplishments in the current year:

- Saved the County an estimated \$8.7 million dollars through use of the division services (\$7,902,912 in Purchasing, \$120,000 in Copy Services and \$665,000 in Mail Services)
- Coordinated over 20 moves for County departments
- Evaluated sorting and distribution procedures and made appropriate modifications to improve accuracy in mail delivery
- Established regular meetings with Postal Service representatives to identify County needs to improve service from the USPS
- Awarded a contract for disposal of computer monitors, saving the County \$17 per monitor in disposal fees
- Developed a vendor agreement for Countywide document shredding for reduced pricing and increased document security and privacy
- Evaluated the need for establishing a procurement users group for designated department purchasing representatives
- Partnered with community nonprofits to donate surplus computers to schools to benefit low-income children
- Collaborated with six departments to ensure the timely purchase of equipment and materials for the new Youth Services Center
- Provided training to County personnel in the use of the new IFAS 7i purchasing module
- Collaborated with Public Works to procure alternative fuel vehicles, replacing more than thirty traditional gasoline powered vehicles

### Story Behind Performance

The Shared Services Program handles over \$42 million in purchasing requests, processes over four million pieces of mail and makes six million copies annually. County departments are anticipated to save \$7.9 million in purchases in FY 2005-06 through the competitive bid process. Program staff will also deliver an estimated 4.8 million pieces of internal Pony mail and U.S. Mail, saving the County \$665,000 in FY 2005-06. The same level of copy price discounts was maintained despite increased cost of paper, labor, and general overhead, saving the County \$120,000.

In FY 2004-05, 96% of customer survey respondents rated copying services as good or better; 93% rated services provided by mail services as good or better; and 94% of survey respondents rated services provided purchasing as good or better. Customer satisfaction survey results continue to exceed 90% satisfaction rating.

**Major challenges over the next two years will be:**

- To maintain high customer satisfaction
- To continue to save County money

**Program Objectives**

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

Achieve Customer Satisfaction Rating of 90% or Better

- Develop a process for full utilization of the new high-speed copiers, including support for desktop publishing
- Develop a customer checklist for moves
- Revise and update the Customer Guides for Purchasing, Copy and Mail
- Upgrade equipment to meet new postal regulations

Save Approximately \$7.3 Million Dollars

- Market the use of the color copy machine for department newsletters and other recurring publications to reduce department costs

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Total dollar value of Purchasing requests <sup>(1)</sup>	\$37,687,863	\$46,019,824	\$46,330,806	\$37,500,000	\$37,500,000
Total number of copy impressions completed annually	7,338,112	6,808,790	6,069,881	5,500,000	5,500,000
Total pieces U.S. and Pony mail processed	5,830,658	5,430,791	5,563,148	4,500,000	4,500,000
<b>How Well We Do It (Quality)</b>					
Percent of customer survey respondents rating services good or better: <sup>(2)</sup>					
- Purchasing	94%	94%	77%	90%	90%
- Copy	98%	96%	93%	90%	90%
- Mail	97%	93%	95%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Total dollars/percent saved through the use of purchase orders and vendor agreements	\$7,009,942 / 19%	\$8,559,691 / 19%	\$8,616,930 / 19%	\$6,500,000 / 19%	\$6,500,000 / 19%
Total dollars/percent saved using the Copy Center versus external sources	\$146,762 / 36%	\$136,176 / 36%	\$121,398 / 36%	\$120,000 / 36%	\$120,000 / 36%
Total dollars/percent saved using Mail Services versus U.S. Mail	\$754,817 / 35%	\$723,985 / 36%	\$703,459 / 33%	\$700,000 / 36%	\$700,000 / 26%

<sup>(1)</sup> Fewer purchases were made by departments in FY 2005-06 than FY 2004-05.

<sup>(2)</sup> A Countywide customer satisfaction performance standard of 90% was established in FY 2005-06.

## Shared Services Program (1250P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	14.5	14.5	14.5	14.5	0.0	14.5
 Total Requirements	1,135,337	1,171,348	1,333,879	1,364,085	30,206	1,381,394
Total Sources	221,994	172,306	218,118	215,903	(2,215)	215,903
Net County Cost	913,343	999,042	1,115,761	1,148,182	32,421	1,165,491
 NCC Breakdown						
A-87 Cost Plan			205,259	293,741	88,482	293,741
Mandated Services			135,592	136,759	1,167	153,848
Non-Mandated Services			774,910	717,682	(57,228)	717,902

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$1,148,182 or 84.2%. Of this amount, 100% includes 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: annualization of negotiated labor increases; inclusion of merit increases; retirement rate increases and appropriations to cover anticipated position reclassification costs; reduction in expenditure accounts including outside printing due to decreased offsets from Copy Center departments; decreased leased facility rental charges due to new warehouse space at reduced rates; reductions in Intrafund Transfers due to elimination of reimbursement from the Human Services Agency for shared warehouse space and reductions in reimbursements from Copy Center customers. Revenue increases, generated from vending machine concessions and Mail Services customers, have been utilized to offset reductions in Copy Center revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,215)	7,441	22,765	0	32,421	0

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

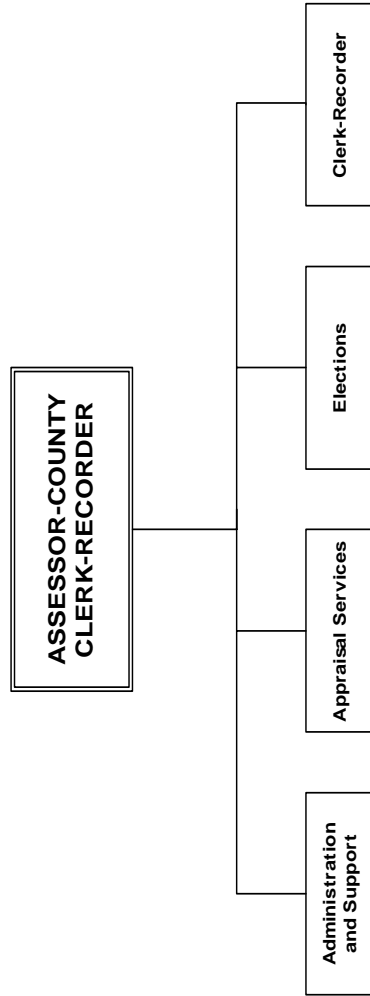
Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefits costs. Other adjustments include increased reimbursements from customers, which offsets increases in Copy Center labor costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	18,731	(1,422)	0	17,309	0



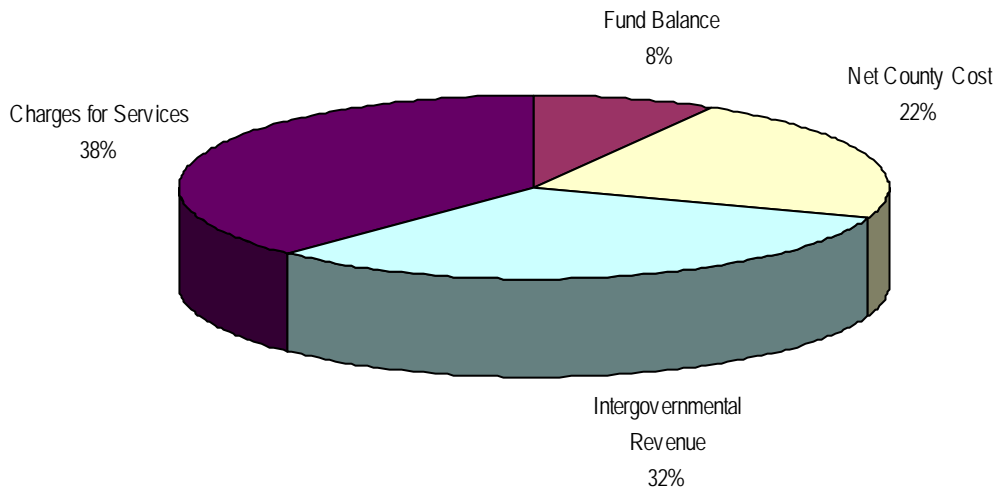
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## ASSESSOR- COUNTY CLERK-RECORDER

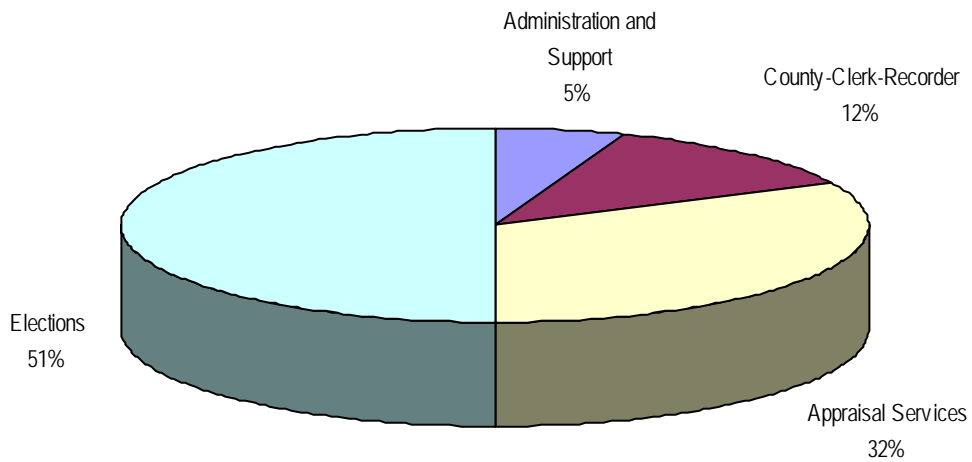


## Assessor - County Clerk - Recorder

FY 2006-07 Adopted Sources



FY 2006-07 Adopted Requirements

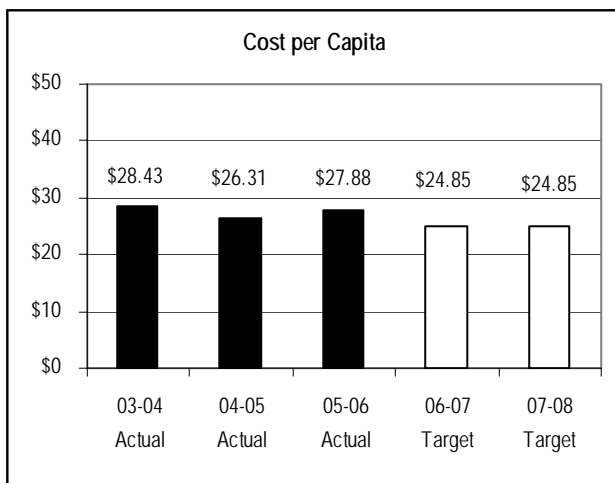
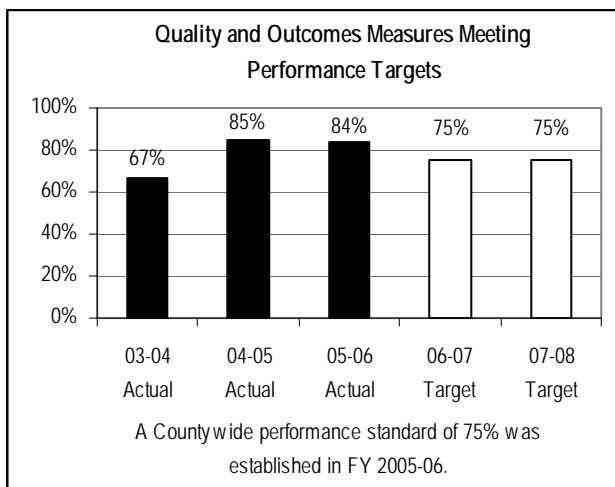


## Department Locator

### 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  
Human Resources Department  
Information Services Department  
Grand Jury  
Retirement (*SamCERA*)

## Department Measures



## Department Mission Statement

The mission of the Assessor-County Clerk-Recorder (ACR) is to register County citizens to vote 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 (Fiscal Years 2000-2005)

### PEOPLE

#### Realize the Potential of Our Diverse Population

- **Student Worker Program**

Continue to improve the Student Poll Worker Program by expanding the number of schools involved from 2 during the pilot program, to 10. A total of 100 students served as full pledge election officers resulting in the development of a community partnership with the schools to provide civic engagement opportunities for students and a more diverse poll worker population.

- **Poll Worker Academy**

Continue to build upon the success of the Poll Worker Academy resulting in a more knowledgeable and effective services to the electorate on Election Day.

### PROSPERITY

#### Create Opportunities for Every Household to Participate in Our Prosperity

- **Property Tax Roll Increase**

Produced a 2005-06 property tax roll that recorded a 7.44% increase over the prior year resulting in increased property tax revenue for agency programs.

### PARTNERSHIPS

#### Responsive Effective and Collaborative Government

- **Partnership with San Mateo Financial Officers Group (SAMFOG)**

Continued to partner with the San Mateo Financial Officers Group (SMFOG) in the delivery of property tax projections resulting in improved collaboration and understanding among agency financial officials.

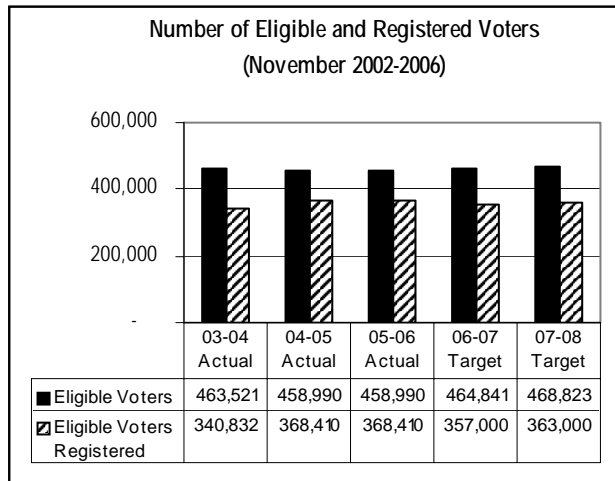
- **Public Records at Tower Road**

Improve access to the Department's public records at Tower Road and at the County campus resulting in improved services to departmental customers.

- **Community Organization Partnerships to Increase Voter Registration and Civic Engagement**

Worked extensively with the Commission on Disabilities and the Center for Independence of the Disabled to evaluate and

improve the accessibility of the polling places and new Help America Vote Act (HAVA) compliant voting technology introduced in 2006. Similarly, the Department continues to build on the relationships with the League of Women voters and schools to increase the participation of young voters through the San Mateo County High School Voter Registration Month project as well as legislative efforts to benefit all California voters.



## Major Accomplishments in FY 2005-06

### Realize the Potential of Our Diverse Population

- Improve Voter Registration and Election Administration
- Conducted November presidential election and prepared all ballots in three languages resulting in improved communication with our diverse population.
- Implemented the Student Poll Worker program to engage young voters resulting in full staffing of Election Day poll workers
- Conducted a Poll Worker Academy for 200 poll workers in diversity training and sensitivity training resulting in improved service to our diverse population.

### Responsive, Effective and Collaborative Government

- Improve County Clerk and Recording Services
- Received a 92% customer satisfaction survey rating resulting in improved customer service
- Expanded eGovernment initiatives by providing marriage license and fictitious business name statement applications online resulting in improved access to our services

### Responsive, Effective and Collaborative Government

- Improve Property Assessment Services
- Produced a 20% improvement in the time lag between Residential Sale and Notice resulting in more timely receipt of property tax revenues
- Improved communication with agency finance officials resulting in a 100% approval rating by San Mateo County Finance Officers Group (SAMFOG).

## Major Issues to be Addressed

- **Maintain high customer satisfaction while implementing additional eGovernment technologies** - Each division within CARE is undergoing a system replacement and upgrade within the next two year cycle. All of these systems will result in streamlined, interactive processes for customers and staff but will require an ongoing maintenance of effort while the implementation occurs; system replacements are complicated, time-consuming and stressful on organizations before the benefits are realized. Our challenge is to manage the change process to minimize impacts on customers and staff.
- **Produce more accurate financial projections in a rapidly changing local economy** - As major assessment appeals are settled and fluctuations in the local economy ripple through the assessment process, local government needs information to calculate the budgetary implications to be able to plan appropriately. The EZ Access upgrade will provide local government finance officers online, real time information and financial updates.
- **Federal Help America Vote Act (HAVA)** - Elections will provide voters with disabilities the opportunity to cast their ballot independently and in secret beginning with the 2006 elections as mandated by federal law.
- **Continue to deliver services and meet goals in light of reduced funding levels** - The loss of \$2.2 million in Property Tax Assessment Program funds from the state as the result of last year's budget deal coupled with a reduction in transaction fees in the Records Office due to a cooling in the real estate market and increased costs in Elections has created a series of service challenges within the budget.

## Key Department Initiatives

### 1. Help America Vote Act (HAVA)

#### Major Issues to be Addressed:

- Acquire a new voting system that complies with federal Help America Vote Act (HAVA). New federal and state mandates require a full voting system replacement in 2006 with implementation, enhanced facilities, training requirements and voter education and outreach efforts.

#### Alignment to Shared Vision:

- Realize the Potential of Our Diverse Population
- Create Opportunities for Every Household to Participate in Our Prosperity

#### Goals:

- Facilitate the participation of disabled voters in the democratic process

#### Objectives:

- Improve disabled voter access to elections

**Major Milestones:**

- Obtain Board of Supervisors approval
- Insure vendor delivery of systems
- Conduct rigorous system testing and acceptance
- Provide effective staff training
- Manage efficient system implementation

**Partners:**

- Board of Supervisors
- County Controller

**FY 2006-07 Budget Impact:**

- \$7,186,969 2006-07 budget impact to replace the voting system with HAVA compliant voting equipment, facilities, training and voter information. Costs will be reimbursed by the Help America Vote Act funds and state Proposition 41 funds (in a 3:1 match)

**2. Upgrade Property Assessment System****Major Issues to be Addressed:**

- Develop and install an upgrade to the property assessment system that realizes the efficiencies of an integrated relational database and incorporates a new Geographic Information System (GIS) and document imaging system

**Alignment to Shared Vision:**

- Realize the Potential of Our Diverse Population
- Create Opportunities for Every Household to Participate in Our Prosperity

**Goals:**

- Roll corrections are delivered electronically to the County Controller and County Counsel.

**Objectives:**

- Replace paper processes with electronic process

**Major Milestones:**

- Obtain Board of Supervisors approval
- Insure vendor delivery of systems
- Conduct rigorous system testing and acceptance
- Provide effective staff training
- Manage efficient system implementation

**Partners:**

- Board of Supervisors
- County Controller

**FY 2006-07 Budget Impact:**

\$186,200 has been included to upgrade the EZ Access Property Assessment System and provide electronic roll corrections and more accurate and timely revenue impacts to local government agencies.

**Other Significant Objectives by Program**

Assessor-County Clerk-Recorder includes the following programs:

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

The following program objectives will contribute significantly to Departmental success (additional program-level objectives are included in individual Program Plans):

**Elections**

- Student Poll Worker Program
- Poll Worker Academy

**Appraisal Services**

- Property tax projection program

**Clerk-Recorder**

- Facilitate electronic recording statewide

# Assessor-County Clerk-Recorder (1300B) General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	2,234,755	2,310,749	6,789,943	9,112,492	2,322,549	
Charges for Services	11,653,481	11,461,400	10,541,969	10,879,474	337,505	11,008,395
Miscellaneous Revenue	43,024	63,152	15,500	15,500		11,500
<b>Total Revenue</b>	<b>13,931,260</b>	<b>13,835,301</b>	<b>17,347,412</b>	<b>20,007,466</b>	<b>2,660,054</b>	<b>11,019,895</b>
Fund Balance	2,442,279	1,594,449	1,594,449	2,347,264	752,815	126,354
<b>TOTAL SOURCES</b>	<b>16,373,539</b>	<b>15,429,750</b>	<b>18,941,861</b>	<b>22,354,730</b>	<b>3,412,869</b>	<b>11,146,249</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	12,391,376	12,805,836	13,544,944	13,145,853	(399,091)	13,510,905
Services and Supplies	4,591,496	5,223,229	4,119,788	3,755,380	(364,408)	3,717,528
Other Charges	1,972,259	2,004,268	2,072,664	1,815,094	(257,570)	1,768,345
Fixed Assets	123,168	40,873	6,356,838	9,972,242	3,615,404	
<b>Gross Appropriations</b>	<b>19,078,299</b>	<b>20,074,206</b>	<b>26,094,234</b>	<b>28,688,569</b>	<b>2,594,335</b>	<b>18,996,778</b>
<b>Net Appropriations</b>	<b>19,078,299</b>	<b>20,074,206</b>	<b>26,094,234</b>	<b>28,688,569</b>	<b>2,594,335</b>	<b>18,996,778</b>
Contingencies/Dept Reserves	919,173	110,234	110,234	123,097	12,863	123,097
<b>TOTAL REQUIREMENTS</b>	<b>19,997,472</b>	<b>20,184,440</b>	<b>26,204,468</b>	<b>28,811,666</b>	<b>2,607,198</b>	<b>19,119,875</b>
<b>NET COUNTY COST</b>	<b>3,623,933</b>	<b>4,754,691</b>	<b>7,262,607</b>	<b>6,456,936</b>	<b>(805,671)</b>	<b>7,973,626</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	123.0	122.0	122.0	123.0	1.0	123.0
Funded FTE	122.8	121.9	121.9	123.0	1.1	123.0

## FY 2006-07 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$3,412,869 or 18% from the FY 2005-06 Revised to the FY 2006-07 Adopted due to the following changes:

#### Intergovernmental Revenues

There is a net increase of \$2,322,549 in this funding source. The net increase is due to elimination of AB589 funding in the amount of \$2,220,001, inclusion of state claim for prior year Help America Vote Act (HAVA) expenditures in the amount of \$352,668, and the Proposition 41 state funding in the amount of \$4,189,882 that will offset the cost new election voting systems as part of the Voting Modernization program.

#### Charges for Services

There is a net increase of \$337,505 in this funding source. Increases include: \$50,000 in supplemental tax administration fee; an increase of \$99,487 in election revenue due to the November 2006 Gubernatorial General Election; an increase in use of Trust Fund money (Micrographic Conversion); an increase of \$107,529 to cover the cost of permanent positions, contracts, security, ISD charges, facility rent charges and Records Center for the Clerk-Recorder Division; and an increase in from the Recorder's Modernization Trust Fund to offset the cost of the new clerk-recorder system. Increases help offset a decrease of \$199,511 in tax assessment/document fee revenue due to the slow-down in real estate market activity.

#### Fund Balance

There is an increase of \$752,815 in this funding source. Fund balance has been adjusted to reflect FY 2005-06 estimated appropriation savings from salaries and benefits due to vacancies and reappropriation of unused AB589 money.

### TOTAL REQUIREMENTS

Total Requirements increased by \$2,607,198 or 9.9% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$399,091 in this expenditure category. Adjustments include: increases due to negotiated salary and benefits in the amount of \$152,368; a net decrease in the amount of \$111,948 in Election's extra help and overtime due to one major election this year versus two major elections in the prior year; reductions in the amount of \$109,191 in the County Clerk-Recorder's extra help due to a decline in the recordings workload; elimination of AB589 funding in the amount of \$786,785 used to offset the cost of one Principal Auditor-Appraiser position and extra help; the addition of one Information Technology Manager position in the amount of \$135,052 added to Appraisal Service; the addition of one Management Analyst III position in the amount of \$101,992 added to Administration and Support; and miscellaneous increases in the amount of \$219,421 mostly due to retirement and workers' compensation cost increases.

#### Services and Supplies

There is a net decrease of \$364,408 in this expenditure category. Decreases were mainly caused by the following: a net decrease of \$383,000 in Elections appropriations due to one major election this year versus two major elections in the prior year; elimination of AB589 funding in the amount of \$742,682 for system contracts and inter-agency agreements; an increase in the amount of \$280,000 for the new clerk-recorder system; and an increase in the amount of \$481,274 for software and maintenance costs related to the new election voting system.

#### Other Charges

There is a net decrease of \$257,570 in this expenditure due to the elimination of AB589 funding in the amount of \$307,690 used to offset the cost of GIS support and database administration charges from the Information Services Department. The decrease helps offset increases for facility costs in the amount of \$46,683 and a new charge of \$3,257 for the department's share of cost for the Learning Content Management System.

#### Fixed Assets

There is an increase of \$3,615,404 in this expenditure due to the cost of new election voting equipment in conjunction with the state's Voting Modernization Program.

#### Departmental Reserve

There is a net increase of \$12,863 in this expenditure category. The balance in Reserves is \$123,097, which is under the County's 2% reserves policy by \$450,674. The department fell below the reserves requirement as reserves were used to offset the cost of remodeling the Election's warehouse in FY 2005-06 in preparation for the new voting equipment. The department remains under the Hiring Freeze while it increases Reserves to meet the 2% requirement.

### NET COUNTY COST

There is a decrease of \$805,671 or 11.1% in this Department's General Fund allocation.



## FY 2007-08 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$11,208,481 or 50.1% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Intergovernmental Revenues

There is a net decrease of \$9,112,492 in this funding source, due to elimination of one-time State funding for the purchase of the new voting system and cost reimbursements from the State for the November 2005 Special Statewide Consolidated Election.

#### Charges for Services

There is a net increase of \$128,921 in this funding source. Increases are mainly due to added election services revenue in connection with the November 2007 Uniform District Election Law (Udel) Election.

#### Miscellaneous Revenue

There is a net decrease of \$4,000 in this funding source due to reduction in sales of election materials based on prior year collections.

#### Fund Balance

There is a decrease of \$2,220,910 in this funding source due to one-time purchases in FY 2006-07.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$9,691,791 or 21% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$365,052 in this expenditure category. Adjustments include: negotiated salary and benefit increases totaling \$142,425; a net increase in the amount of \$300,000 in Election's extra help and overtime due to conduct of two major elections versus one major election in the prior year. Increases were offset by miscellaneous decreases in the amount of \$77,373.

#### Services and Supplies

There is a net increase of \$37,852 in this expenditure category. Increases were mainly caused by the following: net increase of \$1,110,750 in Elections appropriations due to conduct of two major elections versus one major election during the prior year. Increases were offset by the elimination of the voting system lease for \$387,328; the elimination of \$280,000 for the new clerk-recorder system; and an the elimination of one-time software and maintenance costs in the amount of \$481,274.

#### Other Charges

There is an increase of \$46,749 due to minor changes in operating costs.

#### Fixed Assets

There is an decrease of \$9,972,242 due to the one-time purchase of election voting equipment in FY 2006-07.

### NET COUNTY COST

There is an increase of \$1,516,690 or 33.6% in this Department's General Fund allocation.

## Appraisal Services (1310P)

### Program Locator

#### County

Administration and Fiscal

Assessor-County Clerk-Recorder



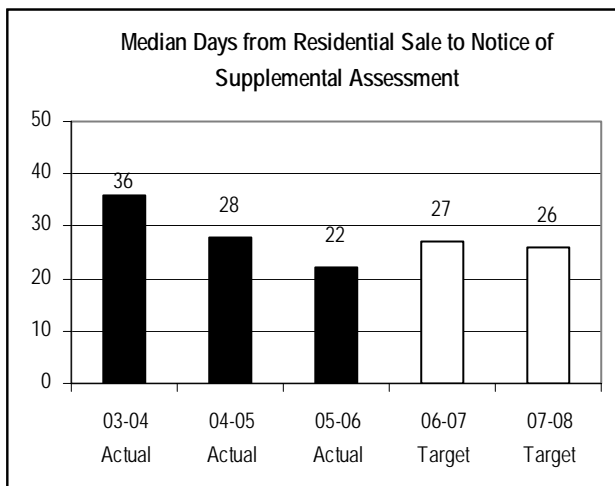
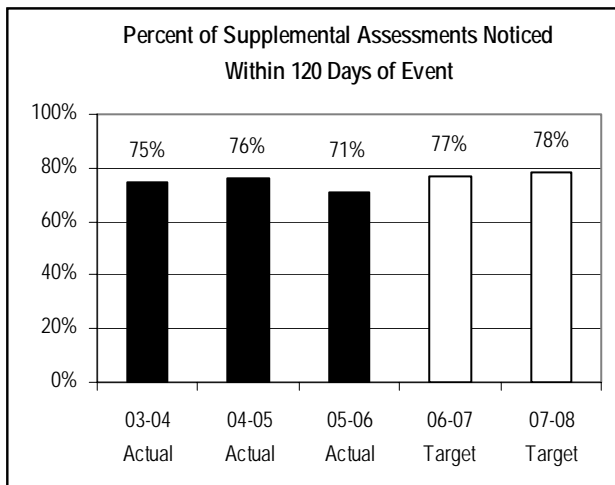
#### Appraisal Services

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 primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by setting values, assessing property and producing 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 Change in Ownership (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 revenue in excess of \$1 billion 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 2005-06 assessment roll which included 236,000 properties, valued at over \$112 billion and resulted in a \$7.7 billion, or 7.44% increase over the FY 2004-05 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 9,000 business property statements, and in compliance with the Revenue and Taxation Code, audited approximately 375 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 Performance

The median days from residential sale to notice of supplemental has decreased from 76 days in FY 2001-02 to 27 days in FY 2005-06. 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 time line. 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 was to reduce the notification/enrollment time line by 4% for FY 2005-06 and further reduce that time line by four percent in FY 2006-07. High customer satisfaction ratings reflect Program 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 Objectives**

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

Achieve 78% of Supplemental Assessments Noticed Within 120 Days of Event

- Mail supplemental notices within targeted time frames
- Decrease the average processing time for all Change in Ownership (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 Between March Estimate and Total Actual Roll Change

- Work with the Clerk of the Board to decrease the processing time for all assessment appeal filings
- Work with Information Technology group to implement a document imaging strategy

Improve Audit Completion Percentages Prior to the Close of the Assessment Roll

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- 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 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of real property assessments processed	217,852	218,137	218,377	218,600	218,800
Number of supplemental assessments processed	25,578	22,128	19,931	21,000	21,000
Number of mandatory audits completed	375	299	258	285	285
<b>How Well We Do It (Quality)</b>					
Percent of real property activities processed by close of roll	100%	99%	100%	99%	99%
Percent of supplemental assessments noticed within 120 days of event	75%	76%	71%	77%	78%
Median days from residential sale to notice of supplemental assessment	36	28	22	27	26
Percent of mandatory audits completed by the close of the roll	86%	87%	88%	95%	95%
<b>Is Anyone Better Off? (Outcome)</b>					
Percentage point difference between March estimate and total actual roll value	0.60%	0.00%	1.00%	1.75%	1.50%
Percent of taxing agencies rating services as good or better <sup>(1)</sup>	100%	100%	100%	90%	90%
Percent of audits with waivers beyond the four year statute	48%	6%	7%	5%	5%

<sup>(1)</sup> A Countywide customer satisfaction performance standard of 90% was established in FY 2005-06.

## Appraisal Services (1310P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	77.0	76.0	76.0	76.0		76.0
Funded FTE	77.0	76.0	76.0	76.0		76.0
 Total Requirements	9,635,077	9,559,644	10,760,637	9,278,193	(1,482,444)	9,320,108
Total Sources	6,921,641	6,750,707	6,407,815	4,978,551	(1,429,264)	4,176,057
Net County Cost	2,713,436	2,808,938	4,352,822	4,299,642	(53,180)	5,144,051
 NCC Breakdown						
Mandated Services			4,352,822	4,299,642	(53,180)	5,144,051

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$6,456,936 or 46.3%. Of this amount, 100% includes Mandated Services with no specified maintenance of effort (MOE) requirements.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases and benefits and the addition of one Information Technology Manager. AB589 funding for the Property Tax Administration Program was eliminated. Fund balance has been adjusted to reflect estimated savings in vacant permanent positions and unspent AB589 money. AB589 Fund Balance and a contribution from the General Fund will be used to fully offset the following: one Principal Auditor-Appraiser; extra help; a system contractor; an inter-agency agreement; and charges from the Information Services Department. Revenue has been adjusted to reflect the increase in the supplemental property tax administration fee.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,480,273)	(1,594,065)	0	0	(113,792)	0

#### 2. Retirement Rate Increases

Salaries and benefits have been increased due to the increased cost of retirement rates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	60,612	0	0	60,612	0

#### 3. Adjustments to Fund Balance

Fund Balance is used to offset miscellaneous salaries and benefits increases and the remainder is set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
51,009	47,752	0	3,257	0	0

**4. Learning Content Management System**

Service charges have been increased as a result of the new Countywide Learning Content Management System that has the capability of providing department specific online training (eLearning), the ability to track and report employee training participation, and the ability to identify skills and competencies for succession planning.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	3,257	0	(3,257)	0	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,429,264)	(1,482,444)	0	0	(53,180)	0

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases and benefits; operating costs have been decreased by \$1,000 due to miscellaneous adjustments and Fund Balance used in the prior year has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(754,742)	88,951	0	0	843,693	0

**6. Elimination of One-time Purchases**

One-time purchases and operating costs in FY 2006-07 have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(47,752)	(47,036)	0	0	716	0

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(802,494)	41,915	0	0	844,409	0

## Administration and Support (1320P)

### Program Locator

#### County

Administration and Fiscal

Assessor-County Clerk-Recorder

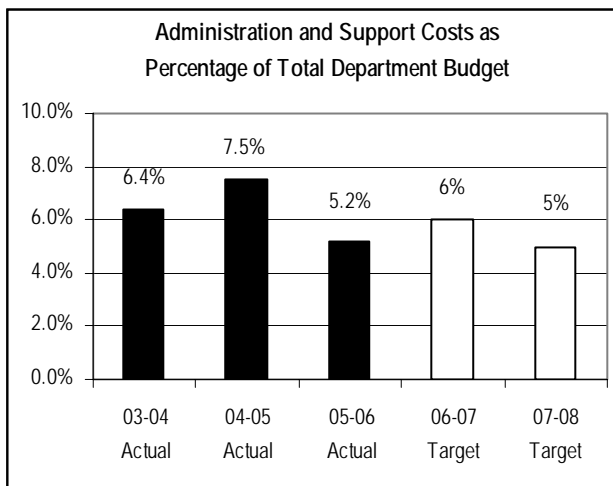
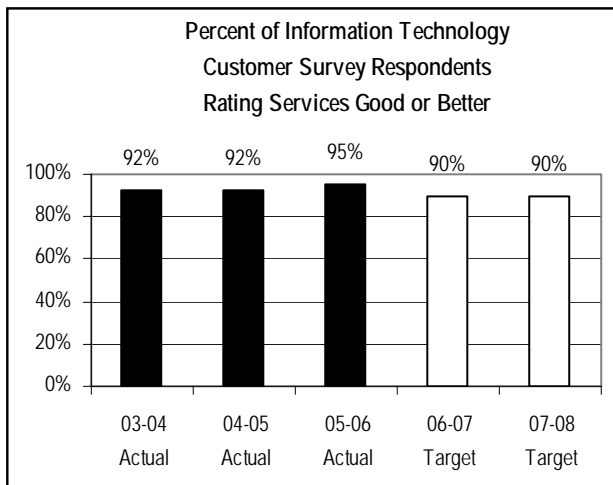
Appraisal Services

▷ **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 primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by establishing the priorities, setting the tone and promoting 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; 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 online 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.
- Continued to produce monthly financial reports to the management team to assist them in analyzing and weighing the fiscal implications of Departmental initiatives
- Added internet access to the Records Grantee – Grantor index

### Story Behind Performance

Efforts to strengthen the knowledge base of staff have helped the Department navigate 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 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 employee users of technology who use the help desk to get assistance with their technology problems. The Program's goal is to produce continuous improvement in the satisfaction rate of internal customers. FY 2005-06 customer ratings reflected a 95% satisfaction with IT services.

**Major challenge 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 Objectives**

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

Achieve an Overall IT Customer Satisfaction Rating of at Least 90%

- Continue to improve applications and data delivery systems
- Continue to implement staff training improvements
- Implement new voter equipment system
- Implement document strategies including imaging project and FileNet
- Provide useful information and forms online

Maintain Administration and Support Costs at 6% or Below

- 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
- Determine if a surcharge for research requests is feasible
- Monitor Help America Vote Act (HAVA) and other departmental programs in order to identify state reimbursement opportunities



## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of payables processed	8,992	4,865	6,255	5,000	7,000
Number of information technology service requests (data development)	---	263	338	250	240
<b>How Well We Do It (Quality)</b>					
Percent of payables paid on time	96%	88%	87%	90%	90%
Percent of network availability	100%	100%	100%	100%	100%
Average hours from information service request to resolution (data development)	---	8	8	4	4
Percent of information technology customer survey respondents rating services good or better	92%	92%	95%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Administration and Support costs as percentage of total departmental budget	6.4%	7.5%	5.2%	6%	5%
Amount of property transfer tax collected for taxing agencies	\$11,987,170	\$13,942,118	\$14,354,701	\$10,000,000	\$10,000,000

<sup>(1)</sup> A Countywide customer service performance standard of 90% was established in FY 2005-06.

## Administration and Support (1320P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	11.0	11.0	11.0	12.0	1.0	12.0
Funded FTE	11.0	10.9	10.9	12.0	1.2	12.0
<b>Total Requirements</b>	1,377,263	1,417,412	1,390,125	1,566,367	176,242	1,569,761
<b>Total Sources</b>	380,065	402,559	402,333	632,968	230,635	625,140
<b>Net County Cost</b>	997,198	1,014,852	987,792	933,399	(54,393)	944,621
<b>NCC Breakdown</b>						
Mandated Services			987,792	933,399	(54,393)	944,621

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$4,299,642 or 46.3%. Of this amount, 100% includes Mandated Services with no specified maintenance of effort (MOE) requirements.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases and benefits. Revenue increases reflect reimbursement from the Recorder's Modernization Trust Fund and AB 589 Property Tax Administration Program Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
120,815	40,658	0	0	(80,157)	0

### 2. Staffing Adjustment

One new Management Analyst position is added to support the unit and to analyze departmental data and to fill data requests for the public and other County departments. The new MA will publish financial data on roll changes for all taxing jurisdictions and complete statistical analysis for property reviews and other functions. The cost of this position will be fully offset by redirecting existing revenues within the department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
101,992	101,992	0	0	0	1

### 3. Adjustment to Fund Balance

Fund Balance has been used to offset an increase in operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
7,828	7,828	0	0	0	0

### 4. Retirement Rate Increase

Salaries and benefits have been increased due to the increased cost of retirement rates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	25,764	0	0	25,764	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
230,635	176,242	0	0	(54,393)	1

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: 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	11,222	0	0	11,222	0

**6. Elimination of One-time Purchases**

One-time purchases and operating costs in FY 2006-07 have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(7,828)	(7,828)	0	0	0	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(7,828)	3,394	0	0	11,222	0

## Elections (1330P)

### Program Locator

#### County

Administration and Fiscal

Assessor-County Clerk-Recorder

Appraisal Services

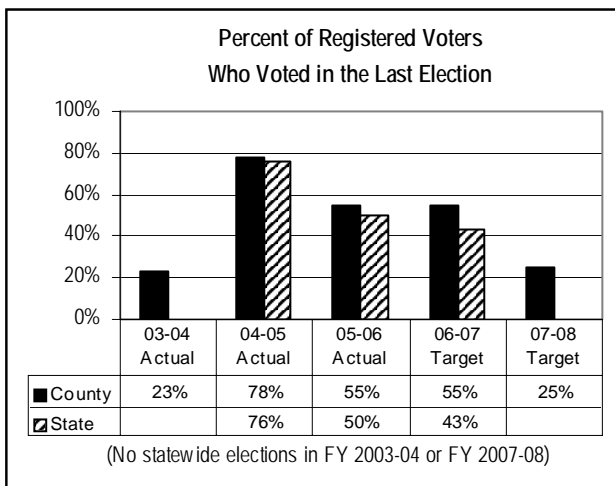
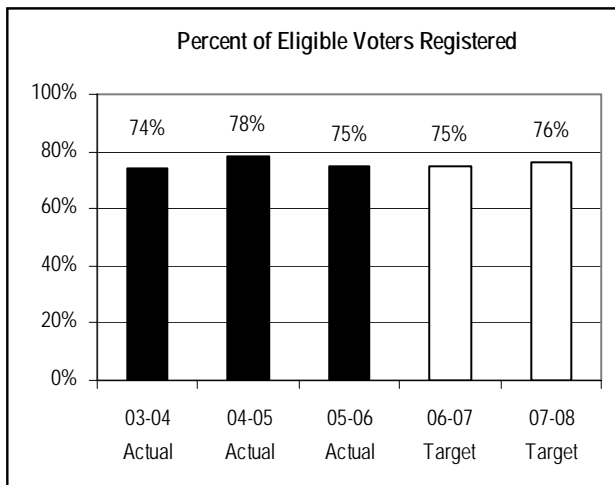
Administration and Support



**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 primarily contributes to the goals of the Shared Vision 2010 commitment to Realize the Potential of Our Diverse Population by registering voters and conducting 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 absentee ballots, equips voting precincts and tabulates election results.

The following are major accomplishments in the current year:

- Continued to outperform the state average for percentage of voter registration (75.6% vs. 70.1%) and voter participation (55.1% vs. 50.1%).
- Continued to improve the Student Poll Worker program by expanding the number of schools involved from 2, during the pilot program, to 10 in San Mateo County. A total of 100 students served as full pledge election officers. This program not only provides young people an opportunity to personally experience democracy in action and instills a habit to vote; the students bring new energy and cooperation amongst more mature poll workers. Students will also be a great source to assist with the implementation of new voting systems planned for 2006.
- Implemented a first in the state absentee ballot tracking program allowing voters to track via the Internet when their ballots were mailed from the Elections Office and when the Elections Office had received their voted ballots. This application helped to reaffirm voter confidence in the electoral process.

### Story Behind Performance

San Mateo County's Elections remained ahead of statewide averages in voter registration, voter participation, and voter and poll worker education and outreach by engaging the diverse communities of the county and providing real time and relevant information through publications and the use of the Internet.

By expanding the Student Poll Worker Program after a successful pilot program, the Elections Office has begun building a foundation to supplement the phenomenon of diminishing number of adult poll workers. Students who participate take with them a foundation for voting and understanding of a fundamental part of democracy and this helps to instill a habit of voting for a lifetime.

The Office continues to work with the League of Women Voters, community organizations, County agencies, community colleges and high schools to support voter education and outreach efforts.

**Major challenges over the next two years will be:**

- To meet the mandates of the Help America Vote Act requiring the acquisition of new voting equipment, without delays in state certification of such equipment, to ensure people with disabilities are able to vote independently and privately without uncertainty
- To thoroughly train Elections staff and poll workers in their respective areas in operating, testing, and problem resolution of the new voting equipment
- To launch a comprehensive voter education program on the use and understanding of the new voting equipment
- To manage the Help America Vote Act's requirement for new voters in the state to provide one of two forms of ID; the last four digits of a social security number or a state driver's/identification card number to be properly registered to vote and not be in risk of being disenfranchised
- To survey and bring into compliance of state and federal ADA access for all polling places used for voting in San Mateo County

**Program Objectives**

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

**Register at Least 75% of Eligible Voters**

- 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 voting process, including the installation of security cameras, and through education, direct engagement, participation, and providing input
- Continue to improve access to and convenience of the registration process through education, creation of neighborhood democracy centers, and exploration of electronic voter registration by way of new legislation
- Partner with the League of Women Voters, community organizations, County agencies, community colleges and high schools and other resources with unique outreach programs
- Perform regularly scheduled voter file maintenance activities

**Maintain Percent of Registered Voters who Voted in Last Election at 40%**

- Continue to improve access to and convenience of the voting process with more efficient and convenient methods for voters to vote by mail via the internet
- Enhance voter confidence in the security of the voting process through education, direct engagement with participation and input through community organization events, school programs and Public Service Announcements
- Build upon the success of the Poll Worker Academy, to improve the voting experience for workers as well as voters by conducting open houses, creating "Talk Radio" and "Pod Cast" within the Elections website to allow for input and exchanges of ideas

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of new voters enrolled	29,783	33,714	14,298	22,000	27,000
Number of poll workers	2,074	2,125	2,025	2,200	2,100
Number of voting locations	486	486	472	472	450
<b>How Well We Do It (Quality)</b>					
Percent of eligible voters registered to vote	74%	78%	75%	75%	76%
Percent of eligible voters registered to vote by mail	16%	26%	35%	36%	38%
Recruitment cost per poll worker	\$46	\$46	\$45	\$40	\$40
<b>Is Anyone Better Off? (Outcome)</b>					
Number and Percent of registered voters who voted in last election - SMC <sup>(1)</sup>	81,073 / 23%	288,533 / 78%	193,739 / 55%	195,249 / 55%	88,700 / 25%
Percent of registered voters in last elections - Statewide Average <sup>(1)</sup>	---	76%	50%	43%	---
Number/Percent of registered voters who voted by mail in last election <sup>(1)</sup>	41,369 / 12%	124,498 / 34%	89,489 / 25%	87,862 / 25%	39,915 / 11%

(1) Elections occurred or will occur as follows: there was a local election in FY 2003-04; a general election in FY 2004-05; a Statewide Uniform District Election (UDEL) in FY 2005-06; a Gubernatorial election in FY 2006-07; and a local UDEL/presidential primary in FY 2007-08.

### Elections (1330P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	11.0	11.0	11.0	11.0		11.0
Funded FTE	11.0	11.0	11.0	11.0		11.0
<b>Total Requirements</b>	5,169,477	5,809,100	10,708,928	14,436,741	3,727,813	5,013,099
<b>Total Sources</b>	3,280,779	3,183,991	7,021,387	11,799,348	4,777,961	1,743,547
<b>Net County Cost</b>	1,888,699	2,625,109	3,687,541	2,637,393	(1,050,148)	3,269,552
<b>NCC Breakdown</b>						
State Grants Match			760,419		(760,419)	
Mandated Services			2,927,122	2,637,393	(289,729)	3,269,552

## Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$2,637,393 or 18.3%. Of this amount, 100% includes Mandated Services with no specified maintenance of effort (MOE) requirements.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases and benefits; net decrease in funding for one major election versus two major elections during the prior year; adjustment of election services revenue to reflect increased cost for a countywide election; inclusion of a state claim for prior year HAVA expenses; and to reflect reappropriation for the new voting system.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
457,937	(509,481)	0	(110,234)	(1,077,652)	0

### 2. Retirement Rate Increase

Salaries and benefits have been increased due to the increased cost of retirement rates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	27,504	0	0	27,504	0

### 3. Adjustment to Fund Balance

Fund Balance has been used to offset a minor increase in operating costs and the remainder has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
130,142	7,045	0	123,097	0	0

### 4. Election Voting Equipment

Funds have been appropriated for the purchase of new election voting equipment in conjunction with the state Voting Modernization Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,189,882	4,189,882	0	0	0	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,777,961	3,714,950	0	12,863	(1,050,148)	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been to meet performance targets: inclusion of negotiated labor increases as well as merit increases and higher benefit costs; elimination of prior year funding for voting equipment; and elimination of funding for one major election in FY 2006-07 and the addition of funding for two major elections in FY 2007-08.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(5,858,874)	(5,226,715)	0	0	632,159	0

**6. Election Voting Equipment**

One-time costs for new election voting equipment purchased in FY 2006-07 has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(4,189,882)	(4,189,882)	0	0	0	0

**7. Elimination of One-time Purchases**

One-time purchases and operating costs in FY 2006-07 have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(7,045)	(7,045)	0	0	0	0

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(10,055,801)	(9,423,642)	0	0	632,159	0



## County Clerk-Recorder (1340P)

### Program Locator

#### County

Administration and Fiscal

Assessor-County Clerk-Recorder

Appraisal Services

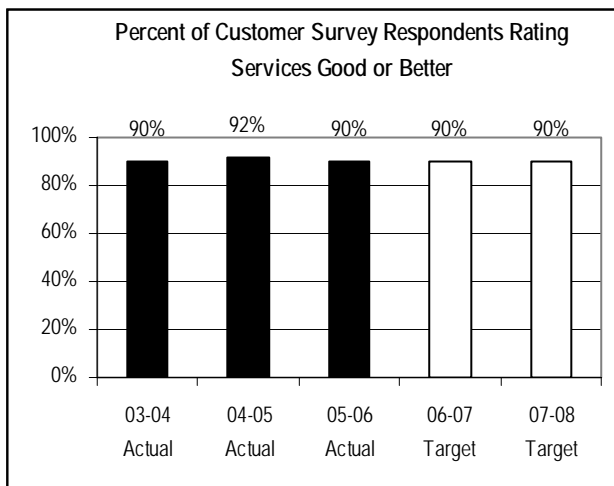
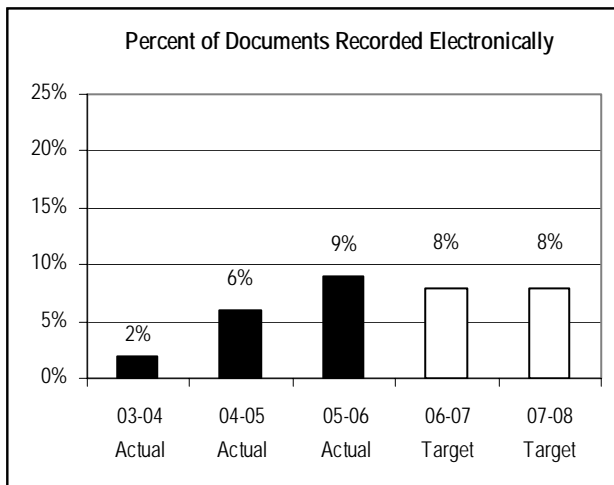
Administration and Support

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 primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing direct services to the public including indexing and maintaining property transactions, fictitious name statements and vital records. On a daily basis, the Office receives 300 telephone calls, 100 customer walk-ins and over 1,000 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:

- Expanded eGovernment initiatives by completing the implementation of an internet site to search the recorded document index, as well as counting to expand the functionality of the website (e.g. virtual tour for the public to view)
- Continued to develop new computer programs to automate additional functions in the County Clerk's unit
- Continued excellent customer service options by working closer with the public and private industry

### Story Behind Performance

To better serve the County's diverse population, staff provide customer service in English, Spanish and Chinese. These efforts and several other endeavors have had a direct bearing on customer service delivery. In FY 2005-06, the CARES customer surveys indicated that 92% 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. This year the Office has worked closely with the Attorney General's office to implement regulations for a new statewide program. These electronic recording efforts save enormous time, reduce errors and create a more timely public record. Currently six-percent of documents are electronically transferred. While eRecording initiatives hold the most promise for increasing the efficient delivery of service to customers, these initiatives face barriers. 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 Objectives**

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

Expand Documents Electronically Recorded to 6%

- 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 an Overall Customer Satisfaction Rating of at Least 90%

- 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 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of documents examined, recorded and indexed	313,500	236,203	230,188	230,000	230,000
Number of customers assisted per day (on-site and callers)	600	400	369	400	400
<b>How Well We Do It (Quality)</b>					
Percent of documents electronically recorded	2%	6%	9%	8%	8%
Percent of customer survey respondents rating services good or better <sup>(1)</sup>	90%	92%	90%	90%	90%
Percent of transactions processed correctly	---	99%	99%	99%	99%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent change in error rate of receipting and transfer tax from prior year	-10%	3.3%	2%	7%	7%
Amount of recording fees generated	\$3,292,271	\$2,311,589	\$2,173,846	\$2,100,000	\$2,000,000

<sup>(1)</sup> A Countywide customer satisfaction performance standard of 90% was established in FY 2005-06.

### County Clerk-Recorder (1340P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	24.0	24.0	24.0	24.0		24.0
Funded FTE	23.8	24.0	24.0	24.0		24.0
<b>Total Requirements</b>	3,815,655	3,398,284	3,344,778	3,530,365	185,587	3,216,907
<b>Total Sources</b>	5,791,055	5,092,492	5,110,326	4,943,863	(166,463)	4,601,505
<b>Net County Cost</b>	(1,975,399)	(1,694,208)	(1,765,548)	(1,413,498)	352,050	(1,384,598)
<b>NCC Breakdown</b>						
Mandated Services			(1,765,548)	(1,413,498)	352,050	(1,384,598)

#### Program Net County Cost

This program has a negative Net County Cost (NCC) of \$1,413,498. Revenues received from Document Recording Fees exceed direct operational costs and are used to offset overhead budgeted in other programs.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been to meet performance targets: inclusion of merit increases and negotiated labor increases and benefits; funding from Recorder's Modernization and Micrographic trust funds for the following: the cost of permanent positions; extra help; security; microfilming and storage contract; SouthTech automation support; rental charges; Information Services Department charges; and other operating costs. Revenue has been adjusted to reflect the decrease in recording fee as a result of the decline in real estate market activity.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(508,982)	(191,192)	0	0	317,790	0

### 2. Adjustment to Fund Balance

Fund Balance has been used to offset miscellaneous increases in operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
62,519	62,519	0	0	0	0

### 3. County Clerk-Recorder System

Appropriation has been added for installation, license, and support fees for the new County Clerk-Recorder system. The cost is fully offset through the Recorder's Modernization Trust Fund.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
280,000	280,000	0	0	0	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(166,463)	185,587	0	0	352,050	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases as well as merit increases and higher benefit costs; and increased use of trust fund receipts to cover operational expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
161	28,869	0	0	28,708	0

### 5. Elimination of One-time Purchases and Projects

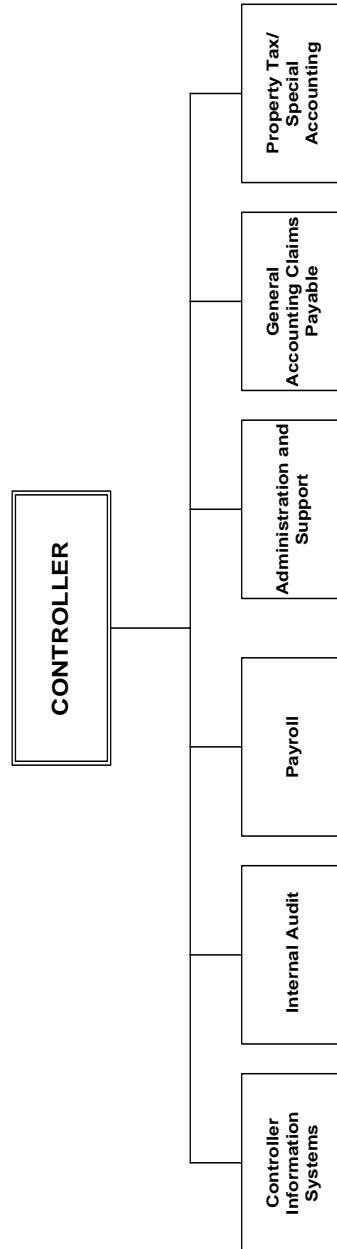
Appropriation has been added for installation, license, and support fees for the new County Clerk-Recorder system. The cost is fully offset through the Recorder's Modernization Trust Fund.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(342,519)	(342,327)	0	0	192	0

## TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

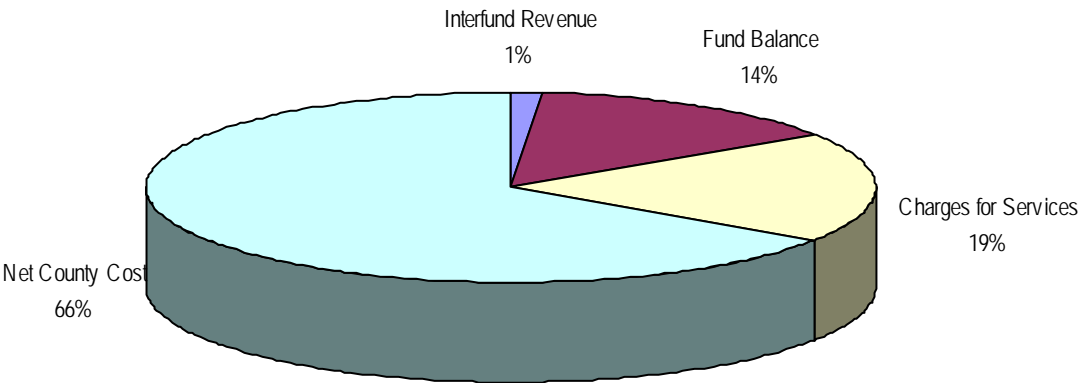
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(342,358)	(313,458)	0	0	28,900	0

## CONTROLLER'S OFFICE

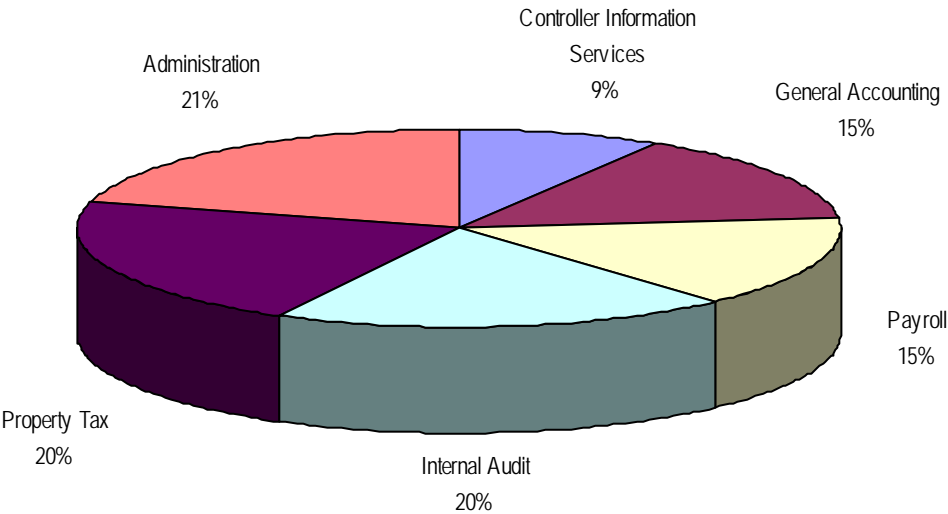


Controller's Office

FY 2006-07 Adopted Sources



FY 2006-07 Adopted Requirements



## Department Locator

### County

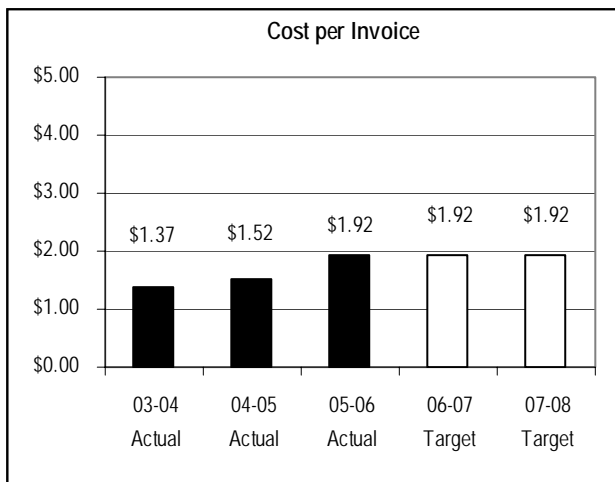
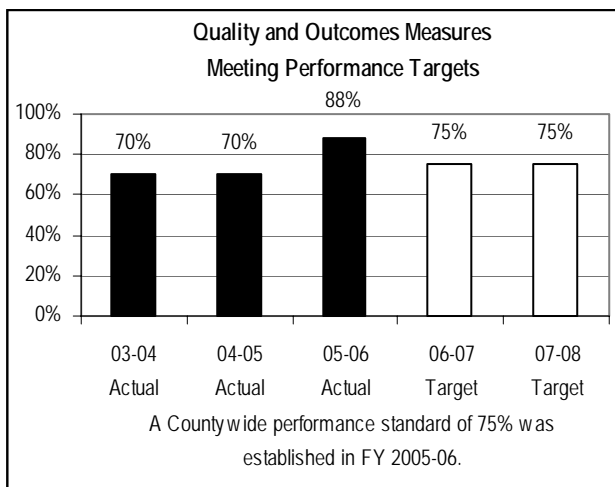
Administration and Fiscal  
Board of Supervisors  
County Manager/Clerk of the Board  
Assessor-County Clerk-Recorder



### Controller's Office

Treasurer-Tax Collector  
County Counsel  
Human Resources Department  
Information Services Department  
Grand Jury  
Retirement (*SamCERA*)

## 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 (Fiscal Years 2000 – 2005)

### PEOPLE

#### Realize the Potential of Our Diverse Population

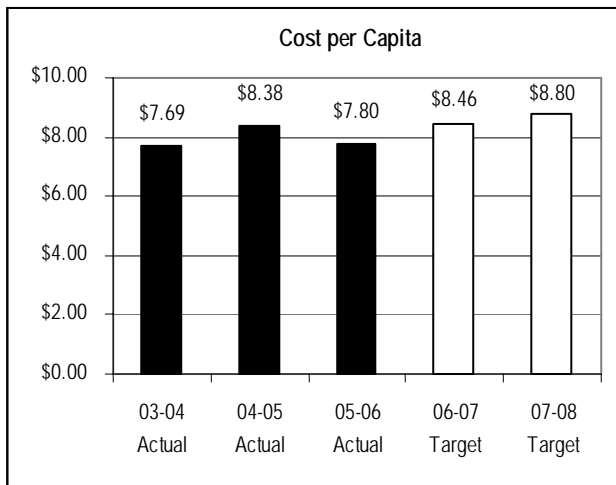
- **Involvement with County Sponsored Events**  
Participated and gave generously to County sponsored events such as HeartWalk, Second Harvest Food Bank and the Charitable Kick-Off Events.
- **Collaborated with Partners**  
Collaborated with the Assessor and Treasurer-Tax Collector, local cities, school districts and special districts to help maintain the fiscal stability of the County's 135 public agencies that provide the residents with high quality community services.

### PARTNERSHIPS

#### Responsive, Effective and Collaborative Government

- **Safeguard Tax Payers' Money**  
Generated and saved millions of revenue dollars for the County through operational, management and financial audits, which identified cost effective and/or efficient business strategies leading to the conservation of tax dollars and the fiscal stability of County operations.
- **Enhanced Delivery of Services and Information**  
Improved the quality and accessibility of the County's financial information in order that citizens, policy leaders and County managers could make informed decisions with regard to taxpayer money.
- **Upgraded the Personnel Information Payroll System (PIPS)**  
The system was upgraded in order to provide fraud safeguard for County employees.  
  
Implemented the IFAS 7i upgrade, which is the building block for the County to conduct eCommerce.  
  
Increased countywide participation in the direct deposit program.  
  
Worked in conjunction with County departments to streamline and improve the fiscal year end processes.  
  
Provided accessibility to Property Tax Rates through online access.





## Major Accomplishments in FY 2005-06

### Responsive, Effective and Collaborative Government

- Conserved resources and preserved services provided by local agencies in the County by conducting operational audits that generated and/or saved a total of \$74.4 million
- Worked collaboratively with Information Services Department to obtain an Automated Time Keeping System
- Preserved \$20 to \$30 million, the cost of implementing a new accounting system, through periodic upgrade of the County's Integrated Financial and Administrative Solution (IFAS) system
- Received awards of recognition by the Government Finance Officers Association (GFOA) for the County's Comprehensive Annual Financial Report and Popular Annual Financial Report
- Published an online State Disability/Paid Family Program Information tutorial
- Received high customer service ratings
- Implemented a Direct Deposit Advantage Drive

## Major Issues to be Addressed

- **Property Tax Division Function** - There is a potential for enhancing the Controller's Property Tax Division's role in ensuring accurate and timely assessment in billing of property tax.
- **Technology and Training** - Ongoing technology enhancements and training are limited due to staffing and resources limitations.

## Key Department Initiatives

### 1. Redefining the Controller's Role in Property Tax Roll Maintenance

#### Major Issues to be Addressed:

- The Controller's Property Tax Division's role in Property Tax Roll Maintenance does not effectively reduce the risk of unauthorized change or untimely, inaccurate billing; cannot discover systematic problems that can be corrected in a

timely manner; and adds no value with the exception of data entry, which can be automated.

#### Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

#### Goals:

- Automate the roll change process to save costs, provide the taxpayer more timely and accurate bills, and reduce the amount of refunds
- Refocus the Controller's Property Tax effort to analyze and audit the process rather than the current low value activity of data entry

#### Objectives:

- Improve the percentage of automated tax roll change transactions
- Decrease staff time spent on manual entry and increase staff time spent on audit and analysis
- Reduce tax roll changes
- Lower the number of resent tax bills
- Decrease the number of dollar value of refunds

#### Major Milestones:

- Define the data requirements to the Assessor's Office
- Test electronic transfer of data from the Assessor's to the Treasurer-Tax Collector's Office
- Write and test applications in the Tax Collector system to handle calculation of refunds and the interface into IFAS' payment process
- Measure results

#### Partners:

- Assessor's Office
- Treasurer-Tax Collector's Office
- Information Services Department

#### FY 2006-07 Budget Impact:

This proposed initiative would shift priorities with existing resources.

## 2. Enhancing Technology and Training

#### Major Issues to be Addressed:

- Insufficient staffing levels within the Controller's Office has limited the capabilities of the Department to provide for new initiatives or process improvements, which would benefit all County fiscal operations.
- The County's new Automated Time Keeping System (ATKS) will require additional resources due to support maintenance for help desk inquiries, report creation, ongoing training, rule design, etc.
- There have been delays in delivering eCommerce, which would allow for electronic payments to vendors (including Community Based Organizations), Appropriation Transfer Requests Workflow Automation, paperless journal entry

processing, etc. through IFAS 7i, as well as limitations to ongoing IFAS 7i training due to insufficient staff resources.

**Alignment to Shared Vision:**

- Responsive, effective and collaborative government

**Goals:**

- Provide adequate personnel to assist County employees in accounting and payroll processes
- Continue to improve and streamline Controller processes that affect all County departments

**Objectives:**

- Increase the number of accounting transactions processed electronically
- Reduce the number of payroll adjustments

**Major Milestones:**

- Train new and current users on IFAS 7i and maintenance of the County's accounting system
- Ongoing application management of the new Automated Time Keeping System

**Partners:**

- Employee and Public Services
- Information Services Department
- All other County Departments

**FY 2006-07 Budget Impact:**

Still determining cost implications with this initiative.

**General Accounting/Accounts Payable**

- Continue to improve transaction cycle processes
- Continue to provide financial information in a timely manner

**Other Significant Objectives by Program**

The Controller's Office includes the following programs:

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

The following program objectives will significantly contribute to Departmental success (additional program-level objectives are included in individual Program Plans):

**All Controller Office Divisions**

- Maintain high customer satisfaction ratings
- Balance and maintain quality service with limited resources

**Operational Audit Division**

- Maintain and improve quality control processes for the County
- Continue to identify departmental savings, new revenue and maximize County resources

**Controller Information System**

- Release of the IFAS 7i Fixed Asset Module
- Continue and maintain the County's financial system

Controller's Office (1400B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues		106,702				
Charges for Services	1,266,261	1,277,031	1,230,933	1,263,503	32,570	1,263,503
Interfund Revenue	124,389	87,241	113,649	89,409	(24,240)	89,409
Miscellaneous Revenue	22,462	68,468				
<b>Total Revenue</b>	<b>1,413,112</b>	<b>1,539,442</b>	<b>1,344,582</b>	<b>1,352,912</b>	<b>8,330</b>	<b>1,352,912</b>
Fund Balance	814,223	928,395	928,389	928,389		820,907
<b>TOTAL SOURCES</b>	<b>2,227,335</b>	<b>2,467,837</b>	<b>2,272,971</b>	<b>2,281,301</b>	<b>8,330</b>	<b>2,173,819</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	4,116,701	4,178,819	4,255,419	4,569,262	313,843	4,625,449
Services and Supplies	378,661	563,481	1,224,089	540,220	(683,869)	532,834
Other Charges	928,995	889,266	892,137	962,615	70,478	962,615
Fixed Assets	877,754	22,776				
<b>Gross Appropriations</b>	<b>6,302,112</b>	<b>5,654,342</b>	<b>6,371,645</b>	<b>6,072,097</b>	<b>(299,548)</b>	<b>6,120,898</b>
Intrafund Transfers	(150,000)	(194,850)	(364,587)	(8,200)	356,387	(8,200)
<b>Net Appropriations</b>	<b>6,152,112</b>	<b>5,459,492</b>	<b>6,007,058</b>	<b>6,063,897</b>	<b>56,839</b>	<b>6,112,698</b>
Contingencies/Dept Reserves	74,177	79,543	79,543	537,946	458,403	422,505
<b>TOTAL REQUIREMENTS</b>	<b>6,226,289</b>	<b>5,539,035</b>	<b>6,086,601</b>	<b>6,601,843</b>	<b>515,242</b>	<b>6,535,203</b>
<b>NET COUNTY COST</b>	<b>3,998,954</b>	<b>3,071,199</b>	<b>3,813,630</b>	<b>4,320,542</b>	<b>506,912</b>	<b>4,361,384</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	41.0	41.0	41.0	41.0		41.0
Funded FTE	40.3	40.1	40.1	40.5	0.4	40.5

## FY 2006-07 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$8,330 or 0.4% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Charges for Services

There is an increase of \$32,570 in this funding source due to increase in Supplemental Tax Administrative Fees from Property Tax.

#### Interfund Revenue

There is a decrease of \$24,240 in this funding source due to reduced consulting services provided to the Property Tax Administration Grant Program (AB589).

### TOTAL REQUIREMENTS

Total Requirements increased by \$512,242 or 8.5% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$313,843 in this expenditure category due to merit increases, annualization of mid-year position changes and negotiated salary and benefit changes.

#### Services and Supplies

There is a decrease of \$683,869 in this expenditure category due to a decrease in SB90 and A-87 contract amounts and the transfer of AB589 money from a contract account to a Reserves account.

#### Other Charges

There is an increase of \$70,478 in this expenditure category due to increase in automation service charges, County facility rental charges, and Learning Content Management System (LCMS) service charges.

#### Intrafund Transfers

There is a decrease of \$356,387 in this expenditure category due to the elimination of state AB589 funding and a corresponding reduction in consulting and support services provided to Property Tax Administration Program.

#### Contingencies/Departmental Reserves

There is an increase of \$458,403 in Reserves mostly due to the transfer of AB589 money from Services and Supplies contract account. The balance in reserves represents 8.9% of Net Appropriations, which is over the County 2% reserves policy requirement by \$416,668.

### NET COUNTY COST

There is an increase of \$506,912 or 13.3% in this Department's General Fund allocation.

## FY 2007-08 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$107,482 or 4.7% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Fund Balance

There is a decrease of \$107,482 in this funding source due to one-time expenditures in the prior year.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$66,640 or 1.0% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$56,187 in this expenditure category due to merit increases and negotiated salary and benefit changes.

#### Services and Supplies

There is a decrease of \$7,386 in this expenditure category due to reductions in operating costs to offset increases in salary and benefits.

#### Contingencies/Departmental Reserves

There is a decrease of \$115,441 in this expenditure category due to utilization of AB589 money for special Property Tax projects. The balance in reserves represents 6.9% of Net Appropriations, which is over the County 2% reserves policy requirement by \$300,251.

**NET COUNTY COST**

There is an increase of \$40,842 or 0.9% in this Department's General Fund allocation.

## Administration (1411P)

### Program Locator

#### County

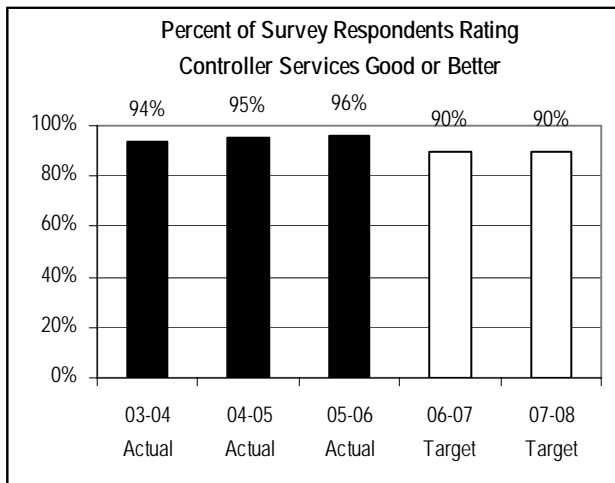
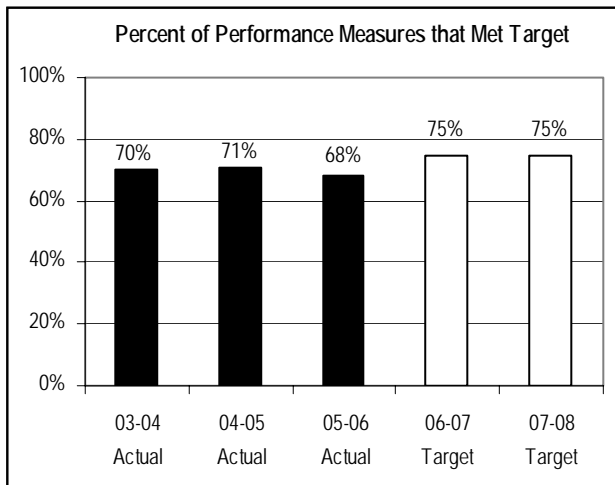
Administration and Fiscal  
Controller's Office



#### 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 department budget, provides public information and communicates with stakeholders to keep everyone apprised of changes, issues and concerns.

### Services and Accomplishments

The Administration Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing 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:

- Conserved resources and preserved services provided by local agencies in the County by conducting operational audits that generated and/or saved a total of \$74.4 million dollars
- Assisted in the Countywide implementation project with Information Services Department for an Automated Time Keeping and Reporting system
- Began implementation of the IFAS 7i's Fixed Asset Module
- Launched a Direct Deposit Advantage Program campaign to raise awareness on the benefits of Direct Deposit
- 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 to taxpayers, city and special district finance staff and County management
- Began implementation of Phase II the Property Tax Upgrade Project to automate the property tax apportionment process
- Earned positive customer service ratings overall, despite limited personnel and increases in the staff workload for those responsible for the management and implementation of complex projects and mandated Controller services
- Published an online Employee State Disability/Paid Family Leave information program

### Story Behind Performance

Administration Program staff direct the work of the Controller's Office programs, including major projects currently 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 96% is anticipated in the current year.

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

- Delivery of IFAS 7i's Fixed Asset Module, which would replace the existing Access database
- 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 I of the Automated Time Keeping System (ATKS)
- Delivery of eBusiness solutions for vendors, cities, special districts and school districts will provide the necessary system security to conduct financial transactions online
- Completion of the Controller's website will allow the public and employees access to financial information

to provide quality, public information regarding San Mateo County finances (all of these publications are available online)

- Survey customers annually to continue to identify needs, concerns and meet customer requests for service improvements

**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 Objectives

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

### Meet 83% of Performance Targets

- Finalize Phase II of the Property Tax Project
- Assist in the implementation process of Phase I of the Countywide Automated Time Keeping and Reporting Payroll Project
- 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
- Provide operational audits to help County departments identify process savings, new revenue and to stretch resources
- 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 an Overall Customer Satisfaction Rating of at Least 90%

- Improve communications and public access to financial information by publishing the CAFR, PAFR, Property Tax Rate Book, Property Tax Highlights and Dollarwise newsletter in order

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of performance measures (all programs) monitored	47	46	46	45	45
<b>How Well We Do It (Quality)</b>					
Percent of measures monitored/reviewed within one week after quarterly reporting period	100%	100%	100%	100%	100%
<b>Is Anyone Better Off? (Outcome)</b>					
Number of measures where targets were met	31	33	31	37	37
Percent of performance measures met	70%	71%	68%	75%	75%
Percent of customer survey respondents rating Controller Services good or better <sup>(1)</sup>	94%	95%	96%	90%	90%

<sup>(1)</sup> A Countywide customer satisfaction performance standard of 90% was established in FY 2005-06.

### Administration (1411P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0
<b>Total Requirements</b>	1,047,708	995,653	1,133,572	1,364,641	231,069	1,342,092
<b>Total Sources</b>	249,680	229,110	227,109	452,916	225,807	345,434
<b>Net County Cost</b>	798,028	766,543	906,463	911,725	5,262	996,658
<b>NCC Breakdown</b>						
A-87 Cost Plan			139,841	139,841		139,841
Mandated Services			766,622	771,884	5,262	856,817

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$911,725 or 66.8%, of which 100% includes Mandated Services currently provided with no maintenance-of-effort.



## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets including: merit increases; a decrease in Workers' Compensation charges due to a change in methodology; annualization of mid-year position changes, negotiated labor increases, and increases in retirement rates. AB589 Property Tax Administration Grant funds have been decreased due to reduced support work and an adjustment to AB589 Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
225,807	147,010	84,059	0	5,262	0

### 2. Learning Content Management System

Service charges have been increased as a result of the new Countywide Learning Content Management System that has the capability of providing department specific online training (eLearning), the ability to track and report employee training participation, and the ability to identify skills and competencies for succession planning.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,095	0	(1,095)	0	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
225,807	148,105	84,059	(1,095)	5,262	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets including merit increases and negotiated salary and benefit adjustments. Fund Balance has been reduced due to one-time expenditures made in the prior year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(107,482)	(7,108)	0	(15,441)	84,933	0

## Internal Audit (1421P)

### Program Locator

#### County

Administration and Fiscal

Controller's Office

Administration



**Internal Audit**

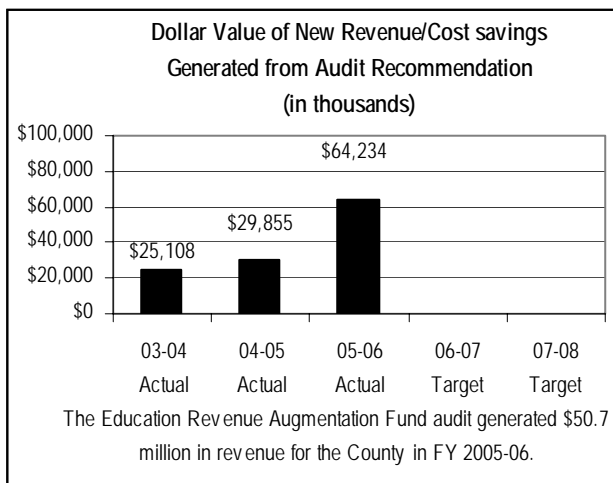
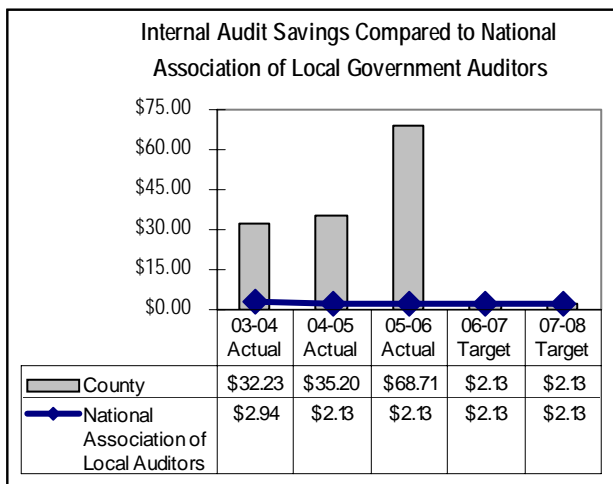
Payroll Services

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 primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by conducting 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 \$64.2 million through revenue enhancements and cost savings from operational audits such as the Education Revenue Augmentation Fund (ERAF) audit, which generated unexpected revenue for the County in the amount of \$50.7 million
- Played a major role in the Controller's effort to procure and implement an automated employee time reporting system and upgrade the property tax system

### Story Behind Performance

The Internal Audit Program conducts audits to meet reporting requirements, reduce risk, and identify savings, new revenue and more efficient ways to do business. During the past five years, operational audits have helped 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 of over \$64.2 million. The Education Revenue Augmentation Fund (ERAF) audit alone generated \$50.7 million in unexpected revenue for the County and over \$22 million for local taxing agencies. Using a Civil Grand Jury suggested measure (National Association of Local Government Auditors); the County saved \$30.00 for every dollar spent on Internal Audit. The savings rate is more than fourteen times the National Association of Local Government Auditor's benchmark of \$2.13.

Mandated audits, which include audits of financial statements and compliance audits of County programs receiving State and Federal grants, provide assurance to the State, 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 First 5 San Mateo County with \$45 million in assets, the San Mateo County Expo Center and the County's Narcotics Task Force. 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 provide ongoing training for staff in order to remain in compliance with professional standards and maintain the ability to perform various types of audits
- To retain qualified auditors by offering competitive salaries in order to build a team that is able to meet the multitude of mandatory audit requirements and diverse audit processes within the County and to provide effective leadership for major reengineering projects

**Program Objectives**

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

**Achieve Greater Rate of Savings than the National Benchmark of \$2.13**

- Increase use of data analysis tools when conducting audits
- 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 data analysis that helps with effective decision-making to reduce costs
- Provide consulting services and leadership, as necessary, on major reengineering projects

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of audits conducted:					
- Mandated	19	18	16	18	18
- Discretionary	5	3	1	3	3
- Special projects	10	14	9	6	6
<b>How Well We Do It (Quality)</b>					
Dollar savings per Audit employee <sup>(1)</sup>	\$2,894,689	\$3,339,393	\$8,329,398	\$36,500	\$36,500
Percent of County budget covered by internal controls review (risk reduction) <sup>(2)</sup>	13%	36%	11.5%	10%	10%
<b>Is Anyone Better Off? (Outcome)</b>					
Number of internal audit changes recommended (internal control audits)	22	41	14	20	20
Number of recommended changes that are implemented by departments	27	10	10	17	17
Dollar value of new, one-time revenue enhancements/cost savings (efficiency/ effectiveness audits) <sup>(1)</sup>	\$25,107,631	\$29,854,541	\$64,234,200	---	---
Dollar value of new, ongoing revenue enhancements/cost savings (efficiency/ effectiveness audits) <sup>(3)</sup>	\$330,000	\$200,000	\$424,000	\$375,000	\$375,000
Percent increase in new revenue collection/ cost savings expressed as a percentage of Internal Audit Program budget <sup>(1) (3)</sup>	2,858%	3,520%	6,492%	40%	40%
Dollars saved for every dollar spent on internal and operational audits <sup>(1)</sup>					
- County	\$32.23	\$35.20	\$68.71	\$2.13	\$2.13
- National Association of Local Government Auditor's Benchmark	\$2.94	\$2.13	\$2.13	\$2.13	\$2.13

<sup>(1)</sup> 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.

<sup>(2)</sup> The new revenue enhancements/cost savings targets for FY 2006-07 and FY 2007-08 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. Audit projects completed in FY 2005-06 resulted in one-time revenue but not ongoing revenue.

<sup>(3)</sup> The targets for FY 2006-07 and FY 2007-08 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 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	9.9	9.8	9.8	10.0	0.2	10.0
 Total Requirements	1,092,490	1,065,830	1,094,314	1,296,409	202,095	1,315,589
Total Sources	86,427	58,973	98,300	76,360	(21,940)	76,360
Net County Cost	1,006,063	1,006,857	996,014	1,220,049	224,035	1,239,229
 NCC Breakdown						
A-87 Cost Plan			279,681	279,681		279,681
Mandated Services			716,333	940,368	224,035	959,548

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$1,220,049 or 94.1%, of which 100% includes Mandated Services currently provided with no maintenance-of-effort.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets including: merit increases; a decrease in Workers' Compensation charges due to a change in methodology; annualization of mid-year position changes, retirement rate increases; and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(21,940)	75,667	126,428	0	224,035	0

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets including merit increases and negotiated salary and benefits adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	19,180	0	0	19,180	0

## Payroll Services (1431P)

### Program Locator

#### County

Administration and Fiscal

Controller's Office

Administration

Internal Audit



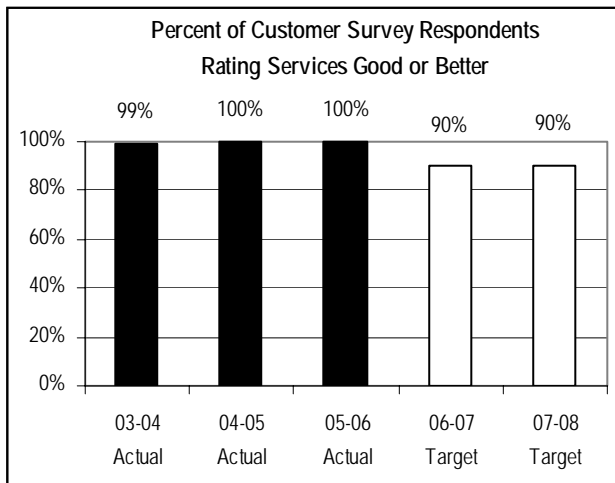
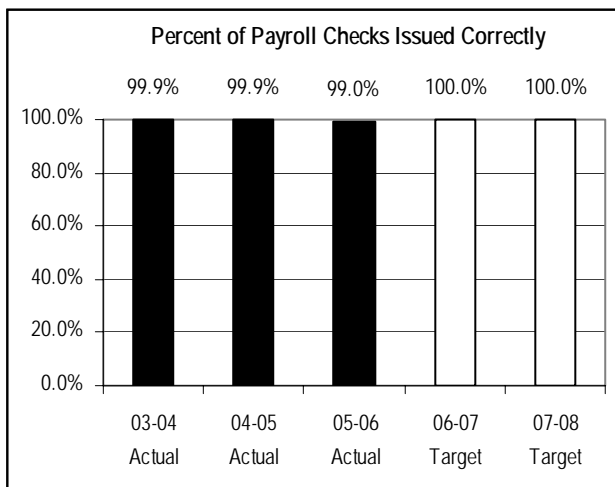
#### **Payroll Services**

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 primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by processing payroll transactions for all County departments.

The following are major accomplishments in the current year:

- Continually earns 100% good or better customer satisfaction ratings year after year
- In cooperation with Information Services Department, helped implement Phase I of the Automated Time Keeping system
- Increased Direct Deposit to 95%, exceeding the national average of 71%
- Launched a Direct Deposit Advantage Program campaign to raise awareness on the benefits of Direct Deposit
- Established an online Power Point tutorial to provide guidance and information to employees on the State Disability Insurance (SDI) and Paid Family Leave (PFL) programs
- Began implementation of an online Payroll Reference Booklet for Payroll Clerks

### Story Behind 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 for the past five years has been 99% or 100%.

In cooperation with Information Services Department, the Payroll Program has begun Phase I of the implementation process for an Automated Time Keeping System (ATKS). The completion of the ATKS project will reduce payroll errors, reduce time spent correcting timecards and improve access to timecard. In addition, the Program has instituted a Direct Deposit Advantage Program, which targets employees not currently enrolled in the County's direct deposit system.

The Program has addressed employees' requests for online access to SDI/PFL information by creating a Power Point tutorial with links the State's Employment Development Department and downloadable forms.

### Major challenges over the next two years will be:

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

## Program Objectives

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

### Achieve an Overall Customer Satisfaction Rating of at Least 90%

- 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

- Actively participate in the Implementation Phase I of the ATKS process which will increase the timeliness of payroll time and data input by eliminating manual time cards

### Achieve 100% Direct Deposit Participation

- Continue its Direct Deposit Advantage Program to provide employees information on the benefits of enrolling in the direct deposit program

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of departmental payroll transactions processed each pay period	1,537	1,609	1,821	1,034	1,034
Number of department payroll transactions requiring correction per pay period	538	563	311	311	311
Number of timecard transaction lines processed each pay period	18,542	19,001	20,285	18,248	18,248
<b>How Well We Do It (Quality)</b>					
Percent of customer survey respondents rating services good or better <sup>(1)</sup>	99%	100%	100%	90%	90%
Percent of timecard transactions processed electronically <sup>(2)(3)</sup>	25%	25%	25%	99%	98%
<b>Is Anyone Better Off? (Outcome)</b>					
Number of payroll checks issued correctly	156,595	159,116	161,971	152,390	152,390
Percent of payroll checks issued correctly	99.9%	99.9%	99.0%	100%	100%

<sup>(1)</sup> A Countywide customer service performance standard of 90% was established in FY 2005-06.

<sup>(2)</sup> Current percentage based on electronic interfaces received from Information Services Department and the Department of Public Works for their stand-alone time-entry software.

<sup>(3)</sup> Target percentage based on the approval for a Countywide remote time-entry process and the implementation schedule time line.

### Payroll Services (1431P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
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	998,996	1,001,553	876,608	980,763	104,155	986,038
Total Sources		6				
Net County Cost	998,996	1,001,547	876,608	980,763	104,155	986,038
 NCC Breakdown						
A-87 Cost Plan			167,809	167,809		167,809
Mandated Services			708,799	812,954	104,155	818,229



## Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$980,763 or 100%. Of this amount, 100% includes Mandated Services currently provided with no maintenance-of-effort.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets including: merit increases; a decrease in Workers' Compensation charges due to a change in methodology; annualization of mid-year position changes; retirement rate increases; and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	104,155	0	0	104,155	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets including merit increases and negotiated salary and benefits adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	5,275	0	0	5,275	0

## Controller Information Systems (1432P)

### Program Locator

#### County

Administration and Fiscal

Controller's Office

Administration

Internal Audit

Payroll Services

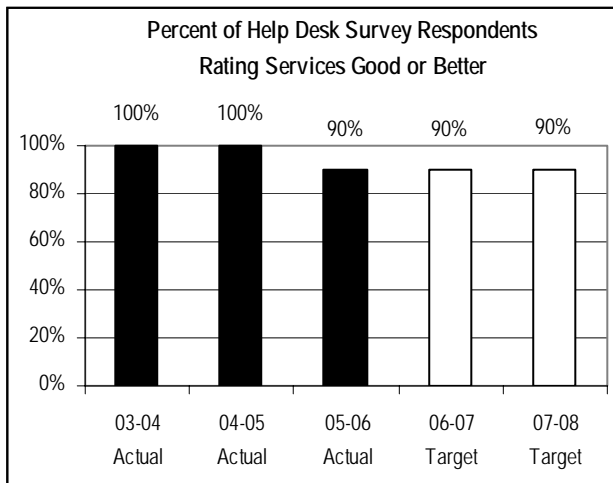
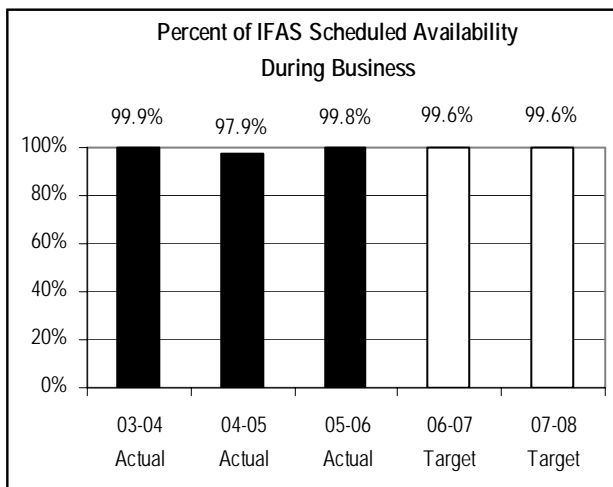


**Controller Information Systems**

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 Controller Information System Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by managing the County's financial accounting software (IFAS) including providing ongoing maintenance, training, technical support, as well as the installation and testing of new product releases and upgrades. The Program provides 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 W-2 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:

- Began implementation of IFAS 7i's Fixed Asset Module, which currently resides on an Access database
- Continued to receive high customer satisfaction ratings despite the Program's limited staff
- Produced the CAFR and Popular Annual Financial Report (PAFR) with support from the Controller's General Accounting Program

### Story Behind Performance

Customer satisfaction continues to remain high with 90% of customers surveyed rating services provided as good or better. The Controller Information Service Program will continue to contribute to department customer satisfaction by providing ongoing IFAS 7i training and help desk support for all IFAS end users.

The Controller Information Service Program will also continue to strive to improve IFAS system reliability. With the upgrade to IFAS 7i, the Program will be able to streamline current processes. The browser-based IFAS 7i will allow for the implementation of eCommerce, which will provide electronic payment of invoices and other eServices and automated workflow, which will allow for "intelligent" transaction routing for significant transaction processing efficiencies. Furthermore, the Program is working to improve the current Fixed Asset Access database process by integrating it into the IFAS 7i system.

**Major challenges over the next two years will be:**

- To provide ongoing training and help desk support on the new 7i software and process improvements for IFAS users
- To manage complex projects with limited staffing
- To implement new projects around internal County deadlines and external product releases with limited financial resources
- Program Objectives
- The Controller Information Services Program will meet performance targets by doing the following:

Maintain 99.6% 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

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Provide updated 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 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of IFAS users trained <sup>(1)</sup>	0	374	50	100	100
Number of Help Desk calls	3,918	3,683	3,200	3,200	3,200
<b>How Well We Do It (Quality)</b>					
Percent of trainees rating training as good or better <sup>(1)</sup>	---	89%	85%	90%	90%
Percent of Help Desk customer survey respondents rating services provided good or better <sup>(2)</sup>	100%	100%	90%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Number of business hours IFAS is available <sup>(3)</sup>	3,009	2,984	2,988	2,988	2,988
Percent IFAS scheduled availability during business hours <sup>(3)</sup>	99.9%	97.9%	99.8%	99.6%	99.6%

<sup>(1)</sup> Trainings include IFAS 7i, Overview, Accounts Payable (A/P), Purchasing (PO) and General Ledger (GL Reporting).

<sup>(2)</sup> A Countywide customer satisfaction performance standard of 90% was established in FY 2005-06.

<sup>(3)</sup> Business hours are 7:00 A.M. – 7:00 P.M. Monday through Friday, except holidays.

## Controller Information Systems (1432P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	4.0	4.0	4.0	4.0		4.0
Funded FTE	4.0	4.0	4.0	4.0		4.0
<b>Total Requirements</b>	1,384,104	572,348	509,371	563,388	54,017	572,834
<b>Total Sources</b>	300	10,038	10,138	10,138		10,138
<b>Net County Cost</b>	1,383,804	562,310	499,233	553,250	54,017	562,696
<b>NCC Breakdown</b>						
A-87 Cost Plan			111,872	111,872		111,872
Mandated Services			387,361	441,378	54,017	450,824

## Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$553,250 or 98.2%. Of this amount, 100% includes Mandated Services currently provided with no maintenance-of-effort.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; decrease to Workers' Compensation charges due to a change in methodology; and annualization of mid-year position changes and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	46,827	0	0	46,827	0

### 2. Retirement Rate Increase

Salaries and benefits have been adjusted due to the increases in retirement rates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	7,190	0	0	7,190	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	54,017	0	0	54,017	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; and negotiated salary and benefit adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	9,446	0	0	9,446	0

## General Accounting (1441P)

### Program Locator

#### County

Administration and Fiscal

Controller's Office

Administration

Internal Audit

Payroll Services

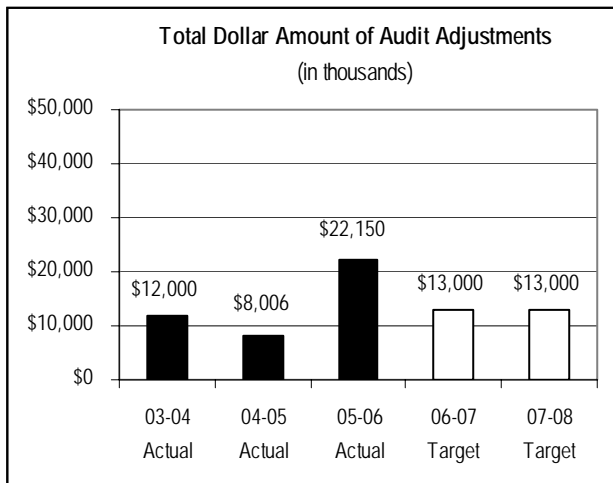
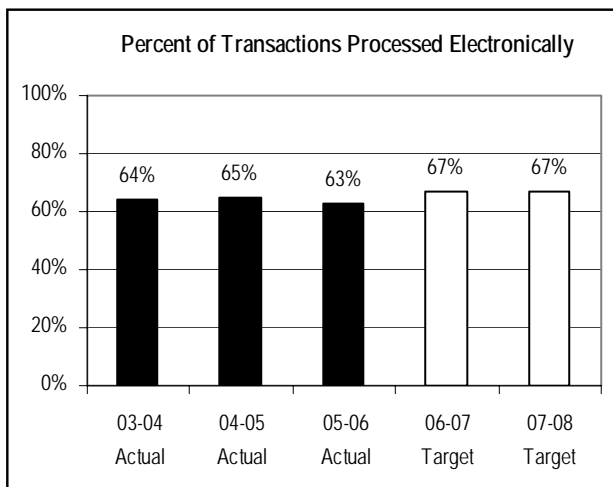
Controller Information Systems



**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 primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by establishing accounting policies and procedures of the County, helping to manage the fiscal processes of customer operations, and reporting 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 CAFR and Popular Annual Financial Report (PAFR), associated work with the County's external auditors, preparation of the 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 to efficiently process month-end closings with limited staff resources
- Received 100% good or better customer satisfaction ratings

### Story Behind Performance

The Program continues to be a significant part of the team that produces the County's award-winning audited CAFR and PAFR. Additionally, the Program provides accounting advice to all County departments and agencies on complex accounting questions, processes and Appropriation Transfer Requests (ATRs), processes contract encumbrance change requests, approves all expenditures \$500 or greater, prepares and distributes all expenditure payments, fulfills mandated reporting requirements and approves all journal entries.

The electronic processing of transactions continues to be a high priority for the Program. The General Accounting Program is continually striving to increase the number of electronic transactions (payments, journal entries, deposits) that can be processed electronically. With the implementation of the new IFAS 7i software,

it has reached its anticipated 67% processing of transactions electronically. IFAS 7i will allow for electronic payment of invoices through eCommerce and offer other eServices.

The total dollar amount of audit adjustment is significantly higher than the prior year. This is primarily due to the reclassification of accounts relating to San Mateo County Joint Powers Authority, Probation and the San Mateo Medical Center.

The Program continues to recognize efficiencies by outsourcing some processes. 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).

**Major challenges over the next two years will be:**

- To continue to produce an award winning and timely CAFR and PAFR 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 Objectives**

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 advance of eGovernment functionality with the upgraded IFAS 7i
- 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 7i System upgrades

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of transactions processed	1,860,020	1,889,605	1,943,140	1,800,000	1,800,000
Number of transactions submitted to the Controller's Office electronically	1,185,008	1,219,803	1,224,644	1,202,440	1,202,440
<b>How Well We Do It (Quality)</b>					
Percent of transactions processed electronically (payments, journal entries, deposits)	64%	65%	63%	67%	67%
Total dollar amount of audit adjustments	\$12,000,000	\$8,006,000	22,149,725	\$13,000,000	\$13,000,000
<b>Is Anyone Better Off? (Outcome)</b>					
Number of audit adjustments	5	4	5	5	5
Rate of audit adjustments as a percentage of total Countywide expenditures	3%	6%	0%	1%	1%
CAFR issued with unqualified opinion and GFOA award of excellence	100%	100%	100%	100%	100%

General Accounting (1441P)  
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	7.4	7.5	7.5	7.5		7.5
<b>Total Requirements</b>	764,020	826,365	981,148	978,188	(2,960)	990,543
<b>Total Sources</b>	69,103	47,770	53,459	53,459		53,459
<b>Net County Cost</b>	694,917	778,594	927,689	924,729	(2,960)	937,084
<b>NCC Breakdown</b>						
A-87 Cost Plan			223,745	223,745		223,745
Mandated Services			703,944	700,984	(2,960)	713,339

## Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$924,729 or 94.5%. Of this amount, 100% includes Mandated Services currently provided with no maintenance-of-effort.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:



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

Budget adjustments have been made to meet performance targets including: merit increases; a decrease in Workers' Compensation charges due to a change in methodology; annualization of mid-year position changes; retirement rate increases; negotiated labor increases; and a decrease in SB90 and A-87 contracts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(2,960)	0	0	(2,960)	0

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets including: merit increases and negotiated salary and benefit adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	12,355	0	0	12,355	0

## Property Tax/Special Accounting (1461P)

### Program Locator

#### County

Administration and Fiscal

Controller's Office

Administration

Internal Audit

Payroll Services

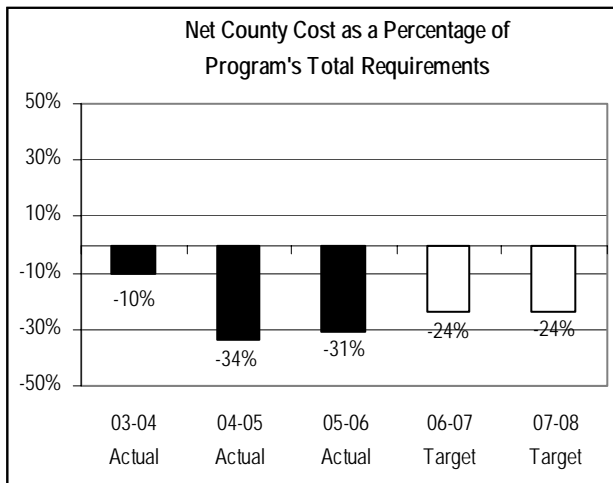
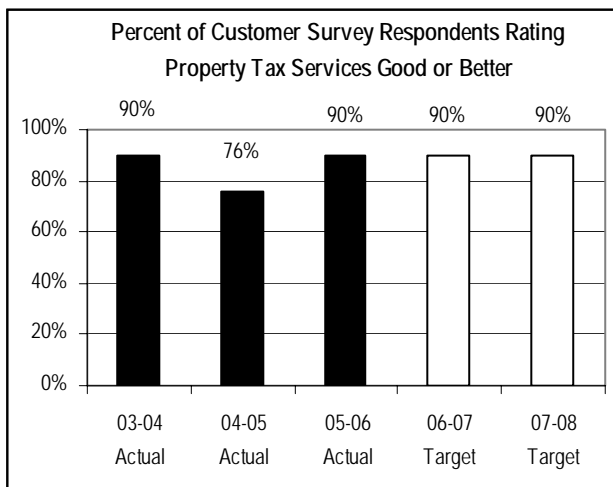
Controller Information Systems

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 primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by apportioning and distributing 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 is a major accomplishment in the current year:

- In cooperation with the County Counsel's Office, the Property Tax Program determined that the Educational Revenue Augmentation Fund owed the County, cities, special districts and redevelopment agencies \$74.4 million in "excess" property tax shift as defined by the law. The Controller issued a refund of \$50.7 million to the County and \$23.7 million to the cities, special districts and redevelopment agencies.

### Story Behind Performance

The Property Tax and Special Accounting Program apportions property tax revenue to the State, County, cities, school districts and special districts on time and with 100% accuracy. All tax rolls (Secured, Unsecured and Supplemental) were extended and delivered to the Tax Collector, allowing property tax bills to be sent out in a timely manner. Concurrent with 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 2006-07.

In an effort to improve services, the Property Tax and Special Accounting Program will continue to 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. Tax apportionment information will be posted on the Internet, saving all parties time and money.

The Program is working to automate the yearly exemption filing process completed by cities. The automation process will save the cities from having to manually perform this task each year.

Program management continues to be actively involved in SAMFOG (the San Mateo County Finance Officers Group) 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.

**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 Objectives**

The Property Tax and Special Accounting Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- 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)
- Make tax apportionment information available in electronic 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 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of tax roll changes and refunds processed	15,244	6,657	13,555	11,000	11,000
Number of tax apportionments made	210	210	210	210	210
Number of Special District transactions processed electronically (data development)	---	---	---	50	50
<b>How Well We Do It (Quality)</b>					
Percent of customer survey respondents rating Property Tax services good or better <sup>(1)</sup>	90%	76%	90%	90%	90%
Percent of Property Tax transactions processed electronically (data development)	---	---	0%	100%	100%
Percent of Special District transactions processed electronically (data development)	---	---	0%	100%	100%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of refunds issued correctly	100%	100%	100%	100%	100%
Net County Cost as a percentage of Program's Total Requirements	-10%	-34%	-31%	-24%	-24%

(1) Access provided to the Special Districts will be rolled out in phases

(2) A Countywide customer satisfaction performance standard of 90% was established in FY 2005-06.

## Property Tax/Special Accounting (1461P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	8.0	7.8	7.8	8.0	0.2	8.0
 Total Requirements	938,972	1,077,286	1,491,588	1,418,454	(73,134)	1,328,107
Total Sources	1,821,826	2,121,939	1,883,965	1,688,428	(195,537)	1,688,428
Net County Cost	(882,854)	(1,044,653)	(392,377)	(269,974)	122,403	(360,321)
 NCC Breakdown						
A-87 Cost Plan			223,745	223,745		223,745
Mandated Services			(616,122)	(493,719)	122,403	(584,066)

### Program Net County Cost

This program has a negative Net County Cost (NCC) of \$287,830. Revenues received from Tax/Assessment fees exceed direct operation costs and are used to offset overhead budgeted in other programs.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; decrease to Workers' Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; transferred AB589 from contract account to Reserves; and utilization AB589 money for special projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(195,537)	(696,388)	145,900	459,498	104,547	0

#### 2. Retirement Rate Increase

Salaries and benefits have been adjusted due to the increases in retirement rates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	17,856	0	0	17,856	0

#### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(195,537)	(678,532)	145,900	459,498	122,403	0

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

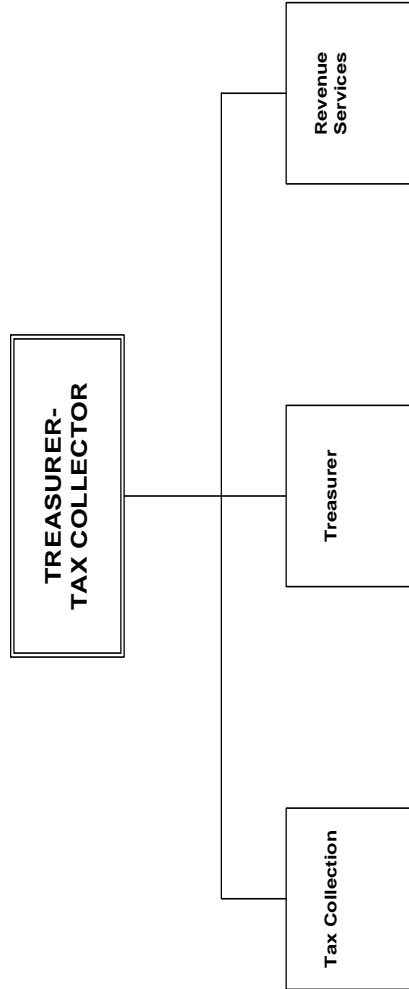
### 3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; and negotiated salary and benefit adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	9,653	0	(100,000)	(90,347)	0

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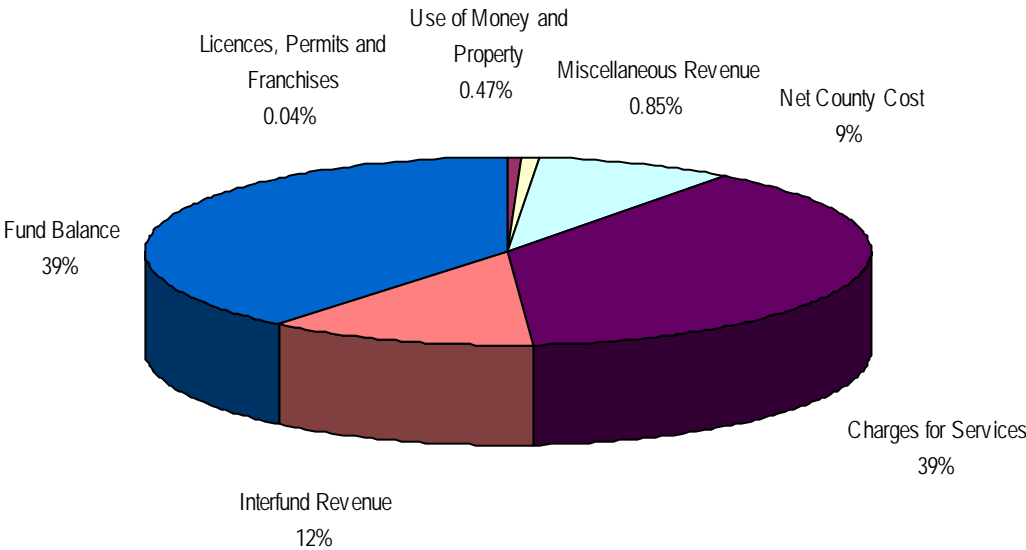
## TREASURER-TAX COLLECTOR



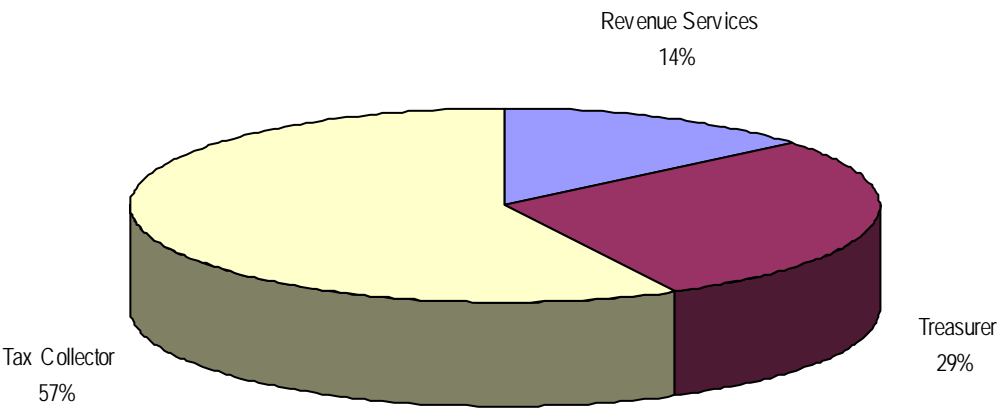


Treasurer - Tax Collector

FY 2006-07 Adopted Sources



FY 2006-07 Adopted Requirements

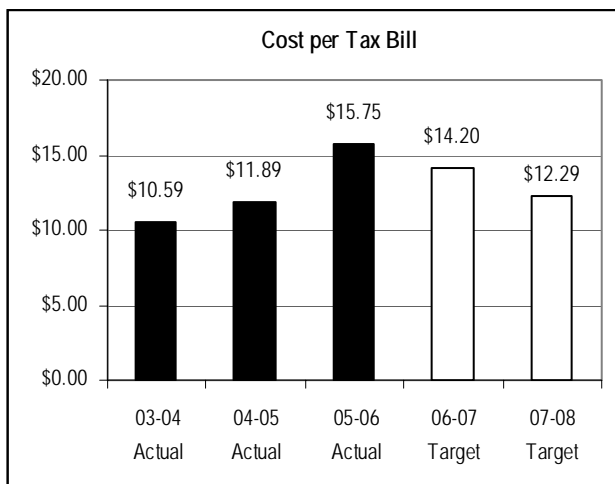
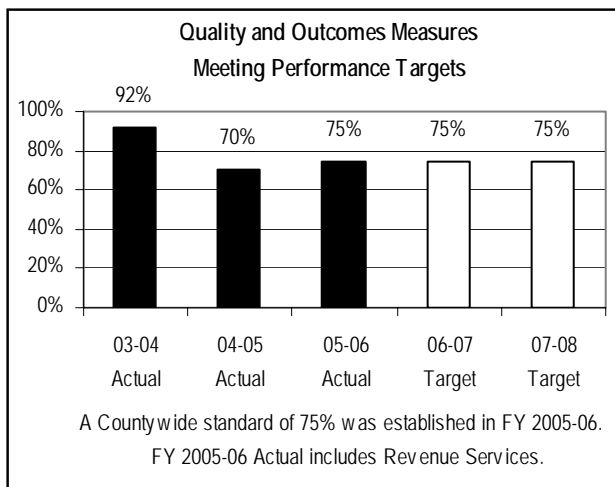


## Department Locator

### 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  
 Human Resources Department  
 Information Services Department  
 Grand Jury  
 Retirement (*SamCERA*)

## 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 (Fiscal Years 2000-2005)

### PARTNERSHIPS

#### Responsive, Effective and Collaborative Government

- **Keeping the Taxpayer Informed**

Redesigned the property tax bill to accommodate tax-related flash messaging for targeted property owners such as advising property owners of the Homeowners Exemption program, the School Parcel Tax Exemption for Seniors and Farm Bureau messaging. Additionally, phone numbers have been added next to special charges on the tax bill so that taxpayers are able to contact the districts levying the charges with any questions concerning amounts to be paid. Developed and/or revised policies, procedures and guidelines and all applicable forms that pertain to the Transient Occupancy Tax program to make them easier to understand and more user-friendly.

- **Improving Tax Payment Systems and Options**

Created a receipt process for walk-in taxpayers that links directly to the tax roll and posts notations alerting staff about payments that are pending. Provided and promoted electronic payment options accelerating bank deposits and reducing the processing cost per transaction. Implemented the new secured tax roll extension process which allowed for tax bills to be mailed earlier. Provided parcel map images on the inter-intranet to correspond to the tax bill parcel number.

- **Providing Convenient Hours for Taxpayers**

The Tax Collector's office changed the hours they are open to the public during peak tax collection from the previous 9:00 A.M. to 5:00 P.M. to 8:00 A.M. to 5:00 P.M. to allow longer and more convenient payment options for taxpayers to pay taxes

- **Increased Revenue from Securities Lending**

Achieved one of the highest rated pools in the state based upon earnings, total return and credit rating. In 2005, accepted paying agent responsibilities for 12 school district GO bonds and 12 TRANS increasing dollar proceeds in the pool.

- **Electronic Deposits**

Developed a process to allow San Mateo Medical Center (SMMC) state checks to be deposited electronically. Developed a process to ensure mailed payments for the medical center are received in the Treasurer's office which contributed to the SMMC's realization of \$10 million in budget revenue in FY 2004-05. Processed 22,481 pieces of SMMC bills, banking \$72,904,932 in revenue.

- **New or Upgraded Banking Services**

Partnered with the Department of Child Support, the Courts, the Controller's Office, Human Services Agency, and the San Mateo County Community College District to implement State mandated, Board of Equalization mandated, new or upgraded banking services.

- **Secured Tax Roll Extension**

Partnered with the Controller to develop and implement the secured tax roll extension, secured tax apportionment and unsecured tax apportionment systems. Developed a web-based application page to display tax rate information for government agencies and public inquires.

- **E-commerce Standards**

Collaborated with the County Manager, ISD and the Controller to establish e-commerce standards for receiving and processing e-payments.

- **San Mateo Medical Center Automatic Payment Posting**

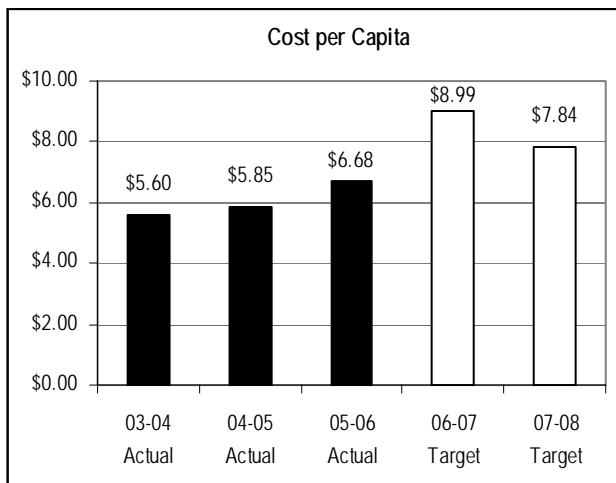
Partnered with the San Mateo Medical Center to scan and process patient remittances, to provide an automatic payment posting file and a view based check and remittance image archive. Remittance mail is also scanned and processed to track invalid addresses and lost revenues.

- **Senior Applications for Parcel Tax Exemptions**

Partnered with the Board of Supervisors, led by Supervisor Jerry Hill and school districts to implement a countywide system to facilitate senior applications for parcel tax exemptions including a database for managing and tracking senior applications.

- **Informational Messages on Secured Tax Bills**

Partnered with Board of Supervisors led by Richard Gordon to provide messages on the secured tax bill to support the right to farm initiative.



## Major Accomplishments in FY 2005-06

### Responsive, Effective and Collaborative Government

- Provided well above average pool earnings in comparison to similar funds with like securities
- Pool balances have been maintained due to additional revenue from processing Medical Center payments, conversion from checks to electronic transfers and accepting paying agent responsibility for several GO bonds and TRANS
- Increased merchant services have increased the number of deposits processed
- Redesigned the property tax bill to accommodate tax-related flash messaging for targeted property owners
- Added phone numbers next to special charges on the tax bill so that taxpayers are able to contact the districts levying the charges with any questions concerning amounts paid
- Provided payment receipts to walk in taxpayers paying by check that links directly to the tax roll and posts notations alerting staff about payments that are pending
- Provided Web features such as the ability to pay by E-check or credit card for all four tax rolls
- Created a browser-based application for districts to upload their special charges
- Developed a process for the San Mateo Medical Center to track all returned mail and in turn track lost revenues

## Major Issues to be Addressed

- **Increasing Requests for Banking Services** - The department continues to receive increasing demands for additional services due to State requirements, efforts to accommodate customers or to streamline payment processes at a time when banking costs continue to escalate. The department is faced with insufficient staff to handle the implementation, monitoring and increased workload from performing the payment processing functions associated with existing and new required banking services. Efforts continue to be made to maintain cost controls associated with these requests which have now been passed on to user departments. (i.e. ACH, EFT, e-government)
- **Managing Dependency on Others** - The department is dependent on the Assessor and Controller to provide accurate data for billing and collection purposes. Efforts continue to be refined to manage the accuracy of data received from the Assessor and maintained by the Controller. The department also seeks to minimize reliance on independent companies for system maintenance by handling requirements by trained, in-house contractors and staff.
- **Improving Efficiency** - The department functions within the constraints of State laws governing tax collection. The department continues to make improvements to its services while remaining within the boundaries of state law.
- **Managing Pooled Funds** - The department, in managing the pool fund, has continued to provide above average earnings in comparison to similar funds with like securities. Legal constraints, economic conditions and market fluctuations require the department to forecast no growth within the fund in FY 2006-07.
- **Increasing Cost to do Business** - The department is making every effort to manage within budget constraints and maintaining costs associated with purchasing and implementing new and

improved services not only to this department but to those for whom we are providing assistance such as the medical center and revenue services.

## Key Department Initiatives

### 1. Increased Productivity

#### Major Issues to be Addressed:

- Demands for banking services are on the rise
- The Treasurer's office continues to take on work specific to assisting departments in banking income in a timelier manner
- Each service requires an implementation process which is very time consuming and currently requires two to three staff
- Each service, when implemented, requires daily monitoring and balancing in the cashiering area
- The Treasurer's office is not sufficiently staffed in the cashier area to handle the increased workload for banking services
- Limited availability of cashiers will decrease service to the public

#### Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

#### Goals:

- Add one cashier position

#### Objectives:

- Ensure that service to the public is not negatively impacted
- Strengthen the ability to handle current banking services in a timely manner
- Ensure assistance and service to depositing departments is not negatively impacted
- Allow the Treasurer's Office to be better positioned to handle the workload associated with the growing needs of depositing departments to improve banking services

#### Major Milestones:

- Hire and train new cashier prior to December, 2006 collection
- Complete cross-training of all cashiers to ensure each is capable of handling all aspects of monitoring and balancing new services
- Maintain policy of all cashier windows open for service during peak tax collection
- Decrease holdovers as a result of available staff to dedicate to research

#### Partners:

- Board of Supervisors
- County Manager's Office

#### FY 2006-07 Budget Impact:

There is no increase to Net County Cost. Costs associated with the new position will be borne by the department by increasing revenues and decreasing funds in services and supplies.

### 2. Effective Delivery of Services

#### Major Issues to be Addressed:

- Providing a more efficient and user friendly phone system for all County taxpayers of all tax rolls that includes general information, faster response time, tax bill information and payment options for all tax rolls
- Include an interface to the Tax Collector's database for payments and inquiry of all tax rolls

#### Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

#### Goals:

- Purchase and implement a new Interactive Voice Response System

#### Objectives:

- To install the new IVR system in FY 2006-07

#### Major Milestones:

- Selection of an IVR system that meets all tax office requirements
- Completion and approval of contract
- Completion and approval of the requirements definition
- Completion of system user acceptance testing
- Final system implementation

#### Partners:

- Information Services Department

#### FY 2006-07 Budget Impact

No increase to Net County Cost. Reserves will be used to purchase or lease the upgraded system

### 3. Upgrade Tax System

#### Major Issues to be Addressed:

- Gathering requirements and creating design specifications to upgrade the supplemental tax system

#### Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

#### Goals:

- Redesign of the Supplemental Tax System
- To create a flexible, easy to use software product that meets all business requirements, County standards and integrates with other tax rolls

#### Objectives:

- To treat the supplemental tax roll in the same manner as the secured tax roll for payment and apportionment purposes

#### Major Milestones:

- Complete the requirements definition
- Complete the system design, development and implementation

- Completion of system and user acceptance testing
- Final system implementation

**Partners:**

- Controller's Office
- Assessor Office

**FY 2006-07 Budget Impact**

No impact to Net County Cost. Funding will come from Reserves.

**Other Significant Objectives by Program**

The Treasurer/Tax Collector includes the following programs:

- Treasurer
- Tax Collector

The following program objective will significantly contribute to Departmental success:

**Treasurer**

- Eliminate manual paying agent responsibilities on Government Obligation (GO) bonds through outsourcing, but continue to accept and maintain the proceeds in the pool.

Treasurer - Tax Collector (1500B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	9,540	9,394	3,650	3,650		3,650
Use of Money and Property	52,168	62,261	35,000	40,000	5,000	40,000
Intergovernmental Revenues	150,000	114,806				
Charges for Services	4,391,107	4,262,658	3,179,097	3,264,097	85,000	3,264,097
Interfund Revenue	939,834	976,931	1,305,570	1,011,000	(294,570)	1,011,000
Miscellaneous Revenue	173,539	143,298	71,500	71,500		71,500
<b>Total Revenue</b>	<b>5,716,188</b>	<b>5,569,348</b>	<b>4,594,817</b>	<b>4,390,247</b>	<b>(204,570)</b>	<b>4,390,247</b>
Fund Balance	2,957,470	3,663,604	3,663,604	3,307,152	(356,452)	3,236,520
<b>TOTAL SOURCES</b>	<b>8,673,658</b>	<b>9,232,952</b>	<b>8,258,421</b>	<b>7,697,399</b>	<b>(561,022)</b>	<b>7,626,767</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,142,656	5,350,581	5,753,524	6,004,699	251,175	6,021,009
Services and Supplies	1,125,097	1,691,932	3,344,216	2,907,748	(436,468)	2,867,090
Other Charges	772,800	874,934	990,053	921,417	(68,636)	921,443
Fixed Assets	334,919	132,331	839,000	80,000	(759,000)	80,000
<b>Gross Appropriations</b>	<b>7,375,473</b>	<b>8,049,779</b>	<b>10,926,793</b>	<b>9,913,864</b>	<b>(1,012,929)</b>	<b>9,889,542</b>
Intrafund Transfers	(2,362,170)	(2,584,956)	(2,770,034)	(2,947,262)	(177,228)	(2,947,262)
<b>Net Appropriations</b>	<b>5,013,303</b>	<b>5,464,822</b>	<b>8,156,759</b>	<b>6,966,602</b>	<b>(1,190,157)</b>	<b>6,942,280</b>
Contingencies/Dept Reserves	1,153,043	717,492	717,492	1,493,378	775,886	1,493,378
<b>TOTAL REQUIREMENTS</b>	<b>6,166,346</b>	<b>6,182,314</b>	<b>8,874,251</b>	<b>8,459,980</b>	<b>(414,271)</b>	<b>8,435,658</b>
<b>NET COUNTY COST</b>	<b>(2,507,312)</b>	<b>(3,050,638)</b>	<b>615,830</b>	<b>762,581</b>	<b>146,751</b>	<b>808,891</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	61.0	62.0	62.0	63.0	1.0	63.0
Funded FTE	61.0	62.0	62.0	61.8	(0.2)	61.8

## FY 2006-07 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$561,022 or 6.8% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Use of Money and Property

There is an increase of \$5,000 in this funding source due to a minor increase in Revenue Services.

#### Charges for Services

There is a net increase of \$85,000 in this funding source due to commission income trends in the amount of \$100,000 and a minor increase in Revenue Services in the amount of \$5,000. There has been a decrease to the Tax Collector's Property Administration fee in the amount of \$20,000 based on the allocation received by the Controller's Office.

#### Interfund Revenue

There is a net decrease of \$294,570 in this funding source due to continued anticipated decreases in collections receipts for San Mateo Medical Center.

#### Fund Balance

There is a decrease of \$356,452 in this funding source due to earlier than anticipated completion of technology projects, including the cashier system and remittance processor machines.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$414,271 or 4.7% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$251,175 in this expenditure category due to negotiated merit and labor increases and the addition of one Fiscal Office Specialist position in the Treasurer's Office.

#### Services and Supplies

There is a decrease of \$436,468 in this expenditure category due to a significant decrease in professional contracts as a result of completed projects. There is a decrease in postage due to a decline in the number of tax bills being mailed. Miscellaneous decreases to equipment maintenance accounts and computer equipment have been included following the replacement of older equipment in the prior year. Minor increases for office equipment rental, construction costs for redesigning the cashiering area, software for new remittance processor machines and general office and computer supplies due to the high cost of printer cartridges have also been included.

#### Other Charges

There is a decrease of \$68,636 in this expenditure category due to increased service charges for rent; general liability; bond insurance; and Countywide security. Increases have been more than offset by a decrease in Revenue Services for prior year appropriation for the Interactive Voice Response (IVR) system.

#### Fixed Assets

There is a decrease of \$759,000 in this expenditure category due to the completion of technology projects including replacement of the cashier system, the purchase of two remittance processors and a server.

#### Intrafund Transfers

There is an increase of \$177,228 in this expenditure category due to the elimination of AB589 funding.

#### Contingencies/Departmental Reserves

There is an increase of \$775,886 in Reserves. The balance in reserves represents 21.4% of Net Appropriations, which is over the County 2% reserves policy requirement by \$1,354,046.

### NET COUNTY COST

There is an increase of \$146,751 or 23.8% in this Department's General Fund allocation primarily due to the elimination of AB589 funding.

## FY 2007-08 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$70,362 or 0.9% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

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Fund Balance

There is a decrease of \$70,632 in this funding source due to earlier than anticipated completion of technology projects, including the cashier system and remittance processor machines.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$24,322 or 0.3% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$16,310 in this expenditure category due to general merit increases.

Services and Supplies

There is a decrease of \$40,658 in this expenditure category primarily due to the elimination of one-time expenditures from FY 2006-07.

Other Charges

There is an increase of \$26 in this expenditure category due to miscellaneous increases in service charges.

**NET COUNTY COST**

There is an increase of \$46,310 or 6.1% in this Department's General Fund allocation due to increases in negotiated labor costs, retirement rates, and increased Countywide security charges.



## Tax Collector (1510P)

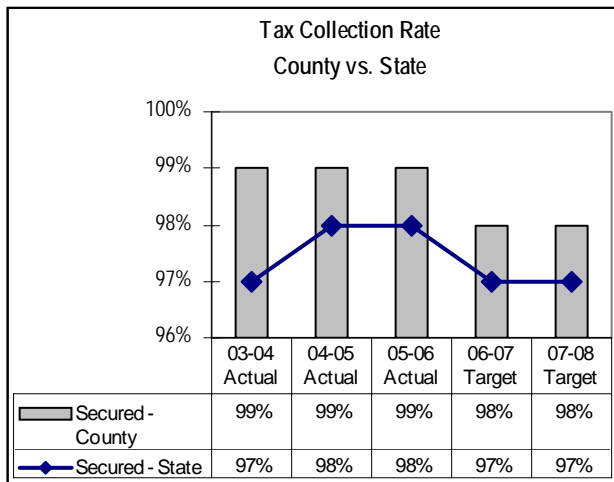
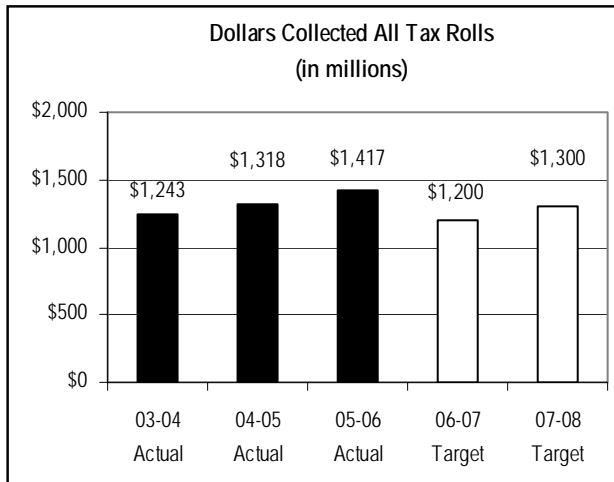
### Program Locator

#### County

Administration and Fiscal  
Treasurer-Tax Collector

▷ **Tax Collector**  
Treasurer  
Revenue Services

### Headline Measures



### 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 contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing the following services: property tax billing and collection; public auctions for tax-defaulted property; subdivision map/parcel map certifications; agreement sales for public entities; segregation processes; penalty appeal review and approval/disapproval, acting as liaison for Proposition 58, 60 and 90 applicants; tax certification for eminent domain processes; tax estimates for supplemental bills; balancing and apportionment reports to the Controller; mobile home estimates and clearances; payment history research for the IRS, tax service companies, attorneys and the Franchise tax board; all County deposit processing including the medical center, payment remittance coupon scan line processing for County departments and acting as County eCommerce advisor, assisting County departments with payment process improvements.

The Tax Collector has increased the County's organization effectiveness by implementing a number of new programs and activities.

The following are major accomplishments in the current year:

- Redesigned the property tax bill to accommodate tax-related flash messaging for targeted property owners
- Added phone numbers next to special charges on the tax bill so that taxpayers are able to contact the districts levying the charges with any questions concerning amounts to be paid
- Created browser-based application for districts to upload their special charges (currently SMFC and Burlingame elementary school districts are participating in a pilot program)
- Developed a process for the San Mateo Medical Center (SMMC) to track all returned mail and in turn to track lost revenues.
- Created a receipt process for walk-in taxpayers that links directly to the tax roll and posts notations alerting staff about payments that are pending

### Story Behind Performance

The Tax Collector's Office processes an average of 360,000 tax bills annually. The secured tax bills were printed and mailed by September 7, 2005, which is ten days earlier than FY 2004-05. The total dollars collected was \$1.317 billion. The cost to process a tax bill was \$11.89. Responses to CARES surveys indicated that 100% of the customers rated overall satisfaction as good or better.

Performance measures have shown progress due to the following projects:

Combined efforts by the Controller, Assessor and Tax Collector resulted in the development of the Secured Tax Roll extension and apportionment system which resides on the Tax Collector's IBM AS/400. This system replaced an outdated mainframe bound application in accordance with the County's directive to migrate all applications off the mainframe. As a result, the tax roll was extended on September 1, 2004, earlier than any other year. The tax roll for FY 2005-06, extended on August 24, 2005, was even earlier. The FY 2005-06 first quarter reflects a collection of \$32,438,870, compared to the substantially lower \$7,180,856 collected by the end of the same quarter of 2004-05.

The new measure (*Number of days secured property tax bills are sent past August 15<sup>th</sup> goal date*) started this fiscal year. Last years' bills were printed by September 17, 2004 and this year all bills were printed and at the mailer by September 7, 2005.

The Tax Collector and Assessor continue to work on a facility for taxpayers to make address changes using the Tax Collector's web-site. Currently, the Tax Collector and Controller are working on re-writing the supplemental tax and apportionment applications. All three offices are working on automating Assessor roll corrections for the secured tax roll.

The Tax Collector developed the patient payment remittance coupon scan line for the San Mateo Medical Center. Processing of the patient checks and remittance coupons on the Tax Collector's remittance processing machines produces a transaction file of payments that are posted to the SMMC system and provides their accounting staff with web-based secured access to patient check and remittance coupon images. The process improvements introduced by this project helped the SMMC realize a \$10 million dollar increase in revenue. This process has been expanded to include a returned mail/lost revenue tracking system. This system will require Medical Center and clinic staff to obtain updated address information from patients seeking medical care. Revenue Services will be using the same type of payment processing and posting accounts through the Tax Collector. This service should be in operation by early March 2007. The Tax Collector developed a browser-based intranet application that incorporates access to all tax rolls. Payment options for these four rolls include paying by credit card or e-check. This process has been further expanded to provide printed receipts for check payments received at any desktop location within the Tax Collector's Office. Payments and receipts processed via the website automatically post notations that indicate a payment is currently pending. This reduces the number of duplicate payments.

The Tax Collector redesigned the tax bill to allow for taxpayer specific information to be printed in a flash message box. These messages notified approximately 3,500 taxpayers that they might qualify for a homeowner's exemption, 10,000 that their property is located in a farming area and/or 6,925 that they might qualify for a senior citizen's exemption from school parcel taxes. Additionally, all taxpayers received a message indicating how to make tax payments online.

### Major challenges over the next two years:

- To replace the aging IVR (interactive voice response) system
- To manage the accuracy of data received from the Assessor and maintained by the Controller for tax billing and collection purposes
- To minimize reliance on independent companies for system maintenance
- To manage increased demand for services with limited resources
- To improve efficiency within the constraints of State laws governing tax collection

### Program Objectives

The Tax Collector will meet performance targets by doing the following:

#### Ensure Tax Bills are Mailed Before September 10th Each Year

- Continue to work on automating Assessor roll corrections to the secured tax roll with the Assessor and Controller
- Re-writing the Supplemental tax and apportionment application.
- Exploring future options for converting checks into Check 21 images or Automatic Clearing House (ACH) electronic transactions
- Upgrading the remittance processing hardware, software and image archive

#### Decrease the Number of Tax Bills to 360,000

- Continue to refine the filter mechanism on the Secured tax roll name and address update process to ensure only change in ownership or mailing address generates a duplicate bill
- Continue to refine the Secured tax roll extension process on the Tax Collector's AS/400 server by developing a new functionality such as allowing districts to upload their own special charges via the web-based input program for the special districts to use when making the yearly updates for the tax roll

#### Continue to Outperform the State in the Collection of Secured and Unsecured Taxes

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of property tax bills issued	348,870	354,276	316,571	360,000	360,000
<b>How Well We Do It (Quality)</b>					
Number of days secured property tax bills are sent past August 15th goal date	---	25	22	15	15
Cost per bill <sup>(1)</sup>	\$10.59	\$11.89	\$15.75	\$14.20	\$12.29
<b>Is Anyone Better Off? (Outcome)</b>					
Dollars collected (all tax rolls)	\$1.2B	\$1.3B	\$1.4B	\$1.2B	\$1.2B
Collection rate:					
- Secured (County)	99%	99%	99%	98%	98%
- Unsecured (County)	97%	98%	98%	99%	99%
- Secured (Statewide Avg.)	97%	98%	98%	97%	97%
- Unsecured (Statewide Avg.)	95%	95%	94%	96%	96%

<sup>(1)</sup> 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 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	18.0	18.0	18.0	18.0		18.0
Funded FTE	18.0	18.0	18.0	18.0		18.0
<b>Total Requirements</b>	3,170,086	3,384,530	5,518,215	4,854,953	(663,262)	4,875,371
<b>Total Sources</b>	4,436,269	4,696,780	4,331,589	3,392,516	(939,073)	3,379,025
<b>Net County Cost</b>	(1,266,183)	(1,312,250)	1,186,626	1,462,437	275,811	1,496,346
<b>NCC Breakdown</b>						
Mandated Services			1,186,626	1,462,437	275,811	1,496,346

#### Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$1,462,437. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to Workers' Compensation charges due to a change in methodology, and decreases due to fewer anticipated projects and lower maintenance costs are partially offset by increases to County service charges. Fund Balance has been decreased to reflect lower anticipated year-end savings and the completion of one-time technology projects in the prior year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,239,692)	(1,153,172)	135,826	0	222,346	0

### 2. Interactive Voice Response (IVR) System

The Tax Collector's Interactive Voice Response (IVR) system is aging and no longer meets the needs of customers. Having a modern and functional IVR contributes to the department's objective to process tax bills in a timely and efficient manner. An appropriation to research and replace the existing system has been included.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	80,000	0	0	80,000	0

### 3. Retirement Rate Increase

Salaries and benefits have been increased due to the increased cost of retirement rates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	17,740	0	0	17,740	0

### 4. Adjustment to Fund Balance

Fund Balance has been used to offset increases in operating costs and the remainder has been set aside in Reserves. The cost of Administrative support now provided to Revenue Services has been adjusted through an Intrafund Transfer.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
300,619	13,491	(66,000)	308,853	(44,275)	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
939,073	1,041,941	69,826	308,853	275,811	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and a small increase in the cost of Countywide security.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	33,217	0	0	33,217	0

### 6. Elimination of One-time Purchases and Projects

Fund Balance has been decreased and appropriation for one-time purchases made in FY 2006-07 has been eliminated. Reductions partially offset increases in retirement rates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(13,491)	(12,799)	0	0	692	0

### TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(13,491)	20,418	0	0	33,909	0

## Treasurer (1520P)

### Program Locator

County

Administration and Fiscal

Treasurer-Tax Collector

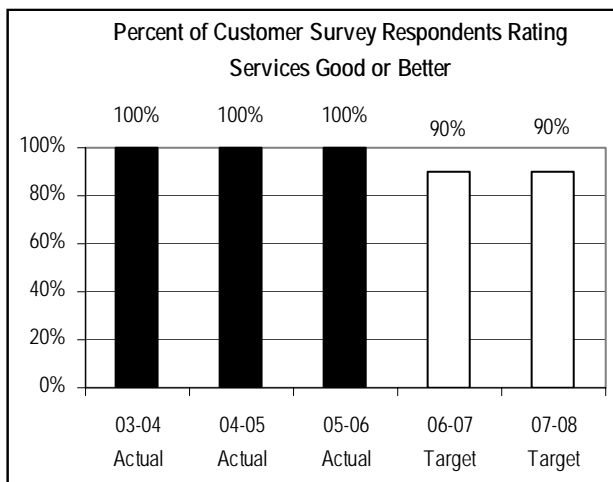
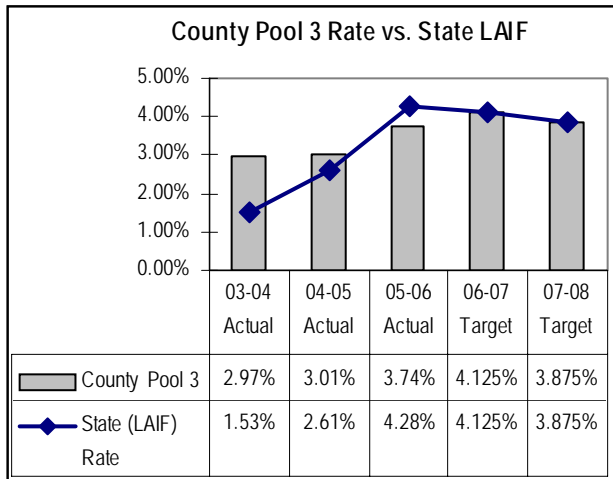
Tax Collector



**Treasurer**

Revenue Services

### 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 taxpayers.

### Services and Accomplishments

The Treasurer's Office contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing the following services: County Pool investments; cashiering; banking; opening San Mateo Medical Center (SMMC) accounts receivable mail and preparing payments for processing; Paying Agent responsibilities for general obligation bonds and TRANS; Transient Occupancy Tax; licensing for massage, bingo, electrical devices, pawn brokers and peddlers; and issuing dance permits and racehorse licenses.

The Treasurer 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:

- Achieved one of the highest rated pools in the state based upon earnings, total return and credit rating
- Accepted Paying Agent responsibilities for 12 General Obligation bonds (new and refunding) and 12 TRANS increasing dollar proceeds in the pool
- Implemented required banking services for the following departments: San Mateo County Community College District - severing ties with the Office of Education we implemented banking services for their nine locations including arranging an IFAS interface; The Department of Child Support Services with the implementation of the State Disbursement Plan and initiating Automatic Clearing House (ACH) services; The Courts with the implementation of AB139 & AB145 legislation by initiating Electronic Fund Transfer (EFT) bank accounts and services; the Controller and HSA with the conversion of their CDS program to the Calwin migration project by setting up an Electronic Benefits Transfer (EBT) cash issuance process; the Controller with implementation of the InstaTax process to enable credit for Sales and Use Tax payments to be sent directly to the Board of Equalization (BOE) via electronic funds transfer (EFT)
- Opened 27,220 pieces of hospital accounts receivable mail. Of this, 22,481 were payments prepared for processing, banking \$72,904,932 in revenue
- Purchased a new cashiering system to be installed April, 2006

### Story Behind Performance

The Treasurer's Office currently manages 1,051 funds. Cost controls on banking and custodial services have improved with the implementation of department charge backs on banking fees. Digital imaging of deposits has created improved access to data and long-

term storage capabilities. The Treasurer's Office will process 26,000 deposits, 97% within one day of receipt.

Performance measures have shown progress due to the following:

The Treasurer's Office, in managing the Pool Fund, has continued to provide well above average earnings in comparison to similar funds with like securities. With the recent increases in short term interest rates, the Treasurer's Office has increased its earnings projections for FY 2006-07 to 3.625%.

The County's cash flow forecasting remains strong. Pool balances have been maintained due to additional revenue from processing SMMC payments, conversion from checks to electronic transfers and accepting Paying Agent responsibility for several General Obligation Bonds. Communications with pool participants continues to improve via customer surveys and reporting options provided electronically.

**Major challenges over the next two years will be:**

- To continue to outperform all similar funds
- To continue consistent 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 handle increasing requests for banking services and the associated payment processing workload generated, with limited staff
- To manage within budget restrictions
- To manage costs associated with purchasing and implementing new and improved services
- To decrease untimely deposit permits and untimely advisement on incoming funds from depositing departments

**Program Objectives**

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

Strive to Stay Competitive or Outperform the State (LAIF)

- Continue investment staff training and education

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Continue to distribute customer service surveys to taxpayers and pool participants and research the ability to make surveys available on the intranet and department website
- Continue to improve and enhance comprehensive financial reports and spreadsheets via e-mail
- Implement customer suggestions for improvement, if any, when administratively and financially feasible
- Research ability to provide Transient Occupancy Tax (TOT) information and documents on the department website

Process 98% of Deposits Within One Day

- Look into feasibility of adding another cashier position
- Continue to relay refined policies and procedures to depositing departments regarding submitting deposit permits and advising the Treasurer's Office of incoming funds in a timely manner

- Replace the aged and worn CASHnet cashiering system with a new system (CORE) in April, 2006 that offers new and enhanced features, seamlessly interfaces with IFAS and reduces room for error by incorporating cash management features that are currently handled separately and/or manually

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of funds managed	1,057	1,056	1,075	1,051	1,051
Number of deposits processed	27,221	28,596	30,669	27,500	27,500
<b>How Well We Do It (Quality)</b>					
Percent of customer survey respondents rating services good or better <sup>(1)</sup>	100%	100%	100%	90%	90%
Percent of deposits processed within one day	96%	97%	96%	98%	98%
<b>Is Anyone Better Off? (Outcome)</b>					
Dollar <sup>(2)</sup> / percent <sup>(3)</sup> growth in County Pool due to investments <sup>(4)</sup>	\$67,503,217 / 2.84%	\$67,021,549 / 3.13%	\$80,873,887 / 3.87%	\$0 / 0%	\$0 / 0%
County Pool 3 yield rate vs. Local Agency Investment Fund (LAIF): <sup>(5)</sup>					
- Pool 3	2.97%	3.01%	3.74%	4.125%	3.875%
- LAIF	1.53%	2.61%	4.28%	4.125%	3.875%

<sup>(1)</sup> A Countywide customer service performance standard of 90% was established in FY 2005-06.

<sup>(2)</sup> This represents the gross investment/security earnings.

<sup>(3)</sup> This represents gross earnings rate.

<sup>(4)</sup> This assumes the Pool remains at \$2 billion or higher.

<sup>(5)</sup> Percentages under Pool 3 yield rate vs. LAIF are net rates (after fees and charges).



## Treasurer (1520P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	10.0	11.0	11.0	12.0	1.0	12.0
Funded FTE	10.0	11.0	11.0	11.0	0.0	11.0
 Total Requirements	2,063,926	1,820,210	2,016,053	2,440,802	424,749	2,416,799
Total Sources	3,144,073	3,333,084	2,476,297	3,030,987	554,690	2,994,727
Net County Cost	(1,080,147)	(1,512,874)	(460,244)	(590,185)	(129,941)	(577,928)
 NCC Breakdown						
A-87 Cost Plan			(416,570)	(416,570)		(416,570)
Mandated Services			(43,674)	(173,615)	(129,941)	(161,358)

### Program Net County Cost

This program has a negative Net County Cost (NCC) of \$590,185. Revenues received from Treasury commissions exceed direct operation costs and are used to offset overhead budgeted in other programs.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to Workers' Compensation charges due to a change in methodology; increases County service charges; removal of prior year appropriations for equipment; increases to anticipated year-end Fund Balance due to costs savings and lower than anticipated remodel expenditures; and an increase in revenue from treasury commissions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
172,405	(29,356)	0	0	(201,761)	0

#### 2. Cashier Support

One Cashier position has been added to meet workload requirements. The Treasurer's Office has experienced a sharp increase in banking merchant services required by departments and state mandated ACH requirements imposed on departments. The level of balancing, customer service and paperwork involved with these increased services requires the full-time attention of one cashier daily. As more departments streamline revenue processes and implement more e-government technology, this trend will impact cashiering further. To run effectively and maintain good customer service to taxpayers and depositing departments, it is necessary to add the cashier. The position is fully funded by increases in commissions revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
59,386	59,386	0	0	0	1

**3. Retirement Rate Increase**

Salaries and benefits have been increased due to the increased cost of retirement rates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	28,426	0	0	28,426	0

**4. Adjustment to Fund Balance**

Fund Balance has been used to offset increases in operating costs and the remainder has been set aside in Reserves. The cost of Administrative support now provided to Revenue Services has been adjusted through an Intrafund Transfer.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
322,899	36,260	(37,000)	367,033	43,394	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
554,690	94,716	(37,000)	367,033	(129,941)	1

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and a small increase in the cost of Countywide security.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	12,048	0	0	12,048	0

**6. Elimination of One-time Purchases and Projects**

Fund Balance has been decreased and appropriation for one-time purchases made in FY 2006-07 has been eliminated. Reductions partially offset increases in retirement rates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(36,260)	(36,051)	0	0	209	0

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(36,260)	(24,003)	0	0	12,257	0

## Revenue Services Program (1530P)

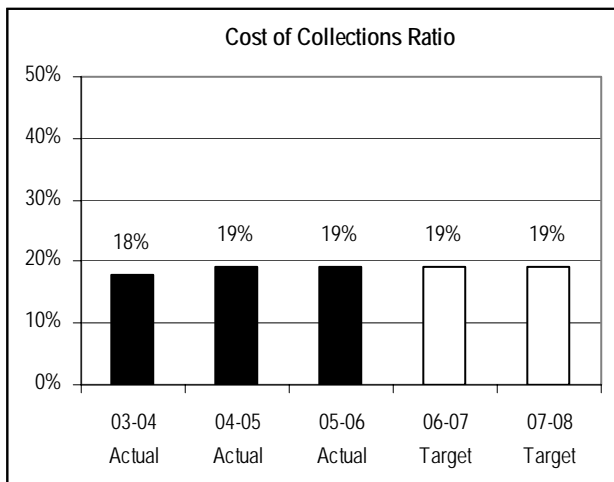
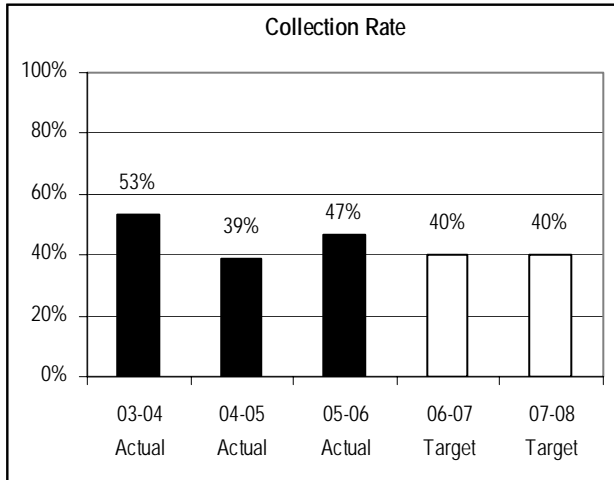
### Program Locator

#### County

Administration and Fiscal  
Treasurer-Tax Collector  
Tax Collector  
Treasurer

#### ► Revenue 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 primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing 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:

- Implemented a new payment system that allows debtors to pay outstanding invoices online, which included a major website redesign
- Completed the requirements to automate Probation collections to assume responsibilities for billing and receiving
- Implemented a procedure to use the Franchise Tax Board for third party collections
- Piloted a Saturday collection process to evaluate the possibility of increasing revenue
- Combined traffic and Court collections to improve coordination of collection efforts
- Expanded the use of Employment Development Department information for collection of accounts

### Story Behind Performance

The Collections Unit continues to meet or exceed both its revenue and expenditure goals. Over the past ten years, annual revenue has increased from \$6,000,000 to a FY 2005-06 actual of \$18,000,000. The Collections Unit has achieved a revenue to expenditure ratio of less than 20%. The collections rate is expected to remain between 40-45% in FY 2006-07 because 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 over the next two years will be:

- To maintain collections
- To explore and implement new technologies and collection tools within limited resources

### Program Objectives

The Collections Unit will meet performance targets by doing the following:

---

Achieve 40% Collection Rate

- Upgrade the software used for the Employment Development Department (EDD) process

Maintain Cost of Collections Ratio at 19%

- Pilot a direct payment deposit program with the Treasurer's Office in conjunction with the online payment system
- Automatic Probation collections, including responsibility for billing and receiving
- Develop and implement an automatic posting process for Revenue Services Accounts

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Dollar amount of accounts received	\$34M	\$41.2M	\$39.1M	\$40M	\$40M
Number of accounts received <sup>(1)</sup>	60,771	95,274	71,870	60,000	60,000
<b>How Well We Do It (Quality)</b>					
Percent of debtors contacted within five days of receipt	100%	100%	100%	100%	100%
Percent of accounts collected	47%	31%	40%	50%	50%
<b>Is Anyone Better Off? (Outcome)</b>					
Dollars collected <sup>(2)</sup>	\$18.4M	\$16.3M	\$18.4M	\$18.0M	\$18.0M
Total cost of collections	\$3.4M	\$3.1M	\$3.4M	\$3.4M	\$3.4M
Collections rate	53%	39%	47%	40%	40%
Cost of collections ratio	18%	19%	19%	19%	19%

<sup>(1)</sup> As the Medical Center continues to improve its billing and receiving systems they have forwarded many older accounts for collection and account volume is anticipated to return to normal referral levels in FY 2005-06.

<sup>(2)</sup> Delays in receiving accounts from the Medical Center resulted in less time to complete collection efforts and an overall drop in dollars collected.

## Revenue Services Program (1530P)

### Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>Salary Resolution</b>	33.0	33.0	33.0	33.0		33.0
<b>Funded FTE</b>	33.0	33.0	33.0	32.8	(0.3)	32.8
<b>Total Requirements</b>	932,335	977,575	1,339,983	1,164,225	(175,758)	1,143,488
<b>Total Sources</b>	1,093,316	1,203,089	1,450,535	1,273,896	(176,639)	1,253,015
<b>Net County Cost</b>	(160,981)	(225,514)	(110,552)	(109,671)	881	(109,527)
<b>NCC Breakdown</b>						
<b>A-87 Cost Plan</b>			79,603	314,965	235,362	314,965
<b>Non-Mandated Services</b>			(190,155)	(424,636)	(234,481)	(424,492)

### Program Net County Cost

This program has a negative Net County Cost of \$109,671. Revenues received from charges to users exceed direct operational costs and are used to offset overhead budgeted in other programs.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; increased Workers' Compensation charges due to change in methodology; prior year appropriations for an Interactive Voice Response (IVR) system have been backed out and internal service charges have been slightly decreased. Intrafund Transfers have been increased to reflect anticipated reimbursements from customers. Interest earnings have been slightly increased to reflect anticipated receipts and Fund Balance has been decreased.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,069)	75,335	(77,404)	0	0	0

### 2. San Mateo Medical Center Collections

Collections receipts for the San Mateo Medical Center are anticipated to continue to decrease in the upcoming fiscal year since the hospital is now holding accounts longer prior to transferring them to Revenue Services. In addition, Revenue Services no longer receives Medi-Cal accounts. As a result, Revenue Services will reduce expenditures significantly to offset the decline in this revenue source. To meet the budget target, the following items will be adjusted: reduction in extra help and overtime and decreased technology expenses as well as a partial offset from increased receipts from other customer departments. There is no impact to the Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(294,570)	(219,148)	(75,422)	0	0	0

### 3. Retirement Rate Increase

Salaries and benefits have been adjusted due to the increases in retirement rates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	57,228	(57,228)	0	0	

### 4. Adjustment to Fund Balance

Fund Balance has been used to offset increases in operating costs and the remainder has been set aside in reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
120,000	20,881	0	100,000	881	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(176,639)	(65,704)	(210,054)	100,000	881	0

## FY 2007-08 Program Funding Adjustments

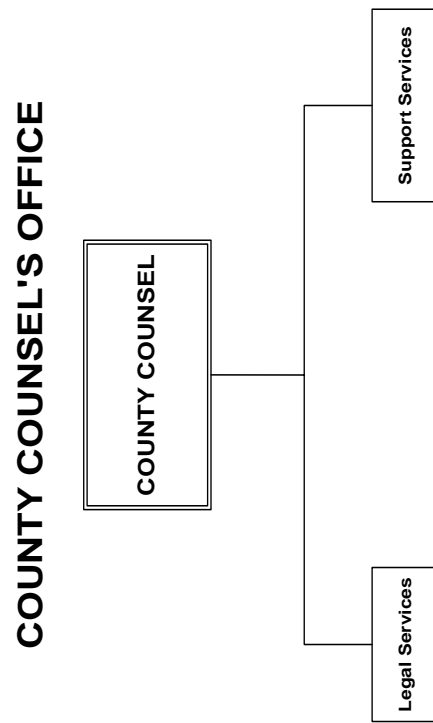
The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases and higher benefits costs. Other adjustments include reduction in operating expenses and internal service charges and increased reimbursements from

customers to offset increased labor costs. Interest earnings and returned check revenue accounts have also been adjusted. A portion of Fund Balance used in FY 2005-06 for one-time purchases has been eliminated.

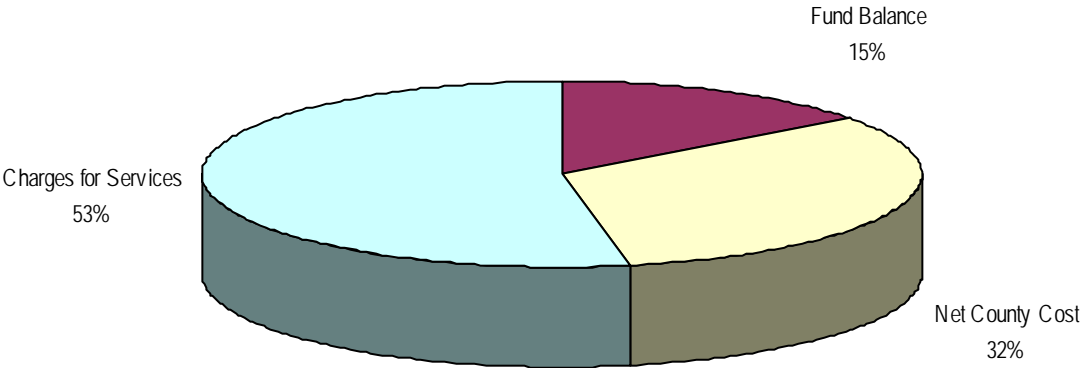
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(20,881)	(20,737)	0	0	144	0



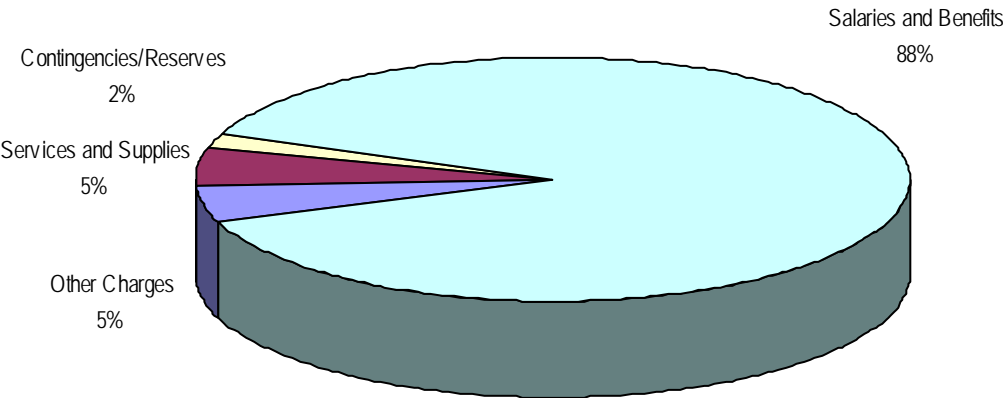


County Counsel

FY 2006-07 Adopted Sources



FY 2006-07 Adopted Requirements

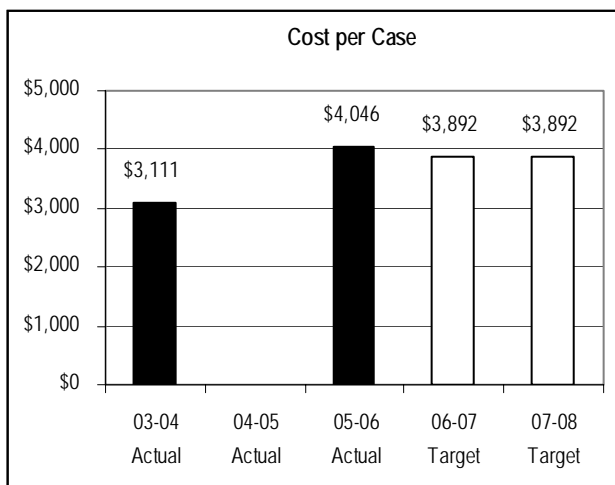
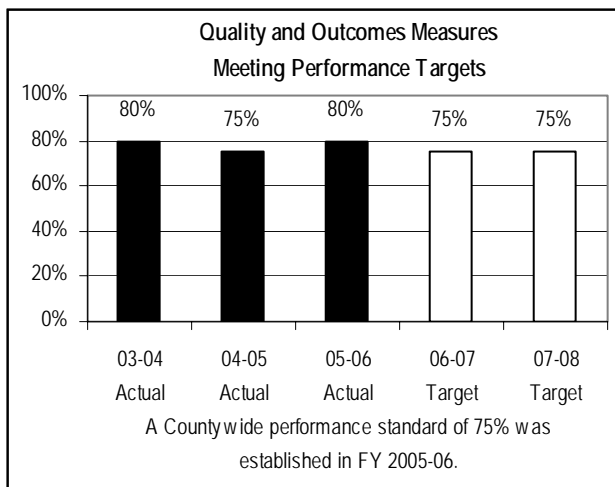


## Department Locator

### 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**  
Human Resources Department  
Information Services Department  
Grand Jury  
Retirement (*SamCERA*)

## 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 (FY 2000-2005)

### PEOPLE

#### Ensure Basic Health and Safety for All

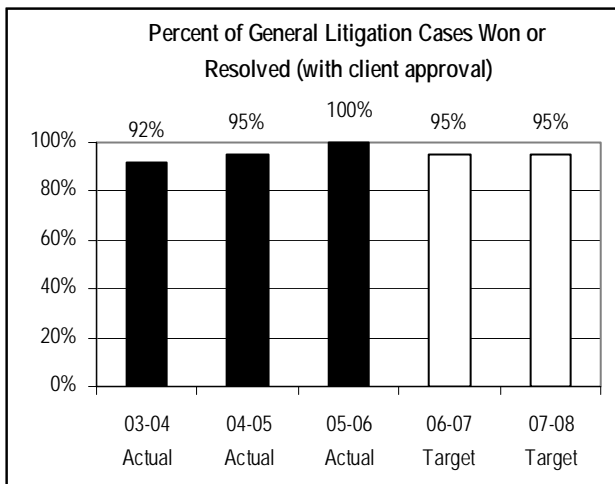
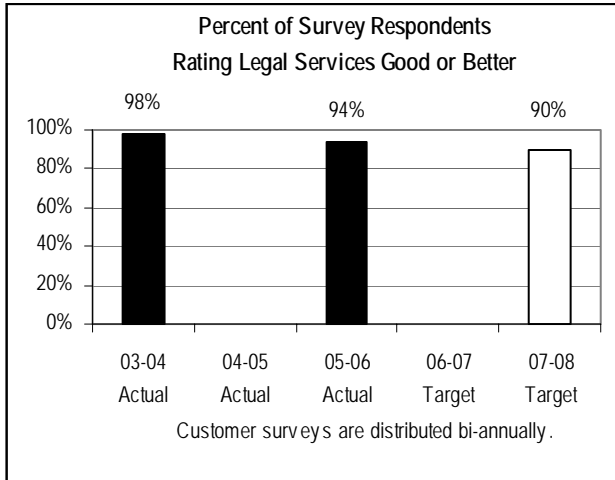
- Provide general legal advice to County departments and agencies and prepare the legal instruments by which the County transacts business
- Prosecute and defend cases which include, but are not limited to, the conservatorship program which helps vulnerable people achieve a better quality of life
- Represent various County departments in administration of the County's equal employment goals and the Equal Benefits ordinance
- Represent Assessor-County Clerk-Recorder in matters relating to compliance with federal election law and provision of trilingual voting
- Spearhead the County's extensive effort to ensure compliance with the federal provisions regarding privacy of health information (HIPPA) so that residents will have access to healthcare free of any concern about their privacy
- Represent Human Services Agency, especially Children's Protective Services, to ensure that children grow up in safe and supportive homes

### PLACE

#### Offer a Full Range of Housing Choices

- Support housing for people at all income levels through representation of the Department of Housing, including review of proposed policies and contracts, and through support and advice regarding the adoption of the inclusionary zoning ordinance

## Headline Measures



## Services and Accomplishments

The County Counsel's Office primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by 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 must be 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:

- The office litigated several significant cases to conclusion by favorable settlement, including *Braun vs. County of San Mateo* and *Fidler vs. San Mateo County Sheriff*
- The office instituted a formal training program for Child Protection Services in accordance with the recommendations of the Blue Ribbon Committee
- The office was a major participant in developing and implementing several Board-sponsored initiatives, including day laborer regulations, a medical error ordinance, charity care, juror service ordinance, prescription drug regulation, and a recycling program

## Story Behind Performance

The County Counsel's Office conducted its comprehensive customer satisfaction survey in January 2006. In all, 66 responses were obtained. On average, 94% of survey respondents rated the expertise of County Counsel staff as good or better, and 89% of survey respondents rated the communication and responsiveness of staff as good or better. Overall, 94% of survey respondents rated legal services provided by staff as good or better. A marked improvement from the previous survey was seen in the area of communication, and particularly the area of keeping clients informed about changes in the law. 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.

## Major Issues to be Addressed

- The County Counsel's Office has experienced a significant increase in the time devoted to representation of Child Protective Services (a 328% increase from FY 2000-01 through FY 2004-05).
- The County Counsel's Office has seen a steady increase in the number of hours devoted to Risk Management litigation and, given the increase in the County's self-insured retention, expects the upward trend to continue.
- The County Counsel's Office has seen a steady increase in the time devoted to Board-initiated projects, and expects that trend to continue.

## Department Objectives

The County Counsel office will meet performance targets by doing the following:

### Win or Resolve with the Approval of the Client, 95% of General Litigation Cases

- Work cooperatively with the Risk Manager and client to identify, as early as possible, the risk of liability and damages in such cases
- Develop strategies to determine, as early as possible, the best approach to an optimal resolution to each case (mediation, arbitration, settlement or trial)
- Use experts as necessary in complicated cases to assist in evaluating exposure to liability and damages

- 
- Use available resources within the office (attorneys, paralegals and secretarial staff) to optimally staff each case according to the risk of liability

Maintain Client Satisfaction with Legal Services at a Rate of 95% or Better

- Explore ways to increase responsiveness to client request for services
- Ensure a system is in place to provide “back-up” assistance when a clients’ assigned attorney is not available
- Proactively assist clients in seeking solutions to problems rather than simply pointing out legal impediments to those solutions

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of customer agencies served					
- County Departments	20	20	20	20	20
- Schools Districts	23	23	23	23	23
- Other Agencies (JPAs, Special Districts)	30	30	30	30	30
Number of cases					
- Probate Proceedings	1,226	1,216	1,239	1,200	1,200
- Children Services Litigation	221	224	262	250	250
- General Liability	120	188	157	120	120
<b>How Well We Do It (Quality)</b>					
Percent of general litigation cases won or resolved with approval of client	92%	95%	100%	95%	95%
Attorneys per capita	1: 32,734	1: 33,051	1: 33,554	1: 32,096	1: 32,096
Cost per capita as compared with surrounding counties	\$7.89 / \$9.54	\$8.49 / \$11.08	\$9.13 / \$10.77	\$8.78 / \$11.68	\$8.78 / \$11.68
Department cost as a percentage of the County budget	0.4%	0.4%	0.4%	0.4%	0.4%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of customer survey respondents rating legal services good or better <sup>(1)</sup>	98%	---	94%	---	90%

<sup>(1)</sup> A Countywide customer satisfaction performance standard of 90% was established in FY 2005-06. Customer surveys are distributed every two years.

County Counsel (1600B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	3,532,173	3,245,398	3,110,050	3,079,536	(30,514)	3,079,536
Interfund Revenue		1,195				
Miscellaneous Revenue	1,650	15,939	1,000	1,000		1,000
<b>Total Revenue</b>	<b>3,533,823</b>	<b>3,262,531</b>	<b>3,111,050</b>	<b>3,080,536</b>	<b>(30,514)</b>	<b>3,080,536</b>
Fund Balance	895,095	1,149,485	1,149,485	859,302	(290,183)	759,302
<b>TOTAL SOURCES</b>	<b>4,428,918</b>	<b>4,412,016</b>	<b>4,260,535</b>	<b>3,939,838</b>	<b>(320,697)</b>	<b>3,839,838</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,603,482	5,966,562	5,936,072	6,577,860	641,788	6,668,437
Services and Supplies	291,088	443,170	378,752	363,752	(15,000)	308,752
Other Charges	282,034	303,999	298,149	360,462	62,313	315,462
<b>Gross Appropriations</b>	<b>6,176,604</b>	<b>6,713,730</b>	<b>6,612,973</b>	<b>7,302,074</b>	<b>689,101</b>	<b>7,292,651</b>
Intrafund Transfers	(1,317,866)	(1,409,843)	(1,104,753)	(920,753)	184,000	(920,753)
<b>Net Appropriations</b>	<b>4,858,738</b>	<b>5,303,887</b>	<b>5,508,220</b>	<b>6,381,321</b>	<b>873,101</b>	<b>6,371,898</b>
Contingencies/Dept Reserves	146,590	608,599	608,599	153,544	(455,055)	153,544
<b>TOTAL REQUIREMENTS</b>	<b>5,005,328</b>	<b>5,912,486</b>	<b>6,116,819</b>	<b>6,534,865</b>	<b>418,046</b>	<b>6,525,442</b>
<b>NET COUNTY COST</b>	<b>576,410</b>	<b>1,500,470</b>	<b>1,856,284</b>	<b>2,595,027</b>	<b>738,743</b>	<b>2,685,604</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	38.0	38.0	38.0	41.0	3.0	41.0
Funded FTE	37.5	35.0	35.0	40.7	5.8	40.7

## FY 2006-07 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$320,697 or 7.5% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Charges for Services

There is a decrease of \$30,514 in this funding source due to a reduction in legal services provided to school districts and reimbursements from the County's self-insured program.

#### Fund Balance

There is a decrease of \$290,183 in this funding source due to use of Fund Balance in the prior year to offset operating costs.

### TOTAL REQUIREMENTS

Total Requirements increased by \$418,046 or 6.8% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$641,788 in this expenditure category due to negotiated labor, merit and benefit adjustments in the amount of \$181,245; the addition of three new positions in the amount of \$364,896; and retirement cost increases in the amount of \$95,647.

#### Services and Supplies

There is a decrease of \$15,000 in this expenditure category primarily due to the reduction of appropriations for computer software and maintenance services.

#### Other Charges

There is an increase of \$62,313 in this expenditure category due to increased internal service charges for telephone, automation, facility rental charges, and the Learning Content Management System.

#### Intrafund Transfers

There is a decrease of \$184,000 in this expenditure category due to: reduced reimbursements in the amount of \$34,000 for legal services provided on behalf of Children's Protective Services; and an adjustment of \$150,000 due to the loss of AB 589 Property Tax Administration state funding.

#### Contingencies/Departmental Reserves

There is a decrease of \$455,055 in this expenditure category due to use of Reserves to meet Net County Cost target. The balance in Reserves represents 2.4% of Net Appropriations, which exceeds the 2% County Reserves Policy requirements by \$25,918.

### NET COUNTY COST

There is an increase of \$738,743 or 39.8% in this Department's General Fund allocation primarily due to negotiated labor and benefit increases, staffing changes, and the addition of three new positions.

## FY 2007-08 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$100,000 or 2.5% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Fund Balance

There is a decrease of \$100,000 in this funding source due to use of Fund Balance in FY 2006-07 to offset one-time operating costs.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$9,423 or 0.1% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$90,577 in this expenditure category due to merit increases, various benefit adjustments, and retirement cost increases.

#### Services and Supplies

There is a decrease of \$55,000 in this expenditure category primarily due to the elimination of various one-time purchases made in FY 2006-07.

Other Charges

There is an decrease of \$45,000 in this expenditure category due to due to the elimination of one-time projects completed in FY 2006-07.

**NET COUNTY COST**

There is an increase of \$90,577 or 3.5% in this Department's General Fund allocation due to negotiated labor increases.

## County Counsel (1600B)

### Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	38.0	38.0	38.0	41.0	3.0	41.0
Funded FTE	37.5	35.0	35.0	40.7	5.8	40.7
 Total Requirements	5,005,328	5,912,486	6,116,819	6,534,865	418,046	6,525,442
Total Sources	4,428,918	4,412,016	4,260,535	3,939,838	(320,697)	3,839,838
Net County Cost	576,410	1,500,470	1,856,284	2,595,027	738,743	2,685,604

**NCC Breakdown**

A-87 Cost Plan		250,757	250,757		250,757
Mandated Services		1,605,527	2,344,270	738,743	2,434,847

**Program Net County Cost**

The portion of this program's FY 2006-07 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$2,595,027 or 39.8%. Of this amount, 100% includes Mandated Services with no maintenance-of-effort (MOE) requirements.

**FY 2006-07 Program Funding Adjustments**

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets as follows: inclusion of merit increases; reductions to Workers' Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases and adjustment of retiree health costs. Increased costs for contracts and internal service charges; and reductions reimbursement (Intrafund Transfers) for Property Tax Administration (AB 589) has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(289,102)	197,543	184,000	141,074	811,719	0

**2. Adjustment to Public Guardian Legal Fees**

Adjustments in revenues have been made as a result of increased legal fees for probate conservatorship estates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
72,816	0	0	0	(72,816)	0



**3. Reductions in Operating Expenses**

Operating expenses have been reduced, including reductions in computer software and maintenance expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(70,000)	0	0	(70,000)	0

**4. Reorganization and Additional Staff**

One Chief Deputy County Counsel position has been converted to the position of Assistant County Counsel. The addition of legal staff include an attorney, paralegal and legal office assistant. The attorney position will ensure legal services for board-sponsored initiatives as well as for the increased legal services in matters related to the protection of children and the elderly. The paralegal and legal office assistant positions will provide required enhanced legal support for all attorney positions to ensure cost-effective representation. Positions will be partially offset with additional revenue as a result of increased legal services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
185,772	364,896	0	0	179,124	3

**5. Adjustment to Fund Balance**

Fund Balance has been adjusted primarily due to one-time purchases made in the prior year. One-time appropriation has been added for the legal research index and document management system, and related support costs. Reserves have been reduced to offset cost increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(290,183)	196,662	0	(596,129)	(109,284)	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(320,697)	689,101	184,000	(455,055)	738,743	3

**FY 2007-08 Program Funding Adjustments**

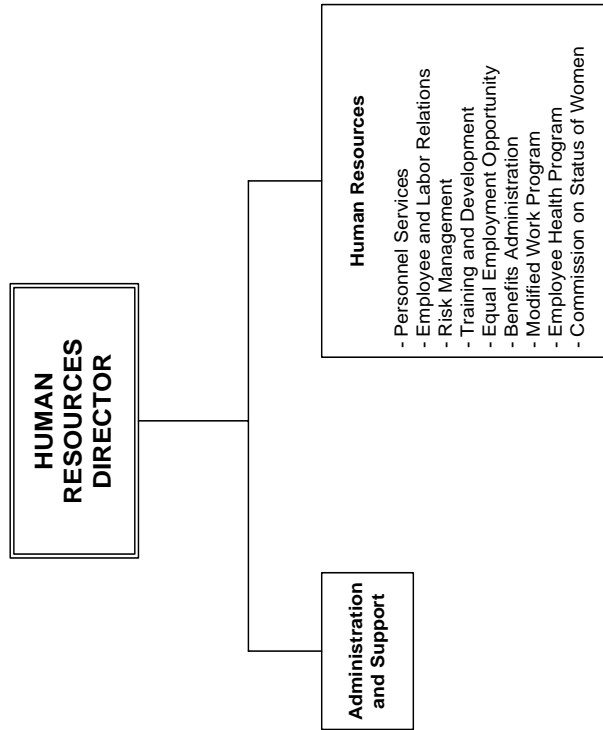
The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit, negotiated labor increases, and retirement rate increases. Fund Balance and appropriation for one-time projects has been eliminated.

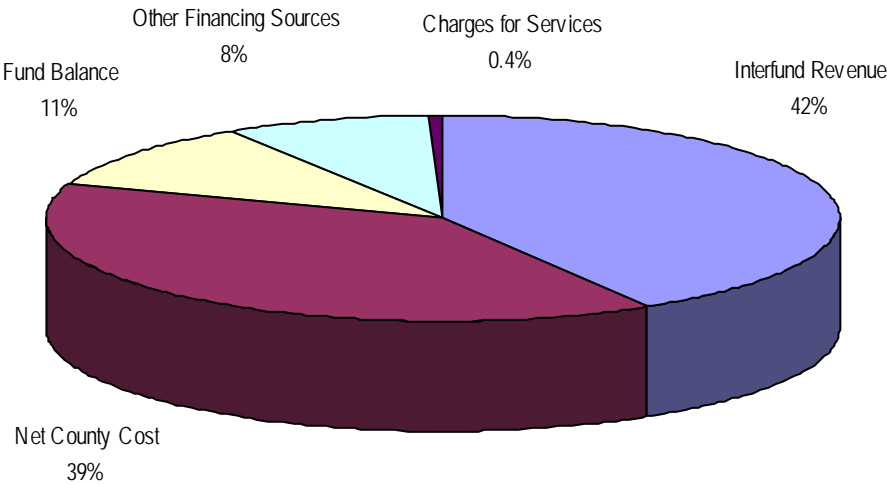
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(100,000)	(9,423)	0	0	90,577	0

# HUMAN RESOURCES DEPARTMENT

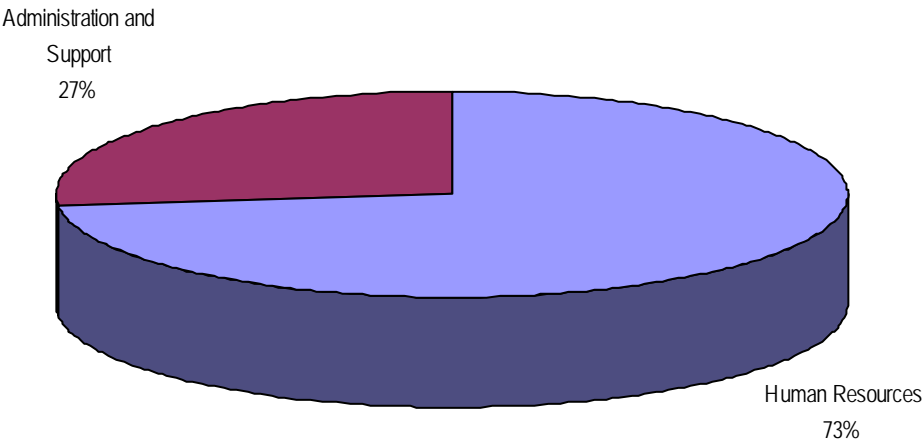


# Human Resources Department

FY 2006-07 Adopted Sources



FY 2006-07 Adopted Requirements

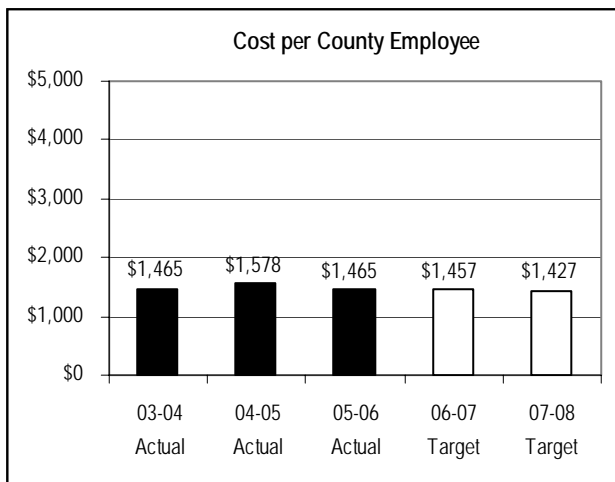
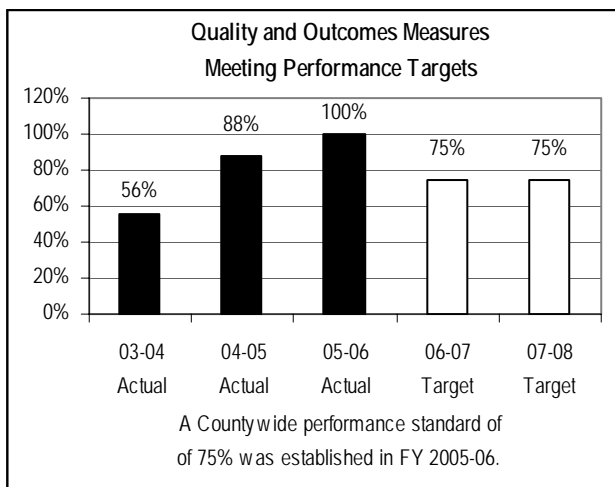


## Department Locator

### 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  
 ► **Human Resources Department**  
 Information Services Department  
 Grand Jury  
 Retirement (*SamCERA*)

## Department Measures



## Department Mission Statement

In partnership with others, Human Resources 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

(Fiscal Years 2000-2005)

## PEOPLE

### Realize the Potential of Our Diverse Population

#### • Recruitment and Retention Programs

Human Resources attracts and retains employees through a variety of programs, including 1) Employee Referral Program which has resulted in decreased vacancies in hard-to-fill positions by offering financial incentive to current employees who refer successful candidates, 2) Enhanced Hiring Package granting up to 40 hours of vacation credit, 48 hours of sick leave credit and an advanced level of vacation accrual for hard-to-fill positions, 3) Reinstatement/Rehire Program which creates incentives for former County employees to return to County employment, 4) Flexible Spending Account which permits employees to pay for eligible health care expenses on a pre-tax basis, and 5) Health and Fitness incentive programs for employees to improve their health and lower healthcare costs.

Additional efforts to attract and retain employees have included expanding Child Care Center Scholarship Program from \$48,000 to \$65,000 per year using coordinated communication and outreach efforts, offering Homebuyer Seminars to 478 County employees of which an estimated 77 purchased their new home, and implementing a Workplace Mediation Program in conjunction with PCRC which has assisted 62 individuals to resolve workplace conflicts and implementing flexible/alternate work schedules to assist employees in balancing work and family life.

#### • Improved Service through Technology

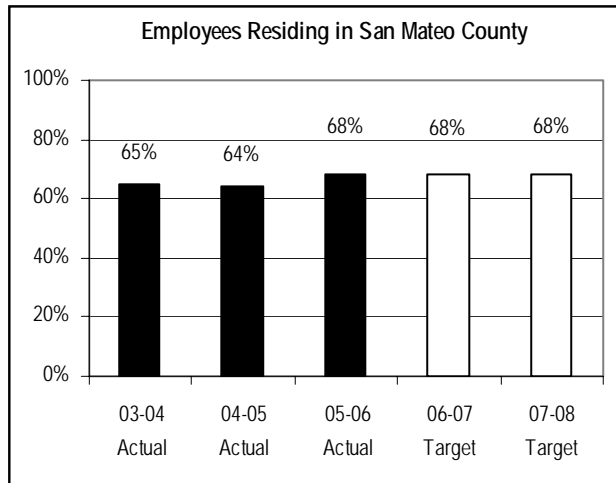
Human Resources continues to improve customer service by implementing online automated services, including: online employment applications which has resulted in over 80% of candidates applying for County positions via the Internet and increasing the candidate pool; and online requisition certification system that provides a streamlined hiring process. The Department has also increased security and privacy of employee information by upgrading the personnel/payroll system in conjunction with the Controller's Office and Information Services.

### Provide Equal Access to Educational Opportunity

#### • Employee Development

Developed and implemented several training programs to assist employees in their development and prepare them to assume

higher level positions in the County. These programs have included an on-site Masters degree program and accelerated Associate of Arts degree program in conjunction with local colleges and cities. The Department has also redesigned the County's Training Programs to include courses on human resources and financial management and expanded programs in customer service, leadership and professional development and safety. In addition, Human Resources developed and offered an advanced training on managing complex employment issues to assist managers in understanding employment laws and identifying and resolving employment issues.



## Major Accomplishments in FY 2005-06

### Realize the Potential of Our Diverse Population

- Conducted nine department/division director executive-level recruitments
- Implemented new recruitment strategies to reduce the number of nursing vacancies, from 19.1% in January 2005 to 12.3% in July 2005

### Provide Equal Access to Educational Opportunity

- Designed and piloted a training course on Internet security for Human Resources users
- Conducted online state-mandated sexual harassment training for over 850 supervisors and managers
- Conducted negotiations with AFSCME and SEIU on an initial contract for Extra-Help
- Trained 50% of San Mateo Medical Center staff on "Providing Outstanding Customer Service"
- Implemented an online Telecommuting Training Program

### Ensure Basic Health and Safety for All

- Implemented Health Plan Programs (PHASE, Simple Steps, and Healthy Rewards) to improve employee health and lower healthcare costs

### Responsive, Effective and Collaborative Government

- Implemented an incentive-based workers' compensation charge-back system, resulting in a \$200,000 countywide reduction in costs

### Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

- Partnered with Canada College by conducting semi-annual classes to support their goal of assisting students gain an understanding of the civil service process and consider public service as a career

## Major Issues to be Addressed

- **Expanding Information Technology** - The Department will continue to focus on providing faster, online, interactive services to meet customer demands.
- **Aging Workforce** - There is a need to prepare for increased vacancies in key leadership positions as baby boomers retire, resulting in a loss of institutional knowledge.
- **Increasing Costs** - Reduced resources for services at the same time customer needs increase will require increased productivity gains through technology as well as other creative solutions.
- **Managing Complex Employment Laws and Issues** - Increased complexity and difficulty in dealing with employee relations issues will require the Department to provide regular training to managers and supervisors.

## Key Department Initiatives

### 1. Implement Technological Improvements

#### Major Issues to be Addressed:

- Many application forms (e.g., to register for training program, sign up for benefits, etc.) cannot be completed and submitted online
- Paper file storage systems require space and cannot be utilized for electronic transfer or manipulation of data

#### Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government
- Ensure Basic Health and Safety for All

#### Goals:

- Utilize technology in a number of areas to improve customer service delivery that is more interactive, timely and user friendly

#### Objectives:

- 90% of County training program participants will enroll online
- 100% of employment applications will be received online
- Interactive online human resources services will be expanded beyond employment applications
- Investigate the feasibility of an electronic file storage system for Risk Management records

#### Major Milestones:

- Identify and conduct cost benefit analyses for automating other programs, such as leave administration, benefit enrollment and employment exams
- Select and identify funding for a Countywide Learning Management System to include an eLearning component
- Transition to a 100% paperless employment application system

**Partners:**

- All County departments, with special help and coordination by County Manager's Office, Information Services Department and Controller
- Nonprofits, Cities and Special Districts

**FY 2006-07 Budget Impact:**

Not all costs associated with technological improvements are known at this time.

**2. Expand the County's Succession Planning Programs**

**Major Issues to be Addressed:**

- Baby boomers are leaving the workforce in record numbers and there are not as many workers in subsequent generations to take their place
- Middle management level positions have been reduced, eliminating a logical succession planning process
- Insufficient resources have been allocated to identify and develop future leaders

**Alignment to Shared Vision:**

- Realize the Potential of Our Diverse Population
- Responsive, Effective and Collaborative Government
- Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

**Goals:**

- Develop and implement a robust succession planning program to assure that highly qualified employees are developed to fill key leadership vacancies

**Objectives:**

- Staff are trained in the skills they need to advance
- There are increased number of promotions from within top level management positions
- New hires for key positions will be made prior to departure of the incumbent

**Major Milestones:**

- Implement the Succession Plan recommendations from the 2006 Reorganization Study, including:
  - Identify relevant elements of the 1999-2000 Succession Management Program Proposal as a foundation to develop a comprehensive plan
  - Allocate sufficient funding to implement the Countywide Succession Planning Program

**Partners:**

- County Manager's Office
- All County departments

**FY 2006-07 Budget Impact:**

One Administrative Services Manager position and increased operational expenses totaling \$263,586 have been added to assist with the implementation of the Countywide Succession Planning Program. All other costs associated with this program will not be known until a Succession Planning Program is developed.

**Other Significant Objectives by Program**

The Human Resources Department includes the following programs:

- Administration
- Human Resources

The following program objectives contribute to department success (additional program-level objectives are included in individual Program Plans):

**Human Resources**

- Conduct 2006-07 contract negotiations with seven employee organizations
- Explore the feasibility of offering a Pre-Tax Retiree Health Savings Account

## Human Resources Department (1700D) General Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues		68,498				
Charges for Services	35,494	33,435	40,500	40,500		40,500
Interfund Revenue	2,817,742	2,752,750	3,572,818	3,815,764	242,946	3,998,838
Miscellaneous Revenue	14,396	8,551				
Other Financing Sources			77,323	77,323		77,323
<b>Total Revenue</b>	<b>2,867,632</b>	<b>2,863,234</b>	<b>3,690,641</b>	<b>3,933,587</b>	<b>242,946</b>	<b>4,116,661</b>
Fund Balance	666,371	586,255	586,255	1,001,731	415,476	764,237
<b>TOTAL SOURCES</b>	<b>3,534,003</b>	<b>3,449,489</b>	<b>4,276,896</b>	<b>4,935,318</b>	<b>658,422</b>	<b>4,880,898</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,177,563	5,356,006	5,994,194	6,675,605	681,411	6,604,511
Services and Supplies	1,114,334	1,121,182	1,372,614	1,919,275	546,661	1,736,647
Other Charges	599,090	662,222	605,960	652,293	46,333	645,793
Fixed Assets	8,370	6,433	15,500	25,500	10,000	
<b>Gross Appropriations</b>	<b>6,899,357</b>	<b>7,145,844</b>	<b>7,988,268</b>	<b>9,272,673</b>	<b>1,284,405</b>	<b>8,986,951</b>
Intrafund Transfers	(793,234)	(883,452)	(1,008,613)	(1,396,594)	(387,981)	(1,114,099)
<b>Net Appropriations</b>	<b>6,106,123</b>	<b>6,262,392</b>	<b>6,979,655</b>	<b>7,876,079</b>	<b>896,424</b>	<b>7,872,852</b>
Contingencies/Dept Reserves	515,190	516,127	516,127	631,281	115,154	631,281
<b>TOTAL REQUIREMENTS</b>	<b>6,621,313</b>	<b>6,778,519</b>	<b>7,495,782</b>	<b>8,507,360</b>	<b>1,011,578</b>	<b>8,504,133</b>
<b>NET COUNTY COST</b>	<b>3,087,310</b>	<b>3,329,031</b>	<b>3,218,886</b>	<b>3,572,042</b>	<b>353,156</b>	<b>3,623,235</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	62.0	63.0	63.0	65.0	2.0	65.0
Funded FTE	53.0	53.8	53.8	55.9	2.1	55.9

## FY 2006-07 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$658,422 or 15.4% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Interfund Revenue

There is a net increase of \$242,946 in this funding source. Revenue adjustments include: \$50,309 from the Benefits Trust Funds will offset increased benefit costs and flu vaccination services as well as increased Employee Assistance contract costs; \$185,670 from the Risk Management Trust Funds will offset the addition of one Management Analyst position, increased benefit costs and ADA activities; \$43,493 from departments will offset costs associated with the County's Learning Content Management System (LCMS); and \$3,574 from the Medical Center will cover increased Employee and Labor Relations costs. Decreases of \$40,100 are reflected in the Administration Division due to reduced reimbursements from departments.

#### Fund Balance

There is an increase of \$415,476 in this funding source due to prior year department-wide cost saving measures, including vacancy savings as well as increased revenues.

### TOTAL REQUIREMENTS

Total Requirements increased by \$1,011,578 or 13.5% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$681,411 in this expenditure category. Merit increases and annualization of negotiated labor increases have been included as well as increased costs associated with new Workers' Compensation methodology. Additional adjustments include: 1) addition of one Administrative Services Manager II in the Training and Development Division to assist with Countywide Succession Planning and training program expansion; 2) addition of appropriations for the double-fill of the Assistant Director of Human Resources position to allow for a smooth transition and transfer of institutional knowledge; 3) addition of one Management Analyst in the Risk Management Division to handle claims processing; 4) conversion of one vacant Management Analyst (Occupational Nurse) to an Information Technology Analyst to support department and countywide initiatives, including the implementation of the LCMS Project; and 5) transfer of one Management Analyst position from Personnel Services to Training and Development Division, reflecting no additional costs. The net impact of these changes has resulted in the following adjustments: Administration increased by \$223,799; Benefits increased by \$9,488; Risk Management increased by \$215,912; Personnel Services decreased by \$75,677; Training and Development increased by \$287,874; and other increases totaling \$20,015 in the Employee and Labor Relations Division, Commission on Status of Women, Civil Service Commission and Equal Employment Opportunity.

#### Services and Supplies

There is a net increase of \$546,661 in this expenditure category. Increases represent the following: inclusion of flu vaccination contract expenses in the amount of \$31,950; inclusion of \$9,956 for transportation allowance for an eligible employee; increased Training and Development budget by \$100,000 to assist with Succession Planning and training expansion; increased appropriations by \$287,300 to cover costs associated with the LCMS Project, including licensing, software and contractor implementation costs; increased labor negotiations contractor costs by \$21,894; addition of \$52,400 to cover computer equipment; addition of \$30,000 to cover employee training and development; and additional increases departmentwide of \$13,161 to offset increased costs, including contract expenses.

#### Other Charges

There is a net increase of \$46,333 in this expenditure category primarily due to increased ISD automation charges since the Department will now be responsible for covering a portion of a Relationship Manager's labor costs and ISD will also provide support for the LCMS Project. Other increases include facility costs, general liability and County Counsel charges. Minor reductions were made to bond insurance, telephone and motor vehicle charges.

#### Fixed Assets

There is a net increase of \$10,000 in this expenditure category due to the anticipated purchase of a Video Server for the LCMS, partially offset by the elimination of one-time appropriations for a departmentwide server.

#### Intrafund Transfers

There is a net increase of \$387,981 in expenditure transfers. The increase in Intrafund Transfers (reimbursement from other General Fund departments) are primarily due to offsets from the Non-Departmental Budget for 1) implementation costs associated with the LCMS Project, 2) costs associated with the double-fill of the Assistant Director of Human Resources, and 3) Risk Management and Modified Work negotiated labor increases. Reductions include the elimination of \$149,594 previously received from Revenue Services and Animal Licensing for administrative support.



Contingencies/Departmental Reserves

There is an increase of \$115,154 in Reserves primarily due to prior year vacancy savings in various divisions. The Balance in Reserves represents eight percent of Net Appropriations, which exceeds the two percent County Reserves Policy requirement by \$473,759.

**NET COUNTY COST**

There is a net increase of \$353,156 in this Department's General Fund allocation. Net County Cost was increased by \$67,675 to offset a portion of annualized negotiated labor increases as well as Workers' Compensation increases; increased by \$263,587 to cover costs associated with Succession Planning Program and training expansion; and increased by \$21,894 to cover increased labor relations contract costs.

**FY 2007-08 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$54,420 or 1.1% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

Interfund Revenue

There is an increase of \$183,074 in this funding source due to reimbursements from Risk Management and Benefits Trust Funds to cover salary and benefit increases for Risk Management, Benefits and Modified Work programs as well as other adjustments to cover the loss of funding in FY 2005-06 from Revenue Services and Animal Licensing.

Fund Balance

There is a decrease of \$237,494 in this funding source due primarily to the completion of one-time projects, including replacement of computer equipment.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$3,227 or 0.03% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$71,094 in this expenditure category due primarily to the elimination of one-time appropriations for the double-fill of the Assistant Director of Human Resources position, partially offset by merit increases and increased benefits costs.

Services and Supplies

There is a net decrease of \$182,628 in this expenditure category to reflect the elimination of one-time projects and purchases, including implementation costs associated with the LCMS Project and the replacement of pcs throughout the department.

Other Charges

There is a decrease of \$6,500 in this expenditure category primarily due to a reduction in ISD charges associated with the LCMS Project.

Fixed Assets

There is a decrease of \$25,500 in this expenditure category due to elimination of one-time costs associated with the LCMS Project as well as the elimination of appropriations for scanning equipment.

Intrafund Transfers

There is a decrease of \$282,495 in expenditure transfers. The decrease in Intrafund Transfers (reimbursement from other General Fund departments) is primarily due to elimination of funding from the Non-Departmental Budget for one-time projects, including LCMS Project and double-fill of the Assistant Director of Human Resources position.

**NET COUNTY COST**

There is an increase of \$51,193 in this Department's General Fund allocation. Net County Cost was increased to partially offset labor increases.

## Administration and Support (1710P)

### Program Locator

#### County

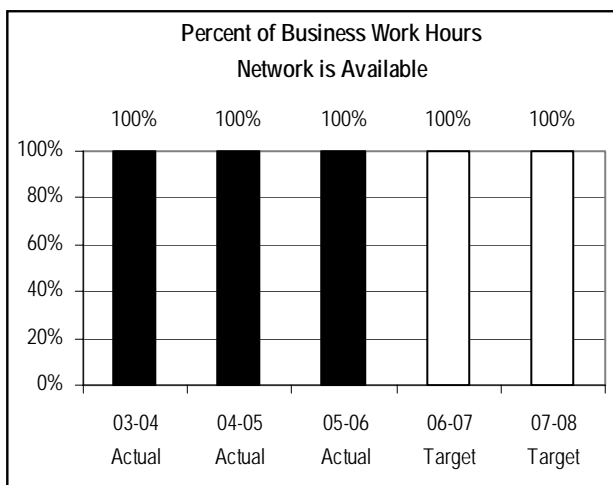
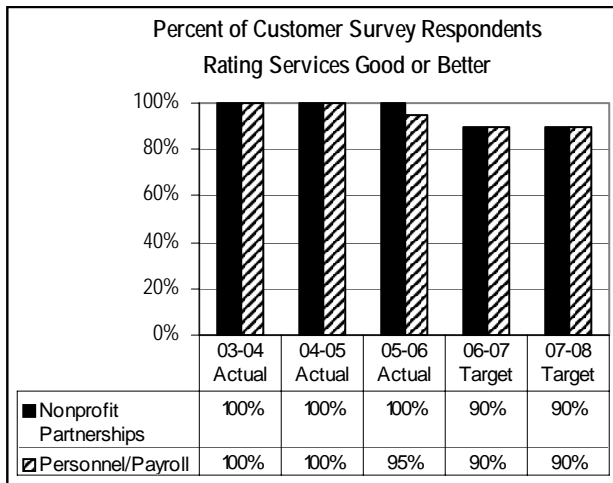
Administration and Fiscal

Human Resources Department

▷ **Administration and Support**

Human Resources

### Headline Measures



### Program Outcome Statement

The Human Resources Department (HRD) 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 HRD website and network as well as building community partnerships in order to support the Department's mission.

### Services and Accomplishments

Human Resources Department (HRD) Administration primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing 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.

HRD 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:

- Coordinated the 2005 Heart Walk which included 343 employees and resulted in contributions of \$56,527; since 1998 contributions have totaled \$463,000
- Continued to enhance the Human Resources Department website including processing of online payments
- Conducted special training sessions for Personnel/Payroll Specialists on payroll processing and reporting
- Provided needed data for 2005/2006 labor negotiations
- Coordinated 2005 Second Harvest Food Bank Drive, Gourmet Alley and Crafts Fair, generating \$5,000 in contributions
- Enhanced capabilities of the Data Resource Center for department users including tracking of professional licenses
- Continued partnerships with nonprofits, cities, and special districts, offering training, advertising and vendor agreement programs to over 100 agencies
- Upgraded two departmental servers to enhance system capabilities and improve customer service
- Replaced 30 computers with surplus computers generating savings of \$60,000
- Designed and piloted a training course on Internet security for Human Resources Department users
- Implemented various enhancements to County's online application system and online hiring center
- Installed virus scan to protect Human Resources Department systems from virus, worms and spywares
- Implemented a new departmental back up and retrieval system utilizing the latest technology
- Assisted in developing an updated database-driven online course for Training and Development and nonprofits

## Story Behind Performance

HRD Administration continues to receive high customer satisfaction ratings. In FY 2004-05, 100% of non-profit agencies and personnel/payroll customers rated the services provided by HRD 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 projected to be 3% and should remain at this level in FY 2006-07. Program staff continues to collaborate 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 2004-05 over 28,000 contacts were made with community partners, with 39% participating in County programs.

Network availability has continuously reached 100%. Over the last few years, HRD 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 2006-07.

### Major challenges in the next two years will be:

- To expand the use of technology
- To implement initiatives identified in the 2005-07 HRD Plan, including 2006/07 negotiations and succession planning strategies

## Program Objectives

HRD Administration will meet performance targets by doing the following:

### Achieve Customer Satisfaction Rating of 90% or Better

- Continue to conduct basic and advanced training on the personnel/payroll systems to facilitate ease of use and reduce errors
- Continue outreach to nonprofits to expand training, advertising and vendor programs
- Continue to assist Board of Supervisors with various campaigns including Heart Walk and Second Harvest Food Bank Drive
- Provide needed data and reports for the 2006/2007 labor negotiations
- Continue to enhance the Human Resources Department website in order to provide access to information and online services
- Work with divisions to implement new technology initiatives including web based applications

### Accomplish 90% of New Activities Within Established Time frame

- Implement new activities in the 2005/2006/2007 HRD Plan

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of new activities in the Human Resources Department Plan	27	25	24	21	25
Number of contacts with County nonprofit agencies <sup>(1)</sup>	17,339	28,768	35,537	25,000	25,000
Number of hours network is available during business hours	2,412	2,400	2,388	2,388	2,400
<b>How Well We Do It (Quality)</b>					
Percent of new activities accomplished within established timeframes <sup>(2)</sup>	44%	100%	100%	90%	90%
Percent of personnel/payroll transactions requiring retroactive adjustments	3%	0%	0%	3%	3%
Percent of business work hours the network is available	100%	100%	100%	100%	100%
<b>Is Anyone Better Off? (Outcome)</b>					
Number/Percent of County nonprofit agencies participating in purchasing, training and recruitment programs	100 / 31%	125 / 39%	99 / 30%	100 / 31%	100 / 31%
Percent of customer survey respondents rating services good or better <sup>(3)</sup>					
- Nonprofit partnerships	100%	100%	100%	90%	90%
- Personnel/Payroll customers	100%	100%	95%	90%	90%

<sup>(1)</sup> The department significantly expanded training programs and offerings in FY 2004-05 and as part of the publicity effort increased one-time contacts about programs and nonprofit agencies.

<sup>(2)</sup> Initial completion dates for new activities in FY 2003-04 were adjusted due to greater complexity of the tasks than originally estimated.

<sup>(3)</sup> A Countywide customer service performance standard of 90% was established in FY 2005-06.

## Administration and Support (1710P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	9.0	9.0	9.0	9.0		9.0
Funded FTE	8.4	8.3	8.3	9.0	0.7	9.0
 Total Requirements	1,892,728	1,913,256	1,890,554	2,269,279	378,725	2,193,380
Total Sources	916,984	1,004,271	1,078,478	1,453,854	375,376	1,365,954
Net County Cost	975,744	908,984	812,076	815,425	3,349	827,426
 NCC Breakdown						
A-87 Cost Plan			177,397	236,824	59,427	236,824
Non-Mandated Services			634,679	578,601	(56,078)	590,602

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$815,425 or 35.9%. Of this amount, 100% amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and includes the following services: managing 7 divisions including human resource administration, finance management, developing policies and procedures, tracking legislation, supporting the HRD website and network, responding to information requests from other departments and agencies and contract administration.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; increased retiree health costs due to several retirements; increased Workers' Compensation costs due to new methodology; and increased internal services charges from Information Services Department (ISD) due to costs associated with Relationship Manager's time assigned to the Human Resources Department. Intrafund Transfers have been increased to reflect additional reimbursements from departments. Fund Balance has been increased to reflect prior year savings, mostly generated from vacancies, in various programs throughout the Department. A portion of this amount has been set-aside in Reserves. Appropriation has been included for the HRD's share of the Learning Content Management System (LCMS) licensing costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
57,887	96,636	(40,059)	29,659	28,349	0

#### 2. Adjustment to Fund Balance

Fund Balance will be used for training and development, costs associated with the replacement of department computers that are over five years old, and will offset loss of funding previously received from revenue Services and Animal Licensing. Remaining Fund Balance has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
317,489	82,400	124,594	85,495	(25,000)	0

### 3. Succession Planning

The retirement of the current Assistant Director of Human Resources is anticipated near the end of FY 2006-07. This position will be double-filled for several months in order to ensure a smooth transition and transfer of institutional knowledge.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	162,495	(162,495)	0	0	0

#### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
375,376	341,531	(77,960)	115,154	3,349	0

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases and higher benefits costs; other adjustments include the elimination of one-time equipment purchases offset with Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(5,500)	6,501	0	0	12,001	0

#### 5. Eliminate One-time Succession Planning Costs

One-time costs related to succession planning for the Assistant Human Resources Director have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(162,495)	162,495	0	0	0

#### 6. Eliminate One-time Projects and Purchases

One-time costs for purchases made in FY 2006-07 have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(82,400)	(82,400)	0	0	0	0

#### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(87,900)	(238,394)	162,495	0	12,001	0

## Human Resources (1720P)

### Program Locator

#### County

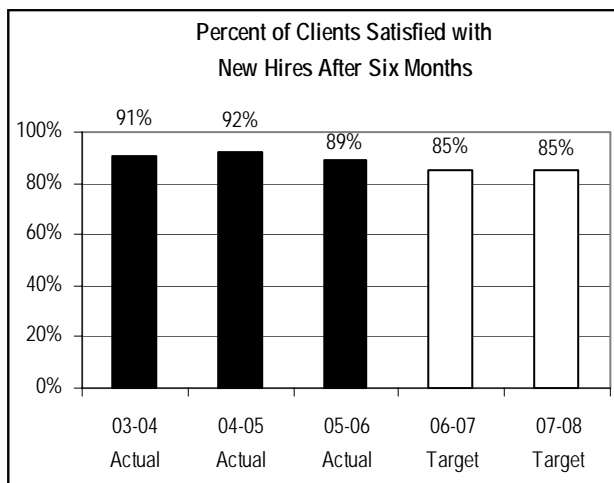
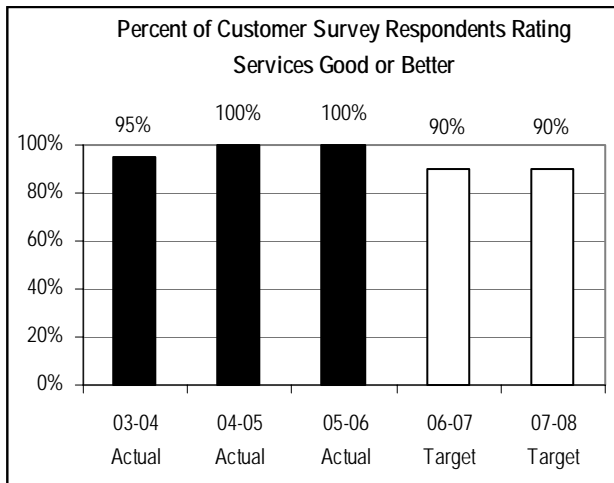
Administration and Fiscal

Human Resources Department

Administration and Support

▷ **Human Resources**

### 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 primarily contributes to the goals of the Shared Vision 2010 commitment to Realize the Potential of Our Diverse Population by providing the following services: recruitment and selection, classification and compensation studies, labor and employee relations, equal employment opportunity, benefits and health and fitness, risk management, training and development and supports the Civil Service Commission, the Commission on the Status of Women and the Domestic Violence Council.

The Human Resources Division has increased the County's organization effectiveness by implementing a number of new programs and activities.

The following are major accomplishments in the current year:

- Implemented a fourth Management Development/Mentoring Program to assist employees in their development and prepare them to assume higher-level positions in the County. Thirty more managers are participating in this 12-month program, which covers such topics as leadership, expectations, program/change management and meeting facilitation
- Conducted nine department/division director executive-level recruitments in FY 2005-06
- Assisted 62 individuals 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
- Offered Homebuyer Seminars to 478 County employees of which an estimated 77 will purchase their new home
- Expanded Child Care Center Scholarship Program from average annual \$48,000 to \$65,000 using coordinated communication and outreach efforts
- Implemented an incentive-based workers' compensation charge-back system, resulting in a \$200,000 countywide reduction in costs
- Conducted online state-mandated sexual harassment training for over 850 supervisors and managers
- Partnered with Canada College by conducting semi-annual classes to support their goal of assisting students gain an understanding of the civil service process and consider public service as a career
- Developed and published the 2006-09 Equal Employment Opportunity (EEO) Plan
- Expanded the pool of County mediators by five

- Implemented new recruitment strategies to reduce the number of nursing vacancies, from 19.1% in January 2005 to 12.3% in July 2005
- Developed a plan for the 2006/2007 contract negotiations with employee organizations
- Developed a Medical Provider Network for workers' compensation
- Evaluated interest in a new Master's of Public Administration (MPA) Program
- Streamlined the testing process for applicants requiring accommodations under the American with Disabilities Act
- Designed and distributed updated American with Disabilities Act procedures to supervisors and managers
- Issued a Request for Proposal (RFP) to purchase a countywide learning management system, which includes an e-learning training component
- Presented customized training to various agencies including the Court, Human Services Agency, Sheriff's Office, San Mateo Medical Center, Probation, Library, Public Works, and the City of Daly City
- Met with all County department management teams to assess satisfaction with the current training programs and interest in additional programs
- Successfully negotiated a five-year contract extension with the Deputy Sheriff's Association
- Assisted the Planning Division with the meet and confer process for implementation of the recommendations from the Building and Planning Task Force
- Assisted the Sheriff's Office and the Information Services Department with the meet and confer process to implement the CLETS security background process
- Conducted negotiations with the California Nurse's Association and the Probation and Detention Association on new contracts
- Conducted negotiations with AFSCME and SEIU on an initial contract for Extra Help
- Trained 50% of San Mateo Medical Center staff on "Providing Outstanding Customer Service"
- Updated the computer training program offerings in collaboration with Information Services and department Training Coordinators
- Partnered with the City of Palo Alto to include the County's training courses in their catalog
- Collaborated with the Library and the Town of Portola Valley to relocate employees to a safer location
- Assisted departments to revise and update their state-mandated Injury Illness and Prevention Plans (IIPP)
- Entered into an MOU transferring \$280,000 in future workers' compensation claims costs from the County to the Administrative Office of the Courts
- Designed, coordinated and implemented six Life Skills Programs at Juvenile Hall
- Redesigned and automated the Leave of Absence process
- Assisted five departments in reorganizing their management and supervisory structure

- Coordinated retirement calculation tools between SamCERA and the County's Deferred Compensation providers
- Implemented an online Telecommuting Training Program
- Implemented Health Plan Programs (PHASE, Simple Steps, and Healthy Rewards) to improve employee health and lower healthcare costs
- Offered a training program and web-based education on cancer prevention
- Participated in the Obesity Task Force, sponsored by the Health Department

### Story Behind Performance

In FY 2004-05, 92% of client survey respondents indicated that they were satisfied with new hires after six months. That year the County hired 1,274 employees: 412 new hires, 273 promotions and 589 extra help. The number of recruitments should be approximately the same in FY 2005-06 and FY 2006-07.

Customer satisfaction ratings continue to be high. In FY 2005-06, 100% of customer survey respondents rated the services provided by the Human Resources Division as good or excellent. The high customer satisfaction is attributable to anticipating and responding promptly to the diverse needs of the customers.

The Human Resources Division works to resolve employment complaints at the lowest and least damaging level. About 90% of employment complaints are resolved prior to formal process.

### Major challenges over the next two years will be:

- To manage complex employee relations issues and formal and informal Equal Employment Opportunity (EEO) complaints
- To meet the needs and demands of employees, applicants and the public through expanded use of technology
- To develop County employees to assume key leadership positions as baby boomers retire

### Program Objectives

The Human Resources Division will meet performance targets by doing the following:

#### Resolve 90% of Employment Complaints Prior to Formal Process

#### Achieve Customer Satisfaction Rating of 90% or Better

- Explore targeted use of incentives to reduce health care costs
- Identify alternate housing program assistance options as a recruitment/retention strategy
- Explore the feasibility of offering a Pre-Tax Retiree Health Savings Account
- Work with San Mateo Medical Center in developing a security program for patient property
- Conduct 2006-07 contract negotiations with seven employee organizations



- Identify required funding and resources to implement recommendations on Succession Planning from the countywide organization study
- Evaluate the policy, terms and premium costs of all general liability, auto and medical malpractice insurance policies in collaboration with County Counsel

Study and/or Initiate Technology Projects

- Explore electronic signatures and online registration for Benefits and Health and Fitness classes
- Study the feasibility of computer-based testing to replace standard written tests
- Investigate the feasibility of an electronic file storage system
- Explore an automated liability claims management system
- Replace existing workers' compensation data collection software with a web-based system

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of hires and promotions					
- New hires	498	412	495	450	450
- Promotions	240	273	389	300	300
- Extra help	551	589	515	450	450
Number of employment complaints					
- Equal Employment Opportunity (EEO)	87	82	87	90	90
- Employee Relations (ER)	96	82	39	75	75
Number of employees in training	2,039	3,038	3,731	3,060	3,060
Number of workers' compensation claims					
- Total claims	646	537	640	650	650
- Claims resulting in lost time	134	106	96	125	125
Number of employees in health promotion/ risk assessment classes <sup>(1)</sup>	2,065	1,867	1,972	1,500	1,500
<b>How Well We Do It (Quality)</b>					
Percent of customer survey respondents rating overall satisfaction with services good or excellent <sup>(2)</sup>	95%	100%	100%	90%	90%
Percent of employees leaving County employment	7%	15%	8%	8%	8%
Percent of complaints resolved prior to formal process					
- Equal Employment Opportunity (EEO) <sup>(3)</sup>	82%	95%	85%	80%	80%
- Employee Relations (ER)	94%	100%	95%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of clients satisfied with new hires after six months	91%	92%	89%	85%	85%
Percent of employees reporting continued use of behavior one month after participating in health promotion/risk reduction classes	92%	91%	91%	90%	90%

<sup>(1)</sup> The decrease in the number of employees attending classes has been the result of the elimination of the Industrial Hygienist position and reduction of Health and Fitness funds in FY 2003-04.

<sup>(2)</sup> A Countywide customer service performance standard of 90% was established in FY 2005-06.

<sup>(3)</sup> Fewer cases are being resolved informally because complainants are less willing to settle for a reasonable resolution of problems unless they receive additional compensation.

## Human Resources (1720P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	53.0	54.0	54.0	56.0	2.0	56.0
Funded FTE	44.6	45.5	45.5	46.9	1.3	46.9
 Total Requirements	4,728,585	4,865,264	5,605,228	6,238,081	632,853	6,310,753
Total Sources	2,617,019	2,445,217	3,198,418	3,481,464	283,046	3,514,944
Net County Cost	2,111,566	2,420,046	2,406,810	2,756,617	349,807	2,795,809
 NCC Breakdown						
A-87 Cost Plan			884,790	749,944	(134,846)	884,790
Mandated Services			1,522,020	2,006,673	484,653	1,911,019

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$2,756,617 or 44.2%. Of this amount, 100% includes 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; increased retiree health costs due to several retirements; retirement rate increases; increased Workers' Compensation charges due to new methodology; increased operating expenses due primarily to the inclusion of flu vaccination contract services and other adjustments to contracts, including Employee Assistance Program. Trust Fund receipts have been increased to offset labor increases for various programs including Risk Management, Modified Work, Employee Assistance and Benefits. An offset from the Health and Fitness Trust Fund will cover expenses related to flu vaccination services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
131,739	235,780	(69,396)	0	34,645	0

#### 2. Staffing for Countywide Succession Planning and Training Program Expansion

The addition of one Administrative Services Manager position and additional appropriations will assist the Training and Development Division in implementing the County's Reorganization Study recommendations on Succession Planning and training program expansion. Costs will be offset by the General Fund or Net County Cost. Total costs associated with implementing the recommendations have not been determined. Costs will be fully known once an implementation plan has been completed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	263,587	0	0	263,587	1

### 3. Addition of Information Technology Analyst

An Information Technology Analyst (ITA) has been added and a vacant Management Analyst has been deleted. The ITA position is needed since the department's existing ITA position (budgeted in Revenue Services) will be transferred to the Tax Collector-Treasurer's Office, along with all other Revenue Services positions. The Human Resources Department will need an Information Technology Analyst to continue to support its applications and provide assistance for the following projects: conversion of automated Workers Compensation System; upgrade of Microsoft Office 2003 and Groupwise 7.0; upgrade of the auto and general liability automated system; conversion to the new Countywide Learning Content Management System; online benefits forms; transition to 100% paperless applications; and expanding document imaging/electronic file storage system. As a result of the add/delete, the increase totals \$19,829, which will be offset by Risk Management Trust Fund receipts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
19,829	125,649	0	0	105,820	1
0	(105,820)	0	0	(105,820)	(1)

### 4. Revenue Services Transfer

Revenue Services was transferred from to the Treasurer/Tax Collector during the Recommended Budget. This is a final reduction in reimbursement for the cost of administrative support previously provided to the Revenue Services unit. Fund Balance in the Administration Program will be used to offset these costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	25,000	0	25,000	0

### 5. Management Analyst Position

One Management Analyst III position has been added as a result of increased workload for workers' compensation, general liability, and auto cases. This position will be used to provide training to departments, prepare statistical reports, assist with managing multi-million dollar programs, and provide support to the workers' compensation fraud investigation program. Costs for this position are fully offset by Risk Management trust fund receipts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
87,985	87,985	0	0	0	1

### 6. Learning Content Management System (LCMS)

The new Learning Content Management System will be implemented in FY 2006-07. This system has a wide range of capabilities such as department specific on-line training (eLearning), tracking of employee training participation, and tracking competencies for succession planning. Implementation costs will be covered by the General Fund through an Intra-fund transfer. Ongoing licensing costs will be offset by user departments through service charges. The Department's portion of costs will be offset with Administration Program Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
43,493	313,800	(265,625)	0	4,682	0

### 7. IEDA Contract

The County will continue its contract with IEDA for consulting services related to labor negotiations. The increased cost of the contract is mostly due to the addition of an extra-help bargaining unit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	21,894	0	0	21,894	0

## TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
283,046	942,874	(310,021)	0	349,807	2

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases and higher benefits costs. Trust Fund receipts have been increased to offset labor increases for various programs including Risk Management, Modified Work and Benefits.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
33,480	72,672	0	0	39,192	0

**9. Learning Content Management System (LCMS)**

One-time implementation costs for the Learning Content Management System have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(120,000)	120,000	0	0	0

## TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
33,480	(47,328)	120,000	0	39,192	0

## INFORMATION SERVICES

INFORMATION  
SERVICES CIO/  
DIRECTOR

### Project Management

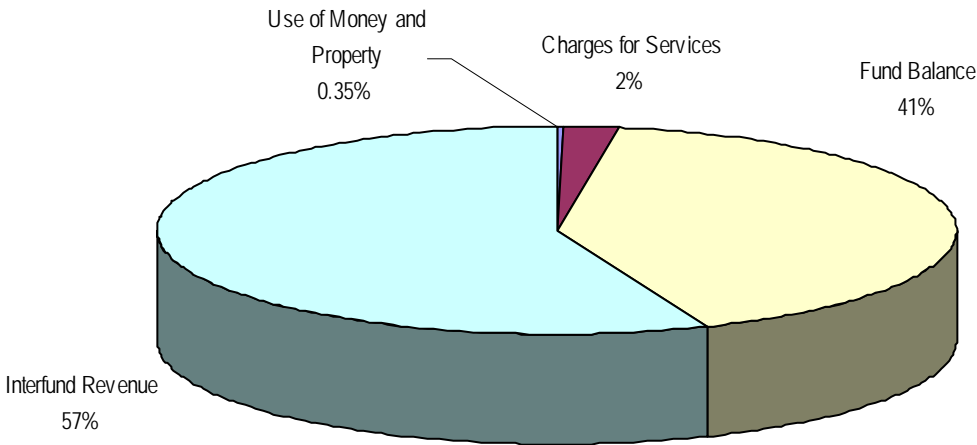
- Administrative Services
- Business Systems
- Health and Medical Center Information Systems

### Information and Technology Availability

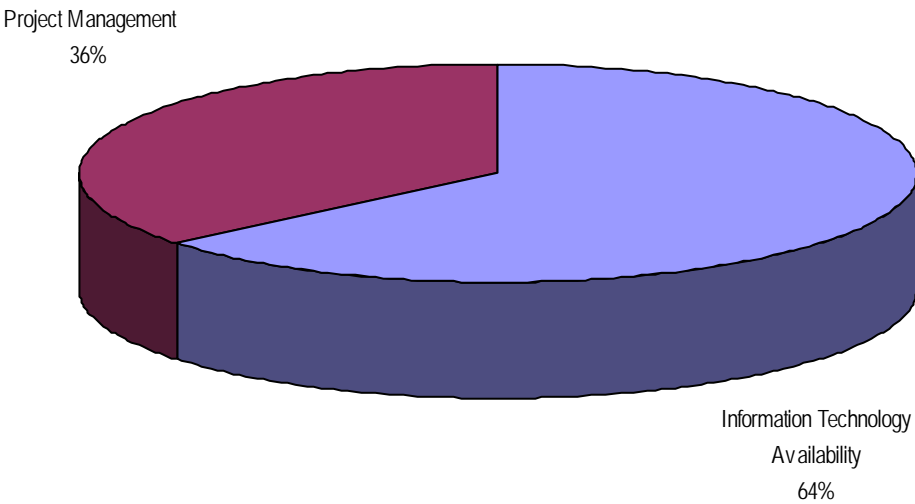
- Administrative Services
- Communication Services
- Production Services
- Health and Medical Center Technical Services

# Information Services Department

FY 2006-07 Adopted Sources



FY 2006-07 Adopted Requirements



## Department Locator

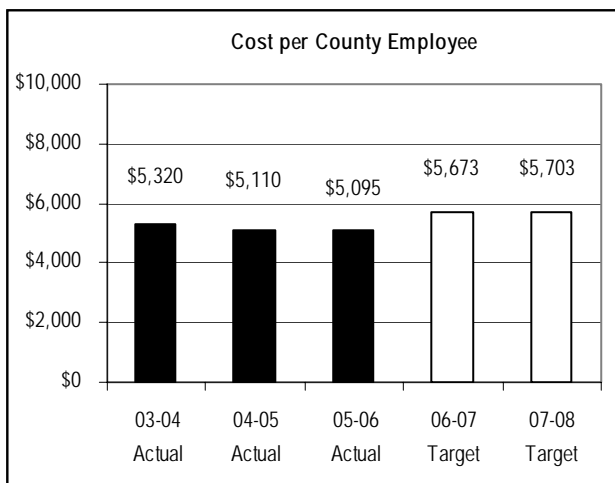
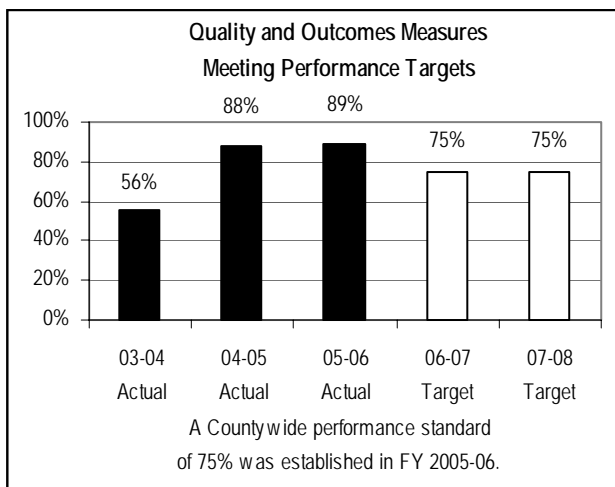
### County

Administration and Fiscal  
Board of Supervisors  
County Manager/Clerk of the Board  
Assessor-County Clerk-Recorder  
Controller's Office  
Treasurer-Tax Collector  
County Counsel  
Human Resources Department

### ► Information Services Department

Grand Jury  
Retirement (*SamCERA*)

## Department Measures



## Department Mission Statement

The Information Services Department works with County Departments to build and support a robust IT environment in which we develop, implement and share innovative IT solutions to better serve the residents of San Mateo County.

## Contributions to Shared Vision 2010 (Fiscal Years 2000 – 2005)

### PEOPLE

#### Ensure Basic Health and Safety for All

##### • Public Safety Trunked Radio System

In partnership with the Sheriff's Office, public safety communications was improved by expanding radio coverage in several areas of the County. The installation of a new radio repeater on the roof of the Hall of Justice (HOJ), at a cost of \$500,000, resulted in in-building coverage for the HOJ and better coverage in the greater Redwood City area. Redwood City was also a partner in this project. The installation of two radio repeaters, at a cost of \$95,000, in Montara and San Gregorio resulted in improved radio coverage for the coastside.

##### • Bedside Registration at San Mateo Medical Center

Established a wireless network enabling bedside patient registration in the Emergency Room at the San Mateo Medical Center. This \$50,000 project was a partnership with the San Mateo Medical Center and results in reduced cycle time for emergency room patients.

### PLACE

#### Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

##### • County Geographic Information System (GIS)

Added new data layers to County GIS. These projects, in partnership with the Assessor's Office, Public Work and the Planning Department provide land use decision makers improved tools to view and correlate parcel information, resulting in more informed land use decisions.

### PARTNERSHIPS

#### Responsive, Effective and Collaborative Government

##### • Information Technology Strategic Plans (ITSP)

In partnership with the Health Department and San Mateo Medical Center, we developed Departmental ITSPs. These Departmental ITSPs provide these departments with a technology road map resulting in more effective IT governance, budgeting and deployment

##### • Countywide IT Collaboration

In an effort to promote a cross-departmental and countywide IT perspective, ISD initiated several IT committees including IT Standards, CJIS Executive Committee and GIS Steering



Committee. This effort represents a partnership with all County Departments, resulting in improved IT coordination Countywide.

- **Countywide IT Projects**

Provided IT leadership in cross-departmental and/or countywide projects including: Learning Management System (LMS), GIS, Health Client Data Store (HCDS) and Applicable Client Record Search (ACRS). These Countywide projects represent opportunities for County Departments to work together on similar IT initiatives, resulting in reduced project expense.

- **Managing IT Expense**

Partnered with multiple County departments and the private sector to allow participating County Departments to replace end-of-life network equipment and spread the cost of the new equipment over five years. The result is the continued high availability of the County network, without the requirement of large one-time expenses.

## Major Accomplishments in FY 2005-06

### Responsive, Effective and Collaborative Government

- 17 of 18 of Project Management Performance Measures met or exceeded goals by continuing to enhance the Project Management Program, by adding Project Management tools and the initiation of additional staff training.
- Increased in-building radio coverage by 50% and increased Fair Oaks District as well as Coastside radio coverage by as much as 25%. This was accomplished by the installation of radio repeaters on the roof of the Hall of Justice as well as along the coastside.
- First year efforts to retire the County mainframe resulted in the migration 40% of the currently hosted applications to non-mainframe platforms. These applications include the countywide data-backup solution, Tivoli Storage Management (TSM) and the Case Data System (CDS). The result of these efforts will be lower computing costs countywide.

## Major Issues to be Addressed

- **Workload Concerns** - Insufficient number of Relationship Managers and engineering staff to effectively coordinate and complete departmental, cross-departmental and Countywide IT projects; in anticipation of an increase in cross-departmental and Countywide IT projects, this issue will become larger if not addressed.
- **Managing Mainframe Retirement** - There are four primary applications running on the County mainframe, serving the County's entire workforce. Effectively managing the transition sequence of these four applications from the mainframe to alternative platforms without a negative fiscal impact and/or operational impact on the remaining applications requires the commitment of several ISD management resources.
- **Staff Re-training** - ISD staff currently assigned maintenance and support responsibilities for the mainframe and other end-of-life systems, to include mainframe Cobol and VAX mid-range

system support, will need to be retrained and reassigned to IT areas where County Departments have a need.

## Key Department Initiatives

### 1. Health Client Data Store (HCDS) / Applicable Client Record Search (ACRS)

#### Major Issues to be Addressed:

- Uncoordinated data stores result in duplicative efforts by multiple County Departments and unsynchronized client management. Many County Departments serve the same clients. Creating interoperable data stores will reduce duplication of effort and will allow County Departments to better serve clients by having more complete client information where applicable and authorized.

#### Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

#### Goal:

- Provide Countywide reporting and Countywide client coordination

#### Objective:

- Reduce the number of stand-alone and non-interoperable data stores in the County by 20% by the end of Fiscal Year 2008-09.

#### Major Milestones:

- Develop Minimum Data Set (MDS) for Health Dept (complete)
- Add first set of Health Dept data systems to HCDS
- Develop technology architecture for ACRS

#### Partners:

- Health Department
- San Mateo Medical Center
- Human Services Agency

#### FY 2006-07 Budget Impact:

The Health Department's ISD Budget includes \$1.3M for iteration one of HCDS. In addition, a \$200,000 item is included in the Non-Departmental Budget for the purpose of defining and testing ACRS requirements.

### 2. Computing Environment Modernization

#### Major Issues to be Addressed:

- The County computing infrastructure is approaching or is at end-of-life. In an effort to maximize County computing investment, infrastructure equipment is only replaced when the supporting vendor has announced end-of-support. This results in a compressed time frame for equipment replacement and can limit the implementation of newer technologies.

#### Goal:

- Supply a communications environment that meets the County's present and future business needs

**Objectives:**

- Maintain network computing environment availability at 99.7% while implementing newer technology enabling the deployment of modern applications Countywide, to include video conferencing and increased e-gov services

**Major Milestones:**

- Establish financing strategy for end-of-life network equipment (complete)
- Develop an implementation plan for Voice over IP (VOIP)
- Establish a strategy for Government to Business communication and transactions

**Partners:**

- All County Departments

**FY 2006-07 Budget Impact:**

ISD's Budget includes \$450,000 for leasing replacement network appliances. Also included in the Non-Departmental budget is \$175,000 for establishing a backbone for video conferencing as well as a standard for Departmental edge equipment.

## Other Significant Objectives by Program

The Information Services Department includes the following programs:

- Information and Technology Availability
- Project Management

The following program objectives significantly contribute to Departmental success (additional program-level objectives are included in individual Program Plans):

### Information and Technology Availability

- Continue to develop support staff capable of managing a complex network computing environment

### Project Management

- Continue to add automation tools and enhance project management skills through ongoing training

Information Services Department (1800B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	86,897	83,927	88,060	88,060		88,060
Charges for Services	1,410,898	650,789	546,773	546,773		546,773
Interfund Revenue	9,848,332	11,137,364	11,311,335	14,271,676	2,960,341	12,378,838
Miscellaneous Revenue	23,163	93,639				
<b>Total Revenue</b>	<b>11,369,291</b>	<b>11,965,718</b>	<b>11,946,168</b>	<b>14,906,509</b>	<b>2,960,341</b>	<b>13,013,671</b>
Fund Balance	4,314,614	5,054,027	5,054,027	10,529,483	5,475,456	6,948,095
<b>TOTAL SOURCES</b>	<b>15,683,905</b>	<b>17,019,745</b>	<b>17,000,195</b>	<b>25,435,992</b>	<b>8,435,797</b>	<b>19,961,766</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	14,727,358	14,946,425	16,153,150	17,772,757	1,619,607	17,983,497
Services and Supplies	18,077,853	20,629,774	23,612,020	25,419,325	1,807,305	19,488,865
Other Charges	1,013,431	1,000,432	1,099,298	1,178,967	79,669	1,175,442
Fixed Assets	388,803	2,074,909	1,739,522	3,383,628	1,644,106	
Other Financing Uses	287,079	285,788	324,000	324,000		324,000
<b>Gross Appropriations</b>	<b>34,494,524</b>	<b>38,937,328</b>	<b>42,927,990</b>	<b>48,078,677</b>	<b>5,150,687</b>	<b>38,971,804</b>
Intrafund Transfers	(24,179,326)	(31,988,943)	(33,161,171)	(29,080,796)	4,080,375	(24,160,043)
<b>Net Appropriations</b>	<b>10,315,199</b>	<b>6,948,385</b>	<b>9,766,819</b>	<b>18,997,881</b>	<b>9,231,062</b>	<b>14,811,761</b>
Contingencies/Dept Reserves	5,368,706	7,233,376	7,233,376	6,438,111	(795,265)	5,150,005
<b>TOTAL REQUIREMENTS</b>	<b>15,683,905</b>	<b>14,181,761</b>	<b>17,000,195</b>	<b>25,435,992</b>	<b>8,435,797</b>	<b>19,961,766</b>
<b>NET COUNTY COST</b>	<b>0</b>	<b>(2,837,984)</b>				

**AUTHORIZED POSITIONS**

Salary Resolution	135.0	132.0	132.0	140.0	8.0	140.0
Funded FTE	134.1	131.1	131.1	138.8	7.8	138.8

## FY 2006-07 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$8,435,797 or 48.7% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Interfund Revenue

There is an increase of \$2,960,341 in this funding source due to increased support and project implementation costs for the San Mateo Medical Center.

#### Fund Balance

There is an increase of \$5,475,456 in this funding source due to the planned rollover of Mainframe Elimination project reserves and equipment reserves, offset partially by planned completion of projects during FY 2005-06.

### TOTAL REQUIREMENTS

Total Requirements increased by \$8,435,797 or 48.7% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$1,619,607 in this expenditure category due to negotiated labor increases, merit increases, various benefit adjustments including retirement rate increases, and the addition of seven positions (three Relationship Managers, three Systems Engineers, Telephone Services Analyst) partially offset by the elimination of an extra-help Systems Engineer position.

#### Services and Supplies

There is a increase of \$1,807,305 in this expenditure category due to the elimination of one-time project costs and purchases, a decrease in cross-program charges due to a realignment of the budget for maintenance agreements, offset partially by vendor cost increases, costs to implement Countywide initiatives and project support for San Mateo Medical Center initiatives.

#### Other Charges

There is an increase of \$79,669 in this expenditure category due to increases in County rents and leases, and for the new Learning Content Management System. Increases are partially offset by a reduction in use of motor vehicles.

#### Fixed Assets

There is an increase of \$1,644,106 in this expenditure category due to planned infrastructure improvements, lease payments for network equipment replacements and hardware to support San Mateo Medical Center initiatives. Increases are partially offset by the elimination of one-time purchases in the prior year.

#### Intrafund Transfers

There is a decrease of \$4,080,375 in this expenditure category due to elimination of one-time funding for the Mainframe Elimination Project and other customer projects, a decrease in cross-program charges due to a realignment of the budget for maintenance agreements, offset partially by increases due to countywide initiatives.

#### Contingencies/Departmental Reserves

There is a decrease of \$795,265 in this expenditure category due to use of Reserves to fund countywide voice-mail system upgrades, planned uses of reserves to provide mainframe rate stability and fund infrastructure improvements, offset partially by planned contributions during FY 2006-07. The balance in Reserves represents 33.9% of Net Appropriations, which exceeds the 2% County Reserves Policy Requirements by \$6,058,153.

## FY 2007-08 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$5,474,226 or 21.5% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Interfund Revenue

There is a decrease of \$1,892,838 in this funding source due to the elimination of one-time project costs for the San Mateo Medical Center.

#### Fund Balance

There is a decrease of \$3,581,388 in this funding source due to the planned use of Reserves to fund infrastructure replacements and the mainframe elimination project.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$5,474,226 or 21.5% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$210,740 in this expenditure category due to step increases and various benefit increases.

Services and Supplies

There is a decrease of \$5,930,460 in this expenditure category due to the elimination of one-time projects budgeted during FY 2006-07.

Other Charges

There is a decrease of \$3,525 in this expenditure category due to miscellaneous decreases in service charges.

Fixed Assets

There is a decrease of \$3,383,628 in this expenditure category due to the elimination of one-time purchases.

Intrafund Transfers

There is a decrease of \$4,920,753 in this expenditure category due to the elimination of county-wide projects budgeted during FY 2006-07 as well as additional applications migrating from the County mainframe as part of the mainframe elimination project.

Contingencies/Departmental Reserves

There is a decrease of \$1,288,106 in this expenditure category due to use of reserves to fund the mainframe elimination project, partially offset by contributions to equipment reserves. The balance in Reserves represents 34.8% of Net Appropriations, which exceeds the 2% County Reserves Policy Requirements by \$4,853,770.

## Information and Technology Availability (1830P)

### Program Locator

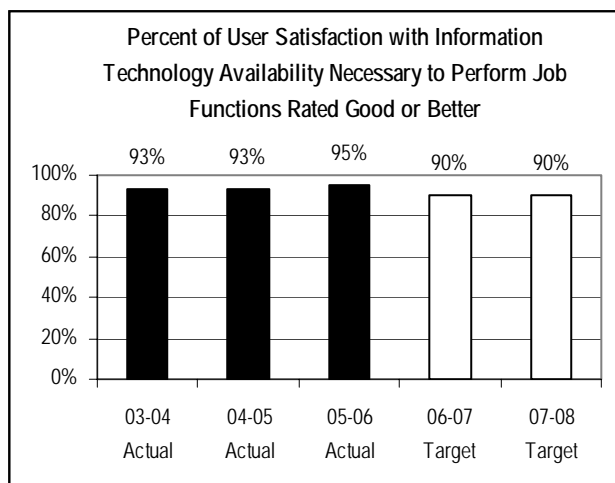
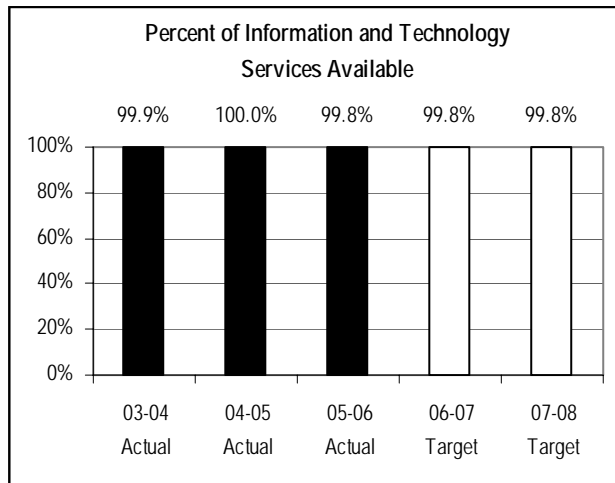
#### County

Administration and Fiscal

Information Services Department

▷ **Information and Technology Availability**  
Project Management

### Headline Measures



### Program Outcome Statement

The Information and Technology Availability Program monitors the availability of Information Technology (IT) services including e-mail, voice, data and radio networks, file servers and the eGov environment. Based on the monitored results, changes may be made assuring high availability of IT services to all County Departments as well as County residents.

### Services and Accomplishments

The Information and Technology Availability Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing the County with a secure, high availability, high capability network computing environment. This environment includes equipment and services provided by departments as well as those provided by the Information Services Department. Currently, the Program monitors and maintains over 491 high volume devices including network appliances and department file servers. These high volume network devices support over 10,000 end-point computing devices. Through an integrated support center, customer's issues and requests are addressed in an immediate fashion. All issues are managed by the support team and are documented and available to County departments through knowledge base software.

The following are major accomplishments in the current year:

- Enhanced public safety communications by expanding radio coverage in several areas:
  - Installed a repeater on the Hall of Justice for improved in-building coverage in Redwood City
  - Installed three repeaters increasing the radio coverage on the coast
  - Installed additional microwave links which increased redundancy
- Established a financing strategy for replacing end of life network equipment
- Established a wireless infrastructure for the San Mateo Medical Center
- Developed and adopted countywide standards for Internet Protocol (IP) as well as wireless technologies

### Story Behind Performance

Several activities contributed to the continuation of high availability of technology services. An example of this is the replacement of the "Help Desk" ticket system with an integrated support center solution. This solution supports change control, asset management and the ability to extract solution sets, based on prior support calls, from a knowledge base. This software strengthens the Help Desk's ability to provide effective first line response to problems, thus minimizing computing down time. Another example is the establishment of a financing strategy for end of life network equipment. This funding

strategy will facilitate the timely replacement of aging network equipment that results in the reduction of equipment failure.

This program also has positioned the County to begin the implementation of two new communication infrastructure technologies: Wireless Network and Voice over IP. The adoption of standards in both wireless and IP established a long-term direction for the County and ensured future compatibility of hardware and software for these technologies. Additionally, the implementation of the wireless network at the Medical Center provided the program staff with the experience necessary for the broader implementation of wireless technology.

**Major challenges over the next two years will be:**

- To restructure ISD to better meet information IT needs of County Departments
- To maintain 99.8% availability while implementing new communication technologies
- To retrain and reassign data center staff as the mainframe elimination draws near

**Program Objectives**

The Information and Technology Availability Program will meet performance targets by doing the following:

Maintain 99.8% Availability of Servers and the Network

- Continuing to develop support staff capable of handling network and server calls
- Assessing and improving the level of fault tolerance on the public safety communication networks to ensure high level of availability in the event of a disaster
- Replacing all end of life network equipment

Implement VoIP to Insure Manufacturers' Support in Out Years

- Establish Voice over IP technologies on the County's wide area communication infrastructure
- Update the County's building communication media infrastructure to support end point Voice over IP technology

Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of County IT end-point devices:					
- Voice	7,399	5,830	7,935	7,834	7,834
- Radio	---	1,700	1,700	1,700	1,700
- Computers/Printers	5,590	5,629	6,037	6,048	6,048
Security Measure <sup>(1)</sup>					
- Number of incoming e-mail viruses blocked	140,275	58,328	88,955	250,000	250,000
- Number of spam messages blocked	1,337,371	547,108	1,120,166	1,000,000	1,000,000
Help Desk Call Volume	20,230	9,363	16,857	17,000	17,000
<b>How Well We Do It (Quality)</b>					
Percent of Help Desk calls responded to within Service Level commitments					
- Emergency calls	100%	100%	100%	100%	100%
- Critical calls	100%	100%	100%	100%	100%
- High calls	99%	100%	100%	100%	100%
- Routine calls	99%	100%	100%	100%	100%
Technology to PC maintenance ratio (ISD supported PC's only)	1: 227	1: 300	1: 250	1: 250	1: 250
Percent of IT devices and applications meeting availability goals					
- Network devices	98%	100%	96%	95%	95%
- File servers	99%	100%	99%	98%	98%
<b>Is Anyone Better Off? (Outcome)</b>					
Number of unplanned, unscheduled major outages	6	0	3	3	3
Percent of information and technology services available <sup>(2)</sup>	99.9%	100%	99.8%	99.8%	99.8%
Percent of user satisfaction with information technology availability necessary to perform job functions rated as good or better <sup>(3)</sup>	93%	93%	95%	90%	90%

<sup>(1)</sup> The IT environment is available to all County Departments allowing all staff to conduct their business.

<sup>(2)</sup> A Countywide customer service performance standard of 90% was established in FY 2005-06.



## Information and Technology Availability (1830P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	77.0	74.0	74.0	76.0	2.0	76.0
Funded FTE	76.3	73.1	73.1	75.1	2.0	75.1
 Total Requirements	19,017,225	21,271,838	10,117,454	16,258,674	6,141,220	13,203,688
Total Sources	6,582,087	6,583,944	10,117,454	16,258,674	6,141,220	13,203,688
Net County Cost	12,435,138	14,687,894				

### NCC Breakdown

#### Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenues from charges to users.

#### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; the move of two positions to the Project Management program; decreases due to project completions; deletion of one-time equipment purchases; increase in vendor costs for software maintenance; increase in reserves for equipment replacement, offset by mid-year use of telephone reserves for upgrades; increased County service charges from other departments; and decreased reimbursement due to decreased costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,337,013	(2,219,114)	5,838,934	(282,807)	0	(2)

##### 2. Retirement Rate Increases

An increase in retirement rates.....

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	209,359	(209,359)	0	0	0

##### 3. Staffing Requirements

Addition of four new technical positions and the elimination of a extra help appropriation support technology availability performance measures by addressing workload needs. Costs are recovered through service charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	387,712	(387,712)	0	0	4

**4. Infrastructure Improvements**

Planned infrastructure replacements and improvements will support Program performance measures by providing secure computing environments, replacing equipment that has reached end-of-service-life and providing tools to manage, monitor and test communication networks. Costs will be recovered through reserves and service charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	340,297	(283,000)	(57,297)	0	0

**5. Mainframe Elimination**

The mainframe elimination project supports Program performance measures and Department initiatives by providing a phased approach to migrating off legacy architecture. Reserves are available to purchase additional disk storage for the downsized processor as well as to provide rate stability to Departments whose applications remain on the County mainframe during FY 2006-07.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	40,000	673,235	(713,235)	0	0

**6. Network Leasing Strategy**

Providing a leasing strategy to acquire network equipment supports Program performance measures by providing County departments with a financing vehicle to replace end-of-service-life network appliances in a timely manner with the ability to spread the costs over the life of the equipment. Costs will be recovered through service charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	450,000	(450,000)	0	0	0

**7. Adjustment to Fund Balance**

An increase in Fund Balance is due to projects and purchases not completed during FY 2005-06 and those projects have been re-appropriated in FY 2006-07. Projects include the mainframe elimination project and telephone system upgrades. Funds not spent for the mainframe elimination project have been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,804,207	2,419,245	0	384,962	0	0

**8. Project Re-Appropriations**

Funding is included for customer purchases and countywide projects started in FY 2005-06 but not completed. Projects include: the Data Center UPS upgrade, cardkey upgrade, Coastside radio repeaters project, and Youth Services Center installations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	448,339	(448,339)	0	0	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
6,141,220	2,075,838	4,733,759	(668,377)	0	2

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefit costs; increases in operating costs reflect increases in maintenance costs. Equipment and project costs have been reduced as a result of completion of one-time infrastructure improvement projects. Reserves and Intrafund Transfers have been decreased to reflect a reduction due to planned migration of applications from the County's mainframe.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(635,741)	(566,340)	1,284,867	(1,354,268)	0	0

### 10. One-time Projects

One-time projects completed in FY 2006-07 have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,419,245)	(2,867,584)	448,339	0	0	0

### TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,054,986)	(3,433,924)	1,733,206	(1,354,268)		

## Project Management (1840P)

### Program Locator

#### County

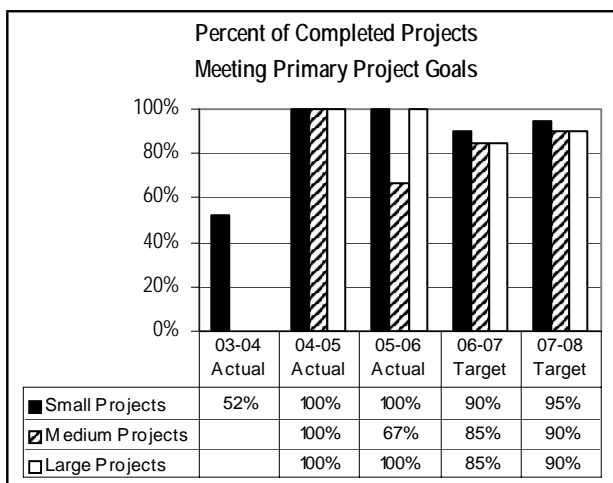
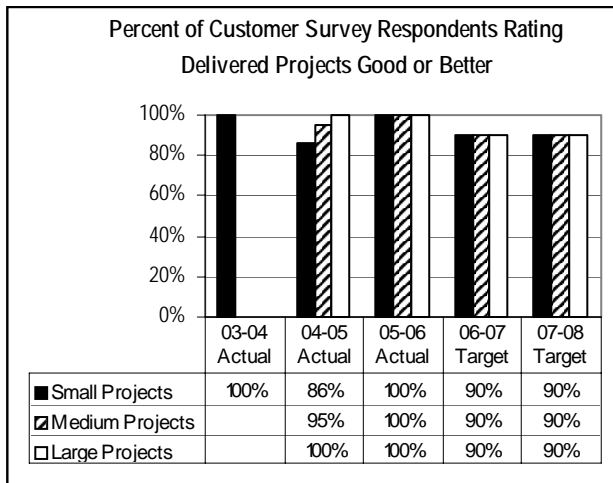
Administration and Fiscal

Information Services Department

Information and Technology Availability

#### ► Project Management

### Headline Measures



### Program Outcome Statement

The Project Management Program assists all County departments in achieving desired program outcomes by providing quality Information Technology (IT) project planning, prioritization, coordination, facilitation and implementation services.

### Services and Accomplishments

The Project Management Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing support for a broad range of IT services, including application analysis and development, communications systems design and implementation, desktop and file server installation as well as 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 for the County. Under this program an emphasis on Business Process Re-engineering (BPR) facilitated the completion of Information Technology Strategic Plans (ITSP) for the San Mateo Medical Center and Health Department. Criminal Justice departments and the Human Services Agency are currently developing their ITSPs. An area of focus in an ITSP is IT coordination; effective IT coordination allows agencies to bridge data-stores toward building a Business Intelligence (BI) environment. Examples of BI projects currently in process are the Health Client Data Store (HCDS) for the Health Department and Applicable Client Records Search (ACRS); a long-range countywide plan intended to provide countywide reporting, and in the future, countywide client coordination. The success of this program requires continued enhancement in the following areas: 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:

- Surpassed customer satisfaction performance targets
- Completed several large projects:
  - Assisted the Human Services Agency in successfully implementing CalWIN
  - Deployed 800 workstations in the Health Department and San Mateo Medical Center
  - Completed the installation of a new trunked radio repeater on the top of the Hall of Justice in Redwood City
- Reviewed the project management processes and reporting methodologies, through independent vendors associated with the Project Management Institute, a consortium of project management professionals
- Continued to enhance the Project Management Program by adding Project Management tools and initiating the next phase of staff training

## Story Behind Performance

FY 2005-06 is the third year that ISD staff and County departments have been using this Program. While there have been improvements to the systems supporting this program, the measures themselves have not changed. The program is currently in the process of auditing the project management program with industry experts in a continued effort toward improving processes. Recommendations will be incorporated from the outside review in future years.

This program continues to show benefits including increased consistency and quality of project materials as well as high customer satisfaction. Based on customer survey responses received during the first six months of FY 2005-06, performance targets have been surpassed for both headline measures; Customer Satisfaction and Projects Meeting Primary Project Goals. This was achieved by continuous emphasis on 'Service Excellence'; an internal initiative that recognizes ISD staff providing services above and beyond agreed upon service levels.

A key element of this program is to identify, promote and provide IT leadership for cross-departmental projects. An example of this is the Geographic Information System Departmental Assessment Program (GDAP). The purpose of GDAP is to raise awareness of Geographic Information System (GIS) technology and to promote the use of countywide GIS as a resource. Another example of leadership in a cross-departmental project is the Learning Management System (LMS), the purpose of which is to identify countywide e-learning needs and to implement a unified e-learning, competency tracking, performance evaluation and human capital management system.

### Major challenges over the next two years will be:

- To manage an increase in the amount of IT Projects while maintaining our performance levels
- To manage customer expectations

## Program Objectives

The Information Technology Project Management Program will meet performance targets by doing the following:

### Ensure at Least 95% of IT Projects will Follow Established Project Management Procedures

- Continue to refine aspects of the Project Management program processes and procedures
- Continue to add automation tools and enhance technical skills through training

### Ensure at Least 75% of IT Projects will be Completed on Time and Within Budget

- Manage projects by setting realistic project time lines and budget, and ensuring that clear change control and scope management procedures are established and practiced
- Continue to support the Relationship Manager program in improving communications with departments

### Achieve at Least 80% Rate of Completed Projects 'Meeting Project Goals'

- Continue to work with departments to identify, clarify and document project goals
- Identify for customers when project scope deviates from project goals

### Achieve at Least 90% Good or Better Customer Satisfaction Rating for Completed Projects

- Continue to educate customers on the importance and benefits of following Project Management process
- Provide customer departments what they need and expect

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of IT Projects completed (projects/ activities)	23	82	86	45	50
Number of IT Projects in progress	---	126	148	75	75
<b>How Well We Do It (Quality)</b>					
Percent of IT Projects that follow established Project Management procedures (S, M & L) <sup>(1), (3)</sup>	65%	95% / 94% / 100%	98% / 100% / 80%	95% / 95% / 95%	95% / 95% / 95%
Percent of IT Projects that are completed on time (S, M & L) <sup>(1), (3)</sup>	57%	79% / 84% / 80%	87% / 80% / 80%	85% / 80% / 75%	85% / 85% / 80%
Percent of IT Projects that are completed within budget (S, M & L) <sup>(1), (3)</sup>	65%	90% / 79% / 90%	89% / 80% / 60%	90% / 85% / 80%	95% / 90% / 85%
<b>Is Anyone Better Off? (Outcome)</b>					
Number of Projects that are cross-departmental	6	16	15	10	10
Percent of completed projects meeting project goals (S, M & L) <sup>(1), (2), (3)</sup>	52%	100% / 100% / 100%	100% / 67% / 100%	90% / 85% / 85%	95% / 90% / 90%
Percent of customer survey respondents rating satisfaction with delivered projects as good or better (S, M & L) <sup>(3), (4)</sup>	100%	86% / 95% / 100%	100% / 100% / 100%	90% / 90% / 90%	90% / 90% / 90%

<sup>(1)</sup> 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.

<sup>(2)</sup> Project goals are described in the project proposal document that the customer approves before a project moves forward.

<sup>(3)</sup> A Countywide customer service performance standard of 90% was established in FY 2005-06.

## Project Management (1840P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	58.0	58.0	58.0	64.0	6.0	64.0
Funded FTE	57.8	58.0	58.0	63.8	5.7	63.8
 Total Requirements	(3,333,320)	(7,090,077)	6,882,741	9,177,318	2,294,577	6,758,078
Total Sources	9,101,818	10,435,801	6,882,741	9,177,318	2,294,577	6,758,078
Net County Cost	(12,435,138)	(17,525,879)				

### NCC Breakdown

#### Program Net County Cost

This Program has no Net County Cost. Its operations are fully funded by revenues from charges to users.

#### FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; the move of two positions from the Technology Availability program; decreases due to project completions and deletion of one-time equipment purchases; increase in vendor costs for software maintenance and reserves for equipment replacement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(807,759)	(3,745,144)	2,871,223	66,162	0	2

##### 2. Additional Staffing Requirements

Addition of a Relationship Manager position for ISD San Mateo supports performance measures by addressing workload needs and also facilitates Program goals of Countywide IT coordination and facilitation. Costs are recovered through service charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	147,892	(147,892)	0	0	1

##### 3. Cross-Departmental and Countywide Projects

These non-departmentally funded IT projects support ISD's departmental goals of improving IT coordination, IT availability and IT interoperability across the County and include: adding two relationship managers to provide departmental support in evaluating IT initiatives; providing the infrastructure for video conferencing; conducting a resiliency study on the County's trunked radio and microwave systems; implementing the Applicable Client Record Search (ACRS) to connect the Human Services Agency's data warehouse to the Health Departments data warehouse.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,070,784	(1,070,784)	0	0	2

#### 4. SMMC ITSP Projects

The third of a five year plan to increase use of IT at the San Mateo Medical Center (SMMC) supports Program goals of providing quality IT services and supports SMMC for purposes of patient safety, operational improvements and revenue enhancement. Costs are recovered through service charges to SMMC.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,876,150	1,876,150	0	0	0	0

#### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,068,391	(650,318)	1,652,547	66,162	0	5

#### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefit costs. Decreases in operating costs reflect the elimination of one-time costs for countywide and San Mateo Medical Center IT projects. Revenue and Intrafund Transfer reductions are the result of one-time project cost elimination. Reserves are increased due to annual equipment reserve contributions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,509,988)	(2,252,929)	678,217	66,162	1,438	0

#### 6. One-time Projects

One-time projects completed in FY 2006-07 have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(909,252)	(3,420,020)	2,509,330	0	(1,438)	0

#### TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,419,240)	(5,672,949)	3,187,547	66,162	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  
Human Resources Department  
Information Services Department

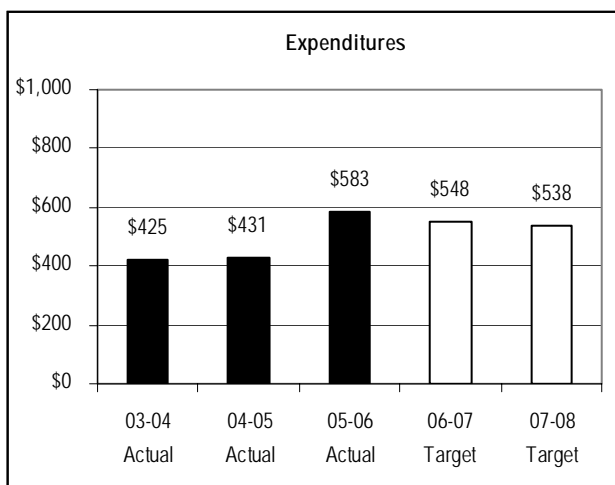


#### Grand Jury

Retirement (*SamCERA*)

### 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.



### Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$465,912 or 85.0%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

### FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as a result of negotiated labor and benefit costs. In March 2006, the Board approved an amendment to the Macias, Gini and Company LLP contract for financial audit services, extending the contract term for two additional years. The cost is \$367,704 for the audit year ending June 30, 2006, and \$358,171 for the audit year ending June 30, 2007. An additional \$25,000 has been included in each fiscal year in the event that additional major programs are identified for review in compliance with audit requirements.

Revenue/Sources	0
Appropriations	55,295
Intrafund Transfers	0
Reserves	0
Net County Cost	55,295
Positions	0

### FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made as follows: increased staffing costs as a result of negotiated labor costs; and an adjustment for Auditor contract costs.

Revenue/Sources	0
Appropriations	(9,533)
Intrafund Transfers	0
Reserves	0
Net County Cost	(9,533)
Positions	0

Grand Jury (1920B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Interfund Revenue	\$		50,000	82,056	32,056	82,056
<b>Total Revenue</b>	\$		50,000	82,056	32,056	82,056
Fund Balance	32,064	32,056	32,056		(32,056)	
<b>TOTAL SOURCES</b>	32,064	32,056	82,056	82,056		82,056
<b>REQUIREMENTS</b>						
Salaries and Benefits	58,765	46,494	72,039	72,039		72,039
Services and Supplies	371,919	535,416	410,434	465,729	55,295	456,196
Other Charges	671	1,503	10,200	10,200		10,200
<b>Gross Appropriations</b>	431,356	583,413	492,673	547,968	55,295	538,435
<b>Net Appropriations</b>	431,356	583,413	492,673	547,968	55,295	538,435
<b>TOTAL REQUIREMENTS</b>	431,356	583,413	492,673	547,968	55,295	538,435
<b>NET COUNTY COST</b>	399,292	551,357	410,617	465,912	55,295	456,379

## Retirement Office (2000B)

### Budget Unit Locator

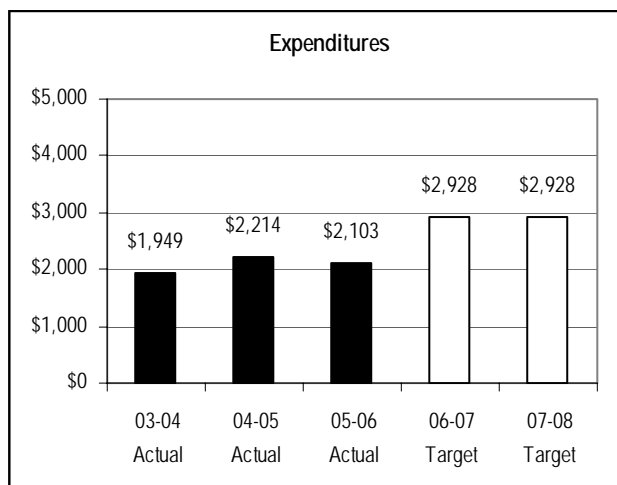
#### County

- Administration and Fiscal
  - Board of Supervisors
  - County Manager/Clerk of the Board
  - Assessor-County Clerk-Recorder
  - Controller's Office
  - Treasurer-Tax Collector
  - County Counsel
  - Human Resources Department
  - Information Services Department
  - Grand Jury

#### ► Retirement (*SamCERA*)

### 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 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 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; reductions to retirement contributions; adjustments in contract expenses; and adjustments to County inter-departmental charges.

Revenue/Sources	391,800
Appropriations	391,800
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

#### 2. Retirement Investment Analyst

One new Retirement Investment Analyst has been added and is fully offset with increased revenue.

Revenue/Sources	47,828
Appropriations	47,828
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	1

### TOTAL FY 2006-07 FUNDING ADJUSTMENTS

Revenue/Sources	439,628
Appropriations	439,628
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	1

### FY 2007-08 Funding Adjustments

No change.

Retirement Office (2000B)  
Retirement Trust Fund (Information Only)

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Miscellaneous Revenue	2,213,758	2,102,888				
Other Financing Sources			2,488,200	2,927,828	439,628	2,927,828
<b>TOTAL SOURCES</b>	2,213,758	2,102,888	2,488,200	2,927,828	439,628	2,927,828
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,389,482	1,345,842	1,522,968	1,740,328	217,360	1,740,752
Services and Supplies	771,093	705,651	815,732	952,500	136,768	952,076
Other Charges	53,183	51,395	134,500	135,000	500	135,000
Fixed Assets			15,000	100,000	85,000	100,000
<b>Gross Appropriations</b>	2,213,758	2,102,888	2,488,200	2,927,828	439,628	2,927,828
<b>TOTAL REQUIREMENTS</b>	2,213,758	2,102,888	2,488,200	2,927,828	439,628	2,927,828
<b>NET COUNTY COST</b>	0		0	0		0
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	13.0	13.0	13.0	14.0	1.0	14.0
Funded FTE	13.0	13.0	13.0	14.0	1.0	14.0

# *Criminal Justice*

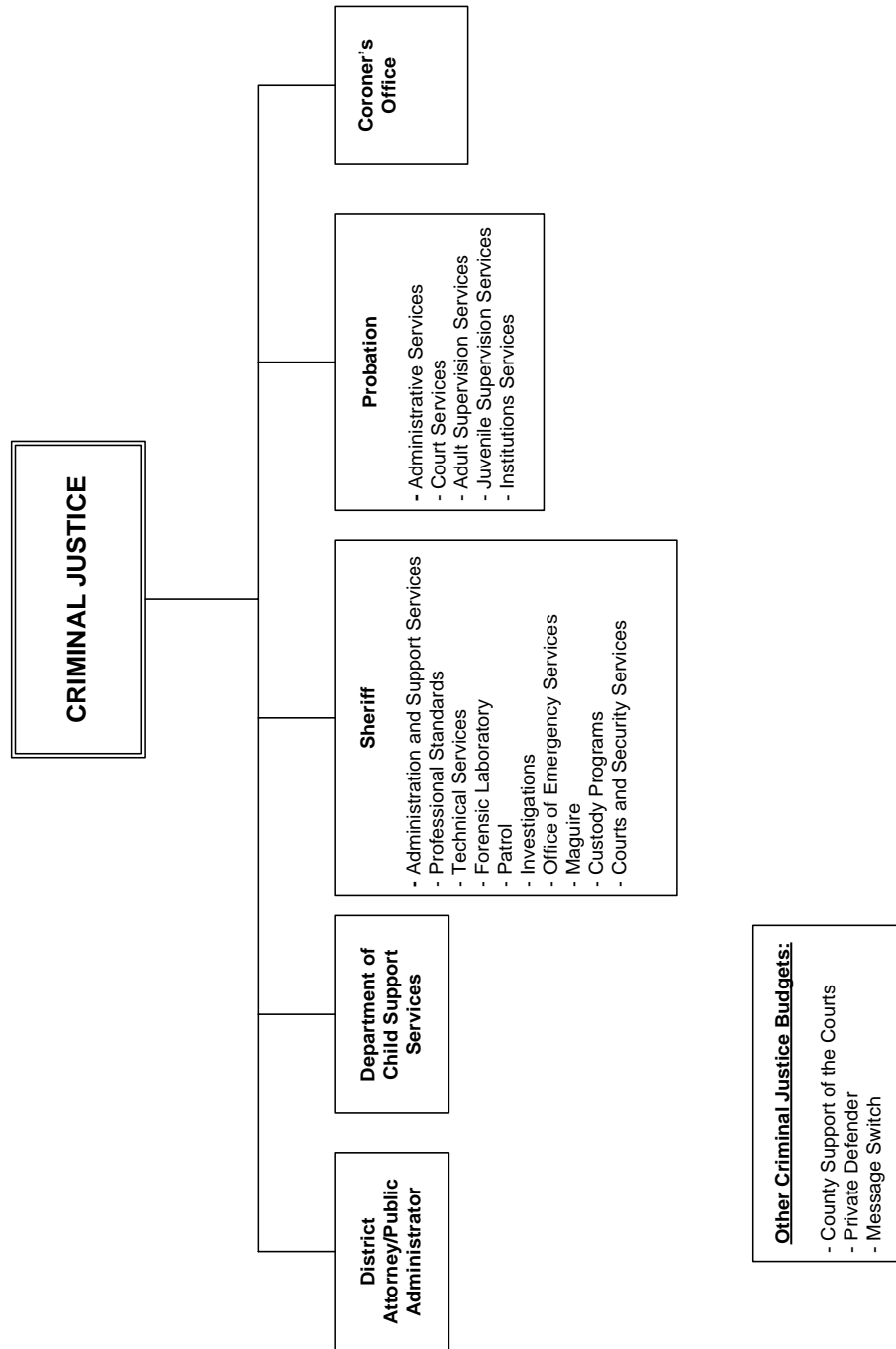


*Adopted Budget*  
*FY 2006-07*  
*FY 2007-08*



People	<p><b>Realize the potential of our diverse population.</b></p> <ol style="list-style-type: none"> <li>1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.</li> <li>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.</li> </ol> <p><b>Provide equal access to educational opportunity.</b></p> <ol style="list-style-type: none"> <li>3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.</li> <li>4. Residents have many educational and training opportunities beyond high school.</li> </ol> <p><b>Ensure basic health and safety for all.</b></p> <ol style="list-style-type: none"> <li>5. Residents have access to healthcare and preventive care.</li> <li>6. Children grow up healthy in safe and supportive homes and neighborhoods.</li> <li>7. Maintain and enhance the public safety of all residents and visitors.</li> <li>8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.</li> </ol>
Place	<p><b>Offer a full range of housing choices.</b></p> <ol style="list-style-type: none"> <li>9. Housing exists for people at all income levels and for all generations of families.</li> </ol> <p><b>Redesign our urban environment to increase vitality, expand variety and reduce congestion.</b></p> <ol style="list-style-type: none"> <li>10. Public transportation choices that are convenient, affordable, accessible and safe.</li> <li>11. New housing is clustered with jobs and commercial services along transportation corridors.</li> <li>12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.</li> </ol> <p><b>Preserve and provide people access for our natural environment.</b></p> <ol style="list-style-type: none"> <li>13. Fixing the boundary between open space and development protects the quality of the natural environment.</li> <li>14. Important natural resources are preserved and enhanced through environmental stewardship.</li> <li>15. Residents have nearby access to green space, such as parks and recreational opportunities.</li> </ol>
Prosperity	<p><b>Create opportunities for every household to participate in our prosperity.</b></p> <ol style="list-style-type: none"> <li>16. Residents hold the majority of jobs created in the county.</li> <li>17. All households experience real gains in income.</li> </ol> <p><b>Sow the seeds of our future prosperity.</b></p> <ol style="list-style-type: none"> <li>18. San Mateo County attracts and maintains leading-edge industries.</li> <li>19. The skill level of new workers rises with improved K-12 education and training options.</li> </ol>
Partnerships	<p><b>Responsive, effective and collaborative government.</b></p> <ol style="list-style-type: none"> <li>20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.</li> <li>21. County employees understand, support and integrate the County vision and goals into their delivery of services.</li> <li>22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.</li> </ol> <p><b>Leaders work together across boundaries to preserve and enhance our quality of life.</b></p> <ol style="list-style-type: none"> <li>23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.</li> <li>24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.</li> <li>25. Residents express their support for regional, collaborative approaches to issues.</li> </ol>

# CRIMINAL JUSTICE

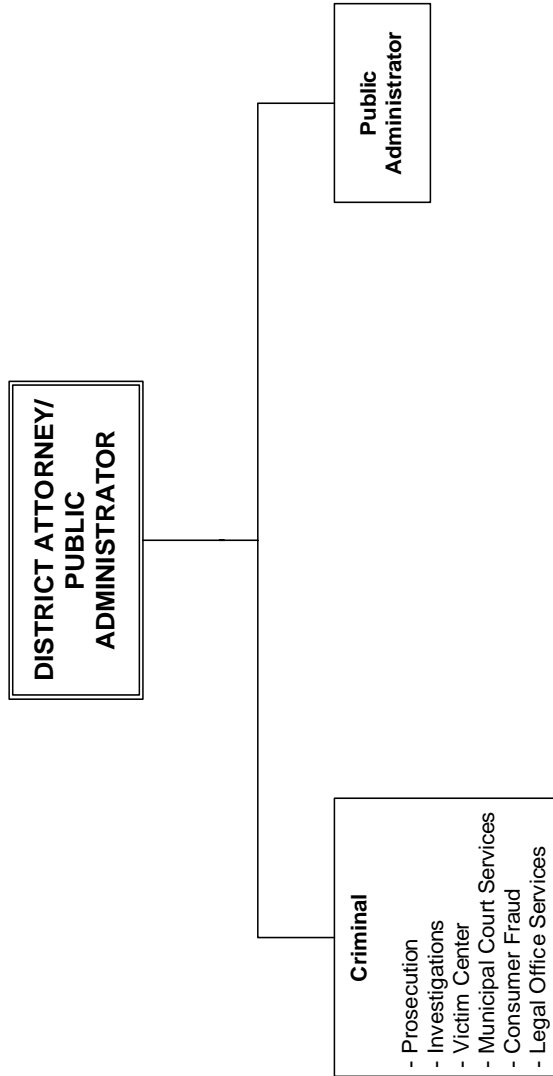




## Criminal Justice Agency FY 2006-07 and 2007-08 All Funds Summary

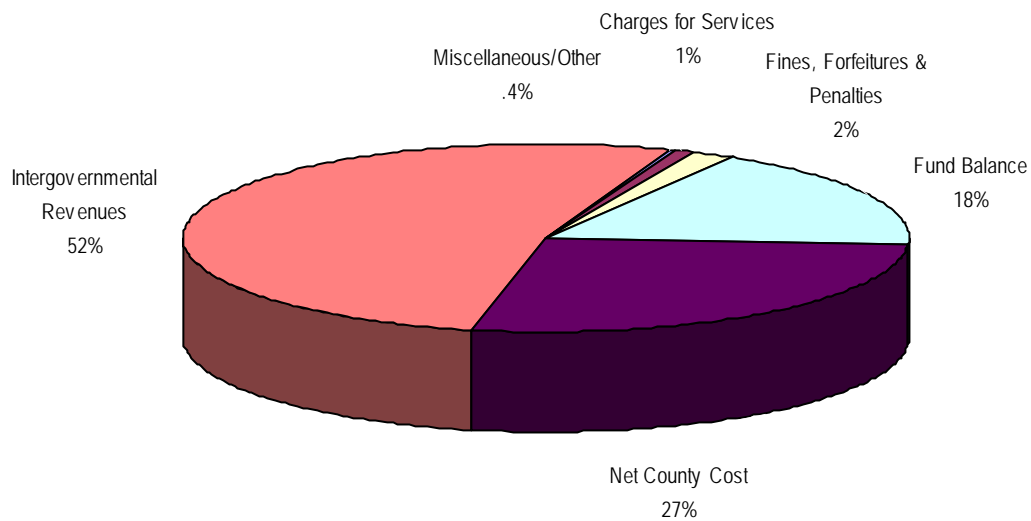
	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>General Fund Budgets</b>						
District Attorney/Public Administrator	21,092,586	20,901,475	22,865,122	23,210,434	345,312	23,561,237
County Support of the Courts	22,253,474	21,066,814	21,268,139	21,244,733	(23,406)	21,244,733
Private Defender Program	12,257,336	12,992,777	12,895,378	14,525,742	1,630,364	15,110,668
Sheriff's Office	109,176,654	114,964,409	116,842,331	132,184,301	15,341,970	131,349,844
Message Switch	965,087	1,060,056	1,058,491	1,112,469	53,978	1,125,587
Probation Department	52,244,846	55,318,123	58,551,013	64,513,299	5,962,286	62,980,575
Coroner's Office	2,506,111	2,577,931	2,543,642	2,733,201	189,559	2,694,857
<b>Total General Fund</b>	<b>220,496,094</b>	<b>228,881,585</b>	<b>236,024,116</b>	<b>259,524,179</b>	<b>23,500,063</b>	<b>258,067,501</b>
<b>Total Requirements</b>	<b>220,496,094</b>	<b>228,881,585</b>	<b>236,024,116</b>	<b>259,524,179</b>	<b>23,500,063</b>	<b>258,067,501</b>
<b>Total Sources</b>	<b>127,759,268</b>	<b>124,544,874</b>	<b>126,160,953</b>	<b>131,977,546</b>	<b>5,816,593</b>	<b>128,731,308</b>
<b>Net County Cost</b>	<b>92,736,826</b>	<b>104,336,711</b>	<b>109,863,163</b>	<b>127,546,633</b>	<b>17,683,470</b>	<b>129,336,193</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	1,155.0	1,221.0	1,220.0	1,235.0	15.0	1,235.0
Funded FTE	1,131.1	1,189.7	1,188.2	1,218.0	29.8	1,218.0

**DISTRICT ATTORNEY/  
PUBLIC ADMINISTRATOR**

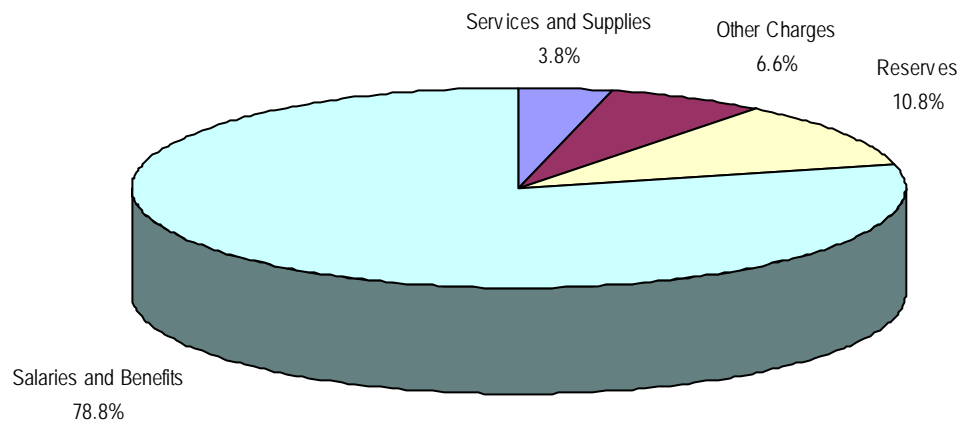


## District Attorney/Public Administrator

### FY 2006-07 Adopted Sources



### FY 2006-07 Adopted Requirements



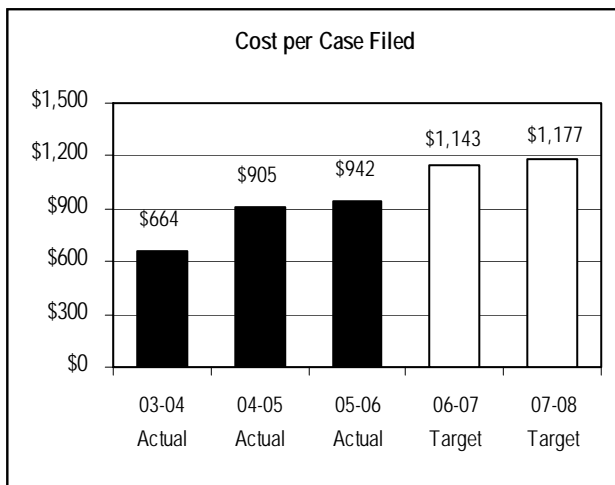
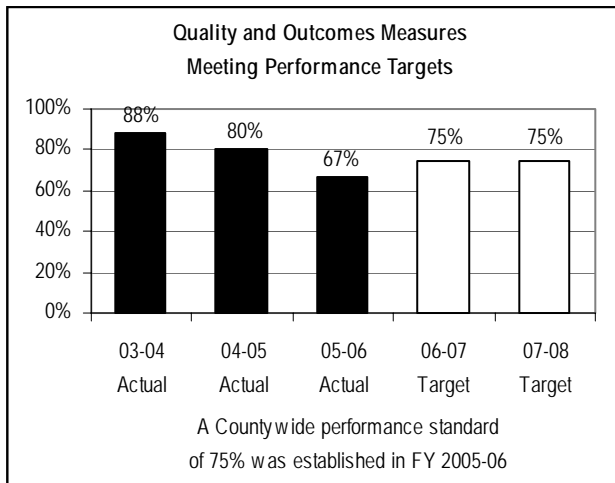
## Department Locator

### 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

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 (Fiscal Years 2000 – 2005)

### PEOPLE

#### Ensure Basic Health and Safety for All

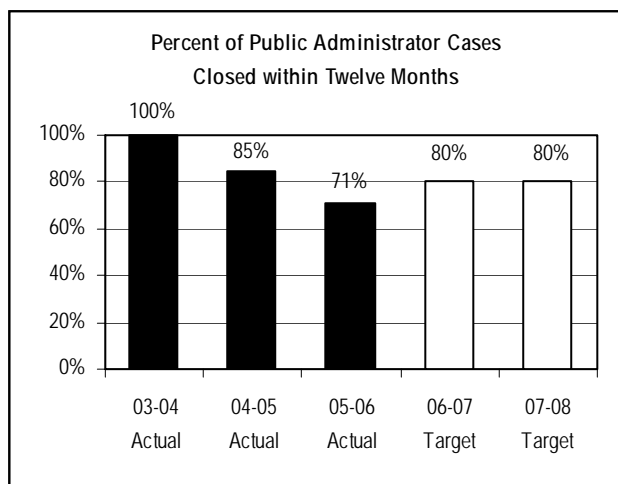
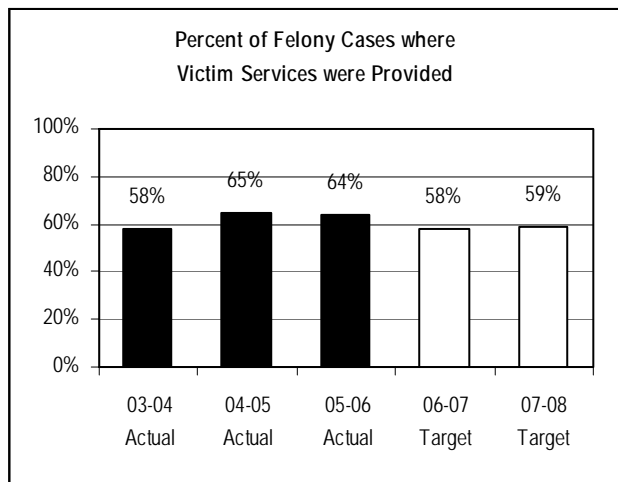
- **Victim Center**  
Incorporated the Victim Center into the District Attorney's Office to serve approximately 3,540 victims of crime annually.
- **Gang Prosecution**  
Provided specialized training for four Deputy District Attorneys who are successfully prosecuting gang cases and added one Deputy District Attorney to vertically prosecute gang-related crimes. A total of 73 adult cases were prosecuted with 104 adult defendants.
- **Elder Abuse Prosecution**  
Assigned dedicated Deputy District Attorney to prosecute elder abuse crimes. A total of 28 cases were prosecuted with 28 defendants.

### PARTNERSHIPS

#### Responsive, Effective and Collaborative Government

- **Countywide Gang Suppression Task Force**  
Increased collaborative efforts with law enforcement partners to successfully investigate and prosecute gang related cases.
- **Criminal Justice Information System (CJIS) migration**  
Partnered with the Courts, Probation Department, Sheriff's Office, and Information Services Department to ensure the successful migration of the Criminal Justice Information System (CJIS) off the Mainframe

## Headline Measures



## Services and Accomplishments

The District Attorney's Office contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by prosecuting felony and misdemeanor crimes committed in San Mateo County as well as 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 Center 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:

- Redeployed resources to assign one Deputy District Attorney to exclusively prosecute gang cases and three others that have received extensive training in gang prosecution to pick-up cases as needed
- Increased identity theft outreach throughout the community

- Developed training DVD to be implemented into training sessions or as a stand alone training tool for the law enforcement community
- Insurance Fraud prosecutor received The San Mateo County Employee of the Month award for the successful prosecution through jury trial
- Elder Abuse prosecutor received the Distinguished Service Award for Elder Abuse Prosecution from the Attorney General's Office
- Increased restitution for Financial Elder Abuse cases referred by the Public Guardian's Office as a result of successful prosecution

## Story Behind Performance

Since the Victim Center became a division of the District Attorney's Office in February 2002, direct services to victims have been greatly enhanced. Notable areas include the immediate availability of advocates to answer victim's questions regarding the criminal justice system and/or the court process, assisting direct victims and/or their surviving family members with Victim Impact Statements, and providing court escort/support. Having the program advocates housed within the Administrative Offices of the District Attorney (RWC), and adjacent to the District Attorney's Office (SSF), has provided victims with the ability to resolve many of their legal needs and seek assistance, all in one building. An additional increase in the percent of felony cases where victim services are provided is not anticipated because victims have the option and often chose to decline available services.

Over the course of 2005, there was a significant increase in gang violence in both the Northern and Southern districts of the county. The gang caseload increased to the point that a full-time vertical gang prosecutor now handles the most serious cases (primarily attempted murders and assaults) and two misdemeanor deputies in each municipal court branch also specialize in gang cases. In addition to seeing an increased number of violent gang-related crimes, there's also been an increased sophistication in how the gangs operate, specifically in their attempts at organization and avoiding detection by law enforcement. As the gangs in the county have intensified their efforts, the District Attorney's Office has responded by focusing resources in this area and seeking greater and more severe punishment for gang-related crimes.

Elder abuse related crimes continue to increase on a dramatic scale, both nationwide and in San Mateo County. Increased training in detecting and investigating financial and physical elder abuse cases by both law enforcement and mandated reporters has led to a significant increase in the number and types of cases submitted to the District Attorney's Office. Investigations of elder abuse cases 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. In addition to vertically prosecuting these complex cases, the Deputy assigned to prosecute elder abuse is also participating in a monthly multi-agency meeting that seeks to increase community resources

and early intervention and is also providing training on preventing, detecting, investigating and prosecuting all forms of elder abuse to law enforcement agencies, mandated reporters, community and senior groups, attorneys, teachers, other professional groups and social workers.

The District Attorney's Office has seen a substantial increase in identity theft. As outreach and training efforts reach more law enforcement agencies a continual increase in cases submitted for prosecution is anticipated. The cases take many months to investigate, so increases in incidents of the crimes may take some time before they show up as filed cases or convictions. These crimes span all types of financial categories: credit card theft, online banking, check forgery and fraud, and a variety of telephone or door-to-door solicitation schemes. Increased inter-jurisdictional cooperation in the investigations is netting good results in catching and stopping these types of crimes more comprehensively than in the past.

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. In the last year, several estates contained residences with a large amount of personal property, which overextended resources and led to a backlog in the marshalling of these assets. This lengthened the time it takes to completely administer the estate. It became necessary to hire a fourth estate property officer to alleviate the backlog. This extra help position has led to the closing of many estates that had been open longer than 12 months. Generally, more estates have wills/trusts and executors who are able to administer them, which has decreased the number of estates referred to the Public Administrator. Additionally, the number of large estates continues to decrease resulting in lower overall distribution to heirs.

## Major Issues to be Addressed

### Ensure Basic Health and Safety for All

- Gang violence has increased in severity and sophistication within the County. This, combined with the anticipated long-term impact of the new Gang Intelligence Unit, is anticipated to increase the number of gang-related case prosecuted by the District Attorney's Office.
- There is now more awareness of identity theft because credit card companies are participating, through commercials, in making the public aware of the problem. Almost all identity theft cases involve multiple victims in multiple jurisdictions.
- Widespread dissemination of information on elder abuse has resulted in increased reporting. The population is aging thus the percentage of people who may be victimized in this way is growing. When you combine more victims with more people trained to report financial and physical abuse, it results in bigger caseloads.
- There were five in-custody-death investigations conducted in the prior year. There were delays in investigating these deaths due to the limited number of Inspectors available. Such investigations are time consuming and resources are limited.

## Department Objectives

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

### Provide Victim Center Services to at Least 98% 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 through effective prosecution and collaborative efforts with other public safety agencies

### 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, including acquisition and identification of information on gang members
- Work with county policy to try to obtain civil injunctions to reduce visible gang activity by targeting specific locations

### 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 efforts to educate the community on elder abuse
- Continue to provide training and investigative assistance to law enforcement to identify situations when senior citizens are at risk of either physical or financial abuse and provide training to financial institutions to identify and report situations of financial elder abuse

### Aggressively Prosecute Public Corruption

- Spot-check Statements of Economic Interest for officials who file in San Mateo County
- Begin investigation to allegations of theft of public monies within 3 days of notification

### Aggressively Prosecute Identity Theft

- Provide investigative assistance to law enforcement, financial institutions and organizations
- Participate in outreach efforts to educate the community on identity theft

### Close 80% of Public Administrator Estates Within 12 Months

- Add a permanent part-time Extra Help Estate Property Officer in order to ensure that assets are efficiently marshaled from residences
- Implement semi-weekly meetings with Deputy Public Administrator's to ensure estates are closed within the established timeframe

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Total cases reviewed	26,031	22,215	22,904	23,686	23,686
Total filings	22,325	18,994	16,871	17,088	17,088
Number of felony cases with victims	1,232	1,423	1,470	1,343	1,343
Number of victims contacted, including unsolved cases	4,754	5,018	5,460	5,312	5,312
Number of Public Administrator cases opened	68	64	44	63	63
Number of Public Administrator cases closed	66	61	65	65	65
<b>How Well We Do It (Quality)</b>					
Average number of cases reviewed by attorney	542	436	433	501	501
Percent of victims for whom services were provided	96%	97%	98%	98%	98%
Percent of Public Administrator cases closed within 12 months	100%	85%	71%	80%	80%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of total filings with conviction (excludes dismissals)	91%	92%	91%	--	--
Percent of felony cases where victim services were provided	55%	58%	64%	58%	59%
Average amount distributed to heirs through Estate Probate	\$69,550	\$39,816	\$32,329	\$88,507	\$88,507

District Attorney/Public Administrator (2510B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	601,459	549,546	342,720	450,000	107,280	450,000
Use of Money and Property	80,724	74,178	85,500	71,175	(14,325)	71,175
Intergovernmental Revenues	11,566,522	11,711,818	11,906,297	12,097,782	191,485	12,097,782
Charges for Services	228,957	219,124	188,000	173,448	(14,552)	173,448
Miscellaneous Revenue	128,480	183,795	168,890	20,000	(148,890)	20,000
<b>Total Revenue</b>	<b>12,606,141</b>	<b>12,738,459</b>	<b>12,691,407</b>	<b>12,812,405</b>	<b>120,998</b>	<b>12,812,405</b>
Fund Balance	4,708,110	4,257,271	4,257,271	4,065,398	(191,873)	4,065,398
<b>TOTAL SOURCES</b>	<b>17,314,251</b>	<b>16,995,730</b>	<b>16,948,678</b>	<b>16,877,803</b>	<b>(70,875)</b>	<b>16,877,803</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	15,736,984	15,983,182	17,651,359	18,281,898	630,539	18,639,901
Services and Supplies	724,979	737,752	983,544	886,889	(96,655)	886,889
Other Charges	1,582,915	1,499,412	1,543,351	1,531,033	(12,318)	1,531,033
Fixed Assets		84,261	90,000	7,200	(82,800)	
<b>Net Appropriations</b>	<b>18,044,879</b>	<b>18,304,607</b>	<b>20,268,254</b>	<b>20,707,020</b>	<b>438,766</b>	<b>21,057,823</b>
Contingencies/Dept Reserves	3,047,707	2,596,868	2,596,868	2,503,414	(93,454)	2,503,414
<b>TOTAL REQUIREMENTS</b>	<b>21,092,586</b>	<b>20,901,475</b>	<b>22,865,122</b>	<b>23,210,434</b>	<b>345,312</b>	<b>23,561,237</b>
<b>NET COUNTY COST</b>	<b>3,778,335</b>	<b>3,905,744</b>	<b>5,916,444</b>	<b>6,332,631</b>	<b>416,187</b>	<b>6,683,434</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	125.0	128.0	126.0	128.0	2.0	128.0
Funded FTE	121.1	123.0	121.6	123.0	1.4	123.0



## FY 2006-07 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$70,875 or .4% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Fines, Fees and Forfeitures

There is an increase of \$107,280 in this funding source due to the expected successful resolution of a pending civil penalties case.

#### Use of Money and Property

There is a decrease of \$14,325 in this funding source to better reflect past history and current trends.

#### Intergovernmental Revenues

There is an increase of \$191,485 in this funding source due to increases in realignment revenue of \$293, Public Safety Sales Tax (Prop. 172) revenue of \$254,862 and state and federal grants of \$96,890, which are offset by reductions in state grants in the amount of \$160,560.

#### Charges for Services

There is a decrease of \$14,552 in this funding source to better reflect past history and current trends.

#### Miscellaneous Revenue

There is a decrease of \$148,890 in this funding source due to completion of one-time start up costs, including office furniture, moving expenses and automation hardware for the Youth Services Center.

#### Fund Balance

There is an decrease of \$191,873 in this funding source due to lower savings as the result of fewer vacant positions.

### TOTAL REQUIREMENTS

Total Requirements increased by \$345,312 or 1.5% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$630,539 in this expenditure category due to the addition of one DA Investigator position, an increase of 37,218 in salary differential for all Supervising Deputy District Attorneys, and an increase to the County retirement contribution of 530,904. These increases were partially offset by a decrease in extra help and overtime costs.

#### Services and Supplies

There is a decrease of \$96,655 in this expenditure category due to a decrease in office furniture and equipment costs.

#### Other Charges

There is a decrease of \$12,318 in this expenditure category due primarily to decreases in Information Services Department (ISD) charges which are partially offset by increases to general liability insurance charges.

#### Fixed Assets

There is a decrease of \$82,800 in this expenditure category due to completion of a one-time the upgrade of three (3) servers for the Hall of Justice during FY 2005-06 and the one-time cost of \$7,200 to upgrade one (1) server in the South San Francisco office during FY 2006-07.

#### Contingencies/Departmental Reserves

There is a decrease of \$93,4541 in this expenditure category due lower than anticipated Fund Balance. The department's Reserves represents 12% of Net Appropriations exceeding the County's 2% Reserves policy.

### NET COUNTY COST

There is an increase of \$416,187 or 7.0% in this Department's General Fund allocation. The increase is primarily the result of increases to the County's contribution for retirement.

## FY 2007-08 Budget Overview

### TOTAL SOURCES

No Change.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$350,803 or 1.5% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$358,003 in this expenditure category due to salary and benefit cost increases.

Fixed Assets

There is a decrease of \$7,200 in this expenditure category due to realized one-time expenditure in the prior year.

**NET COUNTY COST**

There is an increase of \$350,803 or 5.4% in this Department's General Fund allocation due to salary and benefit cost increases.

## District Attorney/Public Administrator (2510B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	125.0	128.0	126.0	128.0	2.0	128.0
Funded FTE	121.1	123.0	121.6	123.0	1.4	123.0
 Total Requirements	21,092,586	20,901,475	22,865,122	23,210,434	345,312	23,561,237
Total Sources	17,314,251	16,995,730	16,948,678	16,877,803	(70,875)	16,877,803
Net County Cost	3,778,335	3,905,744	5,916,444	6,332,631	416,187	6,683,434

**NCC Breakdown**

Federal Grants Match			110,000	110,000		110,000
State Grants Match			19,007	17,296	(1,711)	17,296
Realignment MOE			158,564	158,857	293	158,857
Proposition 172 MOE			5,628,873	6,046,478	417,605	6,397,281

**Program Net County Cost**

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$6,332,631 or 27%, of which \$5,722,288 or 97.8% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

**FY 2006-07 Program Funding Adjustments**

The following are significant changes from the FY 2005-06 Current Year Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: County retirement contribution increases; increase in Public Safety Sales Tax (Prop. 172) and Fines, Forfeitures and Penalties revenue; an increase in salary differential for all Supervising Deputy District Attorneys, offset by a reductions to extra help and overtime costs have resulted in a decrease in salary and benefits and services and supplies; and deletion of one-time Fixed Assets purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
86,665	352,501	0	0	265,836	0

**2. Addition of One District Attorney Inspector**

The addition of one District Attorney Inspector is needed to provide follow-up investigative resources for cases which have been filed and the investigation is necessary to complete the prosecution. This position will be funded by an increase to net county cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	150,351	0	0	150,351	1

**3. Part-time Estate Property Officer**

Ongoing increases in workload for the Public Administrator Estate Property Officers necessitates the need to convert current Extra Help to a part-time permanent position. There is no increase to Net County Cost as a result of this adjustment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	0	0	1

**4. Criminal Justice Information System (CJIS) Project Management**

An Information Technology Manager position is added to the County Manager's Office to provide operational coordination and leadership for overall CJIS implementation. The position will manage the relationships between all CJIS partners and ensure that the strategies and direction provided by the CJIS Board, including migration off the County mainframe, are implemented. The District Attorney's Office, Sheriff's Office, Probation and the Court have included \$41,000 to offset the cost of the position to the County Manager's Office. This package represents the District Attorney's portion.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(41,000)	0	0	(41,000)	0
0	41,000	0	0	41,000	0

**5. COPS State Funding Increase**

Increase in State Law Enforcement Supplemental Fund (SLESF), also known as "State COPS funds," helps offset the cost of one DA Inspector and the partial cost of one Deputy District Attorney.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
34,333	34,333	0	0	0	0

**6. Adjustment to Fund Balance**

Lower than anticipated savings were realized due to fewer department vacancies. Adjustments to on-going appropriations and departmental reserves have been made prevent future Fund Balance shortfalls.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(191,873)	(98,419)	0	(93,454)	0	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(70,875)	438,766	0	(93,454)	416,187	2

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

### 7. Adjustments to Provide Current Level of Services

Salaries and Benefits have been increased to include annualization negotiated increases, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	358,003	0	0	358,003	0

### 8. Removal of One-Time Cost of Replacing a Server

Funding for one-time cost of replacing one server in the South San Francisco District Attorney's Office has been removed. A corresponding reduction to revenue has been included.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(7,200)	0	0	(7,200)	0

### TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	350,803	0	0	350,803	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

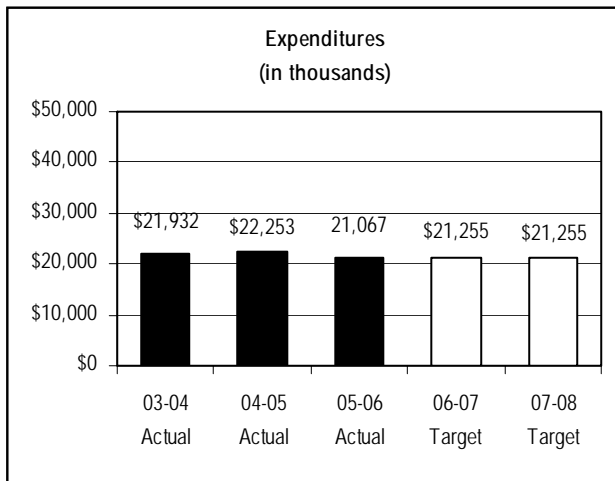
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Probation Department

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 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$12,740,680 or 60%. Of this amount, 0% is discretionary.

### FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

#### 1. Adjustments to Provide Current Level of Service

Budget adjustments have been made as follows: District Attorney special investigation expenses and mental health contract services have been increased based on the number of current and anticipated murder cases before the Court and the increasing impact of defendant mental health issues. Judicial benefits have also been increased to reflect the rising cost of retiree health. These increases are offset by a decrease to the County's Maintenance of Effort obligation to the State and increases to Court Fines collections. The transfer of Municipal Court Fees and Document Recording Fees to the State have been included, as has the State penalty for undesignated fees.

Revenue/Sources	(23,406)
Appropriations	(23,406)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

### FY 2007-08 Funding Adjustments

No change.

County Support of the Courts (2700B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	5,752,900	6,244,609	5,483,190	5,894,754	411,564	5,894,754
Charges for Services	4,734,250	2,743,409	3,024,269	2,589,299	(434,970)	2,589,299
Miscellaneous Revenue	44,550		20,000	20,000		20,000
<b>Total Revenue</b>	10,531,699	8,988,018	8,527,459	8,504,053	(23,406)	8,504,053
<b>TOTAL SOURCES</b>	10,531,699	8,988,018	8,527,459	8,504,053	(23,406)	8,504,053
<b>REQUIREMENTS</b>						
Salaries and Benefits	324,340	305,238	360,000	360,000		360,000
Services and Supplies	631,103	755,638	764,180	984,180	220,000	984,180
Other Charges	21,298,031	20,005,938	20,143,959	19,900,553	(243,406)	19,900,553
<b>Gross Appropriations</b>	22,253,474	21,066,814	21,268,139	21,244,733	(23,406)	21,244,733
<b>Net Appropriations</b>	22,253,474	21,066,814	21,268,139	21,244,733	(23,406)	21,244,733
<b>TOTAL REQUIREMENTS</b>	22,253,474	21,066,814	21,268,139	21,244,733	(23,406)	21,244,733
<b>NET COUNTY COST</b>	11,721,775	12,078,796	12,740,680	12,740,680		12,740,680

## 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

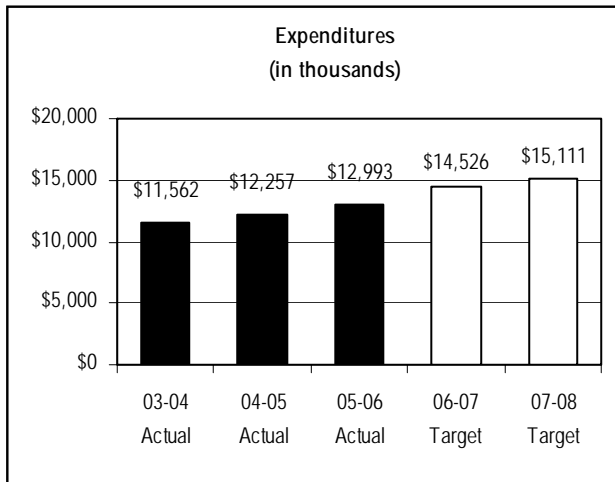
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Probation Department

Coroner's Office

### Budget Unit Description

The Private Defender Program provides competent legal representation in accordance with Constitutional requirements and State statutes 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. Adjustments will be included after the new contract has been approved.



### Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$13,825,742 or 95%. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirement.

### FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

#### 1. Adjustments to Provide Current Level of Service

In June 2006, a 5-year agreement with the San Mateo County Bar Association to provide Private Defender Program services was adopted by the Board of Supervisors. This budget adjustment reflects the negotiated increase for services.

Revenue/Sources	0
Appropriations	1,630,364
Intrafund Transfers	0
Reserves	0
Net County Cost	1,630,364
Positions	0

### FY 2007-08 Funding Adjustments

#### 2. Adjustments to Provide Current Level of Service

Budget adjustments have been made as follows: inclusion of negotiated contract increases.

Revenue/Sources	0
Appropriations	584,926
Intrafund Transfers	0
Reserves	0
Net County Cost	584,926
Positions	0

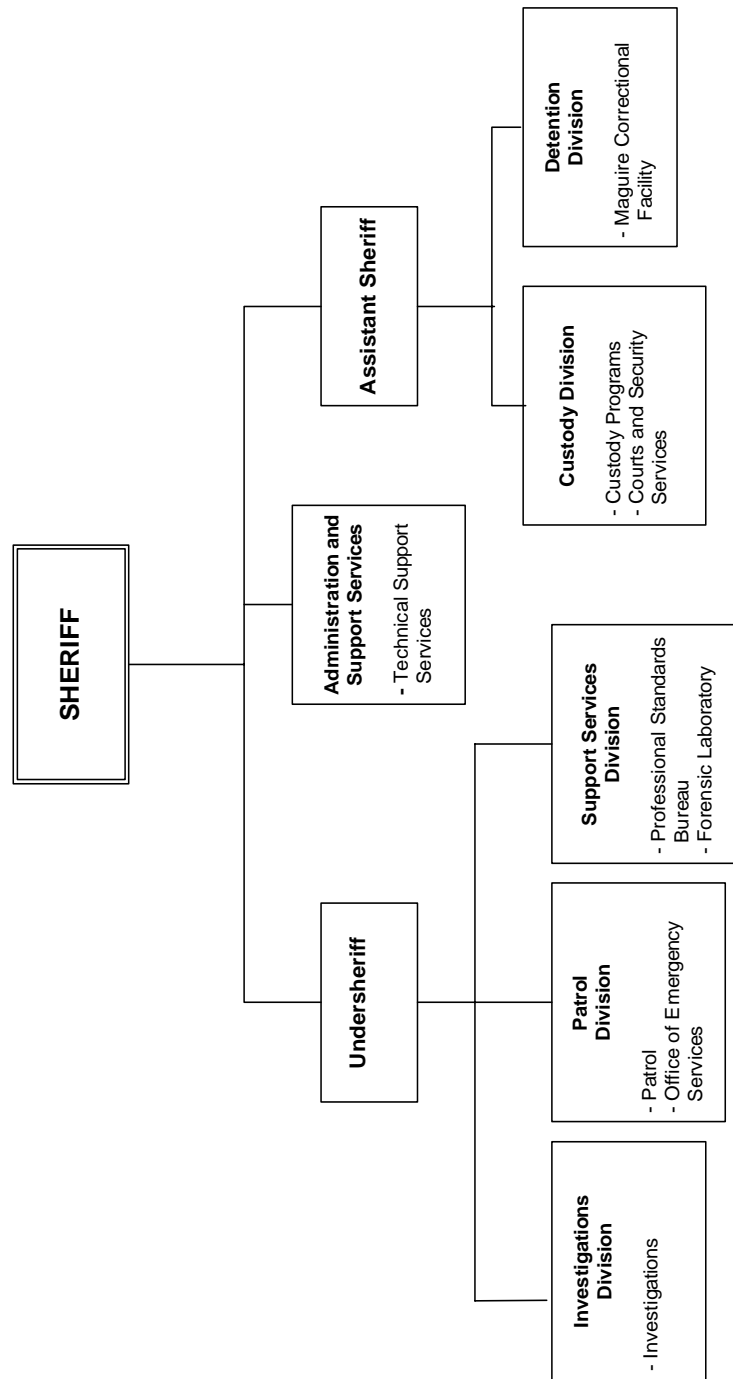


Private Defender Program (2800B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

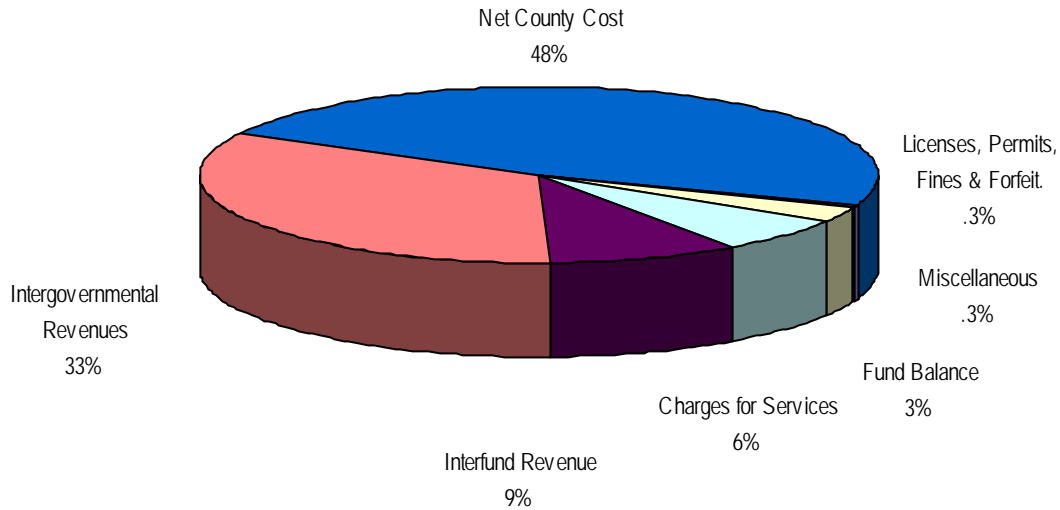
	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	496,841	600,228	375,000	375,000		375,000
Interfund Revenue	335,676	448,046	325,000	325,000		325,000
<b>TOTAL SOURCES</b>	<b>832,517</b>	<b>1,048,274</b>	<b>700,000</b>	<b>700,000</b>		<b>700,000</b>
<b>REQUIREMENTS</b>						
Services and Supplies	12,257,336	12,992,777	12,992,777	14,623,141	1,630,364	15,208,067
Other Charges			1,077	1,077		1,077
<b>Gross Appropriations</b>	<b>12,257,336</b>	<b>12,992,777</b>	<b>12,993,854</b>	<b>14,624,218</b>	<b>1,630,364</b>	<b>15,209,144</b>
Intrafund Transfers			(98,476)	(98,476)		(98,476)
<b>TOTAL REQUIREMENTS</b>	<b>12,257,336</b>	<b>12,992,777</b>	<b>12,895,378</b>	<b>14,525,742</b>	<b>1,630,364</b>	<b>15,110,668</b>
<b>NET COUNTY COST</b>	<b>11,424,819</b>	<b>11,944,503</b>	<b>12,195,378</b>	<b>13,825,742</b>	<b>1,630,364</b>	<b>14,410,668</b>

## SHERIFF'S OFFICE

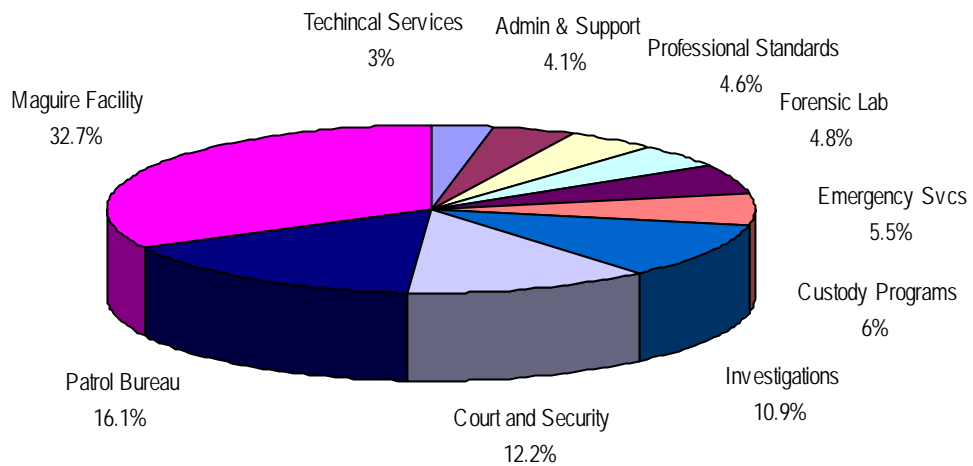


# Sheriff's Office

## FY 2006-07 Adopted Sources



## FY 2006-07 Adopted Requirements



## Department Locator

### County

Administration and Fiscal

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

Environmental Services

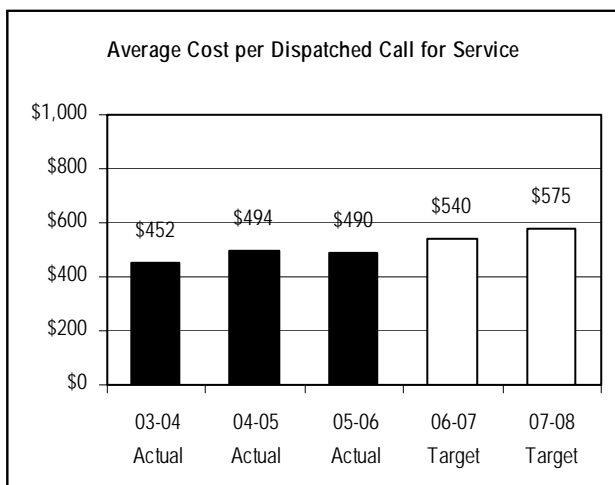
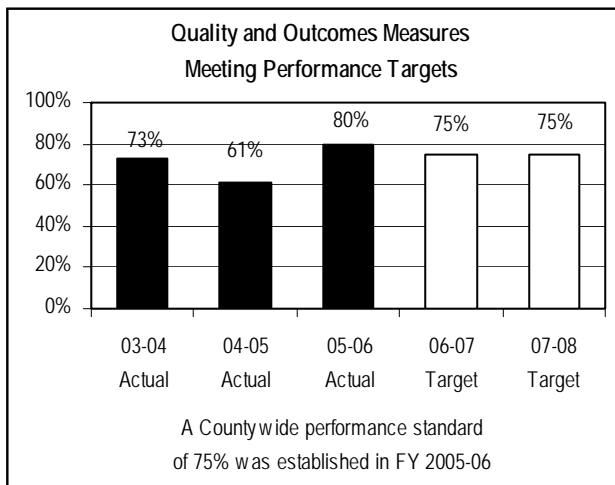
Public Works

Health

Human Services

Non-Departmental Services

## 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 (Fiscal Years 2000 - 2005)

### PEOPLE

#### Realize the Potential of our Diverse Population

- Workforce Diversity**

Hired a workforce of new sworn personnel composed of 40% to 50% women and/or persons of ethnic diversity, each year for the last five consecutive years, reflecting the diversity of San Mateo's population base.

- Day Worker Program**

In collaboration with the Human Services Agency, invested one FTE to develop of a Day Worker Program in the North Fair Oaks area. The Day Worker Program was designed to address the issues of traffic congestion and street loitering by providing an alternative off-street location for day worker job engagement, training and skills identification through a community-based provider. The average daily Day Worker Program participation in 2006 is 26. Total day workers served since program inception is over 450.

#### Provide Equal Access to Educational Opportunity

- Youth Programming**

Expanded the Sheriff's Activities League (SAL), which provides after school sports, drama, music and arts education for elementary school-age children, with an additional \$30,000 annual investment to the South Coastside area, Eichler Highlands and Moonridge, serving 95 more kids annually.

#### Ensure Basic Health and Safety for All

- Gang Suppression and Intelligence**

Invested four FTEs to implement several new programs designed to combat gang-related street violence including the Gang Intelligence and Investigations Unit of the Countywide Gang Task Force, the San Mateo County Police Chief's and Sheriff's Association Street Crime Suppression Team, as well as a targeted street crime team in the City of East Palo Alto. Anticipated result is to dismantle criminal organizations active in San Mateo County by identifying and prosecuting gang members. In its first six months, the Task Force identified 164

gang members and made over 1,000 field identifications and contacts.

- **Youth Prevention Programs**

Implemented the Juvenile Diversion Program, providing diversion counseling, compliance monitoring, after care programming, parental/family counseling and crisis intervention for troubled teens and their families who have come into contact with the juvenile justice system, diverting over 100 youths since 2001. Implemented the School Resource Officer Program to serve 14 schools within the unincorporated area, offering DARE (Drug Awareness and Resistance Education) and GREAT (Gang Resistance Education and Awareness Training) instruction.

- **Community Substations**

Established or expanded Sheriff's patrol community substations in Moss Beach, Moonridge, Eichler Highlands, Woodside and North Fair Oaks to provide a local resource point and increase law enforcement visibility in County communities.

## PLACE

### Redesign our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

- **Public Transit Patrol**

In partnership with SamTrans and the Peninsula Joint Corridor Commuter Rail Service (CalTrain), established and expanded the Sheriff's Transit Police Unit, serving approximately 70,000 bus and rail riders on the Peninsula through an investment of 10 FTE Sheriff's personnel.

- **Motorcycle Traffic Patrol**

Established a dedicated motorcycle traffic patrol unit with two officers to assist California Highway Patrol with traffic enforcement in response to community requests for increased traffic enforcement services, alleviating congestion in high traffic areas.

### Preserve and Provide People Access for Our Natural Environment

- **Sheriff's Work Program**

Partnered with local agencies to provide over one million hours of public service at no cost to the agencies served. Services include brush-clearing and landscaping services for County parks and open space areas, and clean-up of public roadways through the Sheriff's Work Program and other inmate community labor program.

## PARTNERSHIPS

### Responsive, Effective and Collaborative Government

- **Homeland Security Partnerships**

Partnered with the City and County of San Francisco in the development of a regionalized approach to homeland security and preparedness through the Urban Area Security Initiative (UASI) program, investing \$750,000 and four FTE regional

disaster planners to develop and implement comprehensive disaster preparedness plans to serve the Bay Area region.

- **Forensic Laboratory Services Re-Design**

Effectively re-engineered the County Forensic Laboratory in partnership with the City-County Advisory Committee, to improve services, reduce turnaround times for key analyses, achieve professional accreditation, and implement a new DNA Analysis function.

- **Law Net Shared Database**

Expanded the programs and databases offered to County law enforcement agencies on the Law Net secured database, including the Criminal Justice Information System (CJIS) access by police departments; access to various city and Sheriff records management systems; and implementation of a new jail photo-mug-shot system which can be accessed and added to by other jurisdictions.

### Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

- **High-Intensity Drug Trafficking Area (HIDTA)**

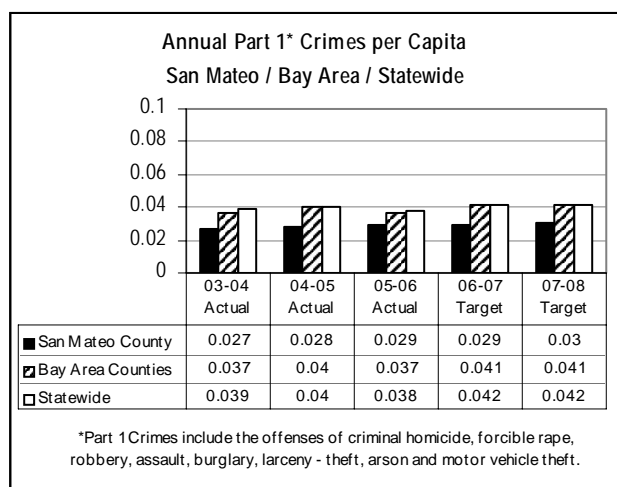
Established a regional High-Intensity Drug Trafficking Area (HIDTA) for regional intelligence and law enforcement serves to reduce major drug trafficking into the greater Bay Area. The Sheriff's Office serves as the administrative agency for the HIDTA.

- **Neighborhood Watch Programs and Community Emergency Response Teams (CERTs)**

Supported community and home associations to establish Neighborhood Watch Programs and Community Emergency Response Teams (CERTs) in unincorporated areas of San Mateo County

- **Community Alliance to Revitalize our Neighborhood**

Established the Community Alliance to Revitalize our Neighborhood (CARON) Program in North Fair Oaks to assist in community policing, building a communication bridge and mutual trust with community residents to identify gang activity and reduce street violence and recruitment of minors into gangs. Following initial Sheriff-sponsored leadership training classes, CARON has spawned self-sufficient community leadership groups, empowering members to now ask Deputy Sheriffs what can they can do for the County, instead of what can the County do for them.



## Major Accomplishments in FY 2005-06

### Ensure Basic Health and Safety for All

- Managed two Declarations of Emergency in the County and responded to 50 major emergencies including fires, flooding, gas leaks, and hazardous materials spills
- In conjunction with the Board of Supervisors, organized and coordinated an Emergency Preparedness Day public event at the San Mateo County Expo Center
- Established a Cold Case Squad within Major Crimes to re-open and investigate unsolved homicide cases
- Improved staff training in the Maguire Correctional Facility in a variety of areas, including critical incident training, and gang identification and management training, and implemented a new Facility Training Officer (FTO) database along with a DNA collection tracking system
- Collaborated with Correctional Health Services-Mental Health Unit to establish an Inmate Safety Management Programs for at-risk inmates, designed to reduce the incidence of assaults and assist staff with enhanced inmate management alternatives that promote positive inmate behavior
- Completed implementation of Mobile Data Terminals for patrol vehicles, so that Deputies can directly access State and local law enforcement databases while on patrol
- Expanded LawNet services by providing CJIS access and a new photo-mug-shot system and DNA tracking collection system online to law enforcement agencies through the secured LawNet network
- In conjunction with the San Mateo Community College District, successfully brought the new Regional Law Enforcement Training Academy project to completed construction

### Create Opportunities for Every Household to Participate in Our Prosperity

- Established a Work Furlough Program to allow low-risk offenders to maintain gainful employment and family contact,

and also increased the number of Sheriff's Work Program municipal and non-profit worksites

### Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

- Established the Countywide Gang Intelligence & Investigations Unit to provide a coordinated and sustained approach by County law enforcement agencies to gang proliferation, violence, drug trafficking, and increased robberies
- Established service contracts with the Cities of Millbrae and East Palo Alto for supplemental police and street crime enforcement services

## Major Issues to be Addressed

- Outmoded Women's Jail and Alternative Custody Facilities.** Over-crowded facilities at the Maple Street Correctional Facility campus need to be re-modeled and expanded, or rebuilt to accommodate a population of female inmates that exceeds facility rated capacity by 60%, and a minimum security transitional population at a constant 100% of capacity.
- Critical Sheriff's Facilities.** Some key facilities do not adequately serve the Department's or Community needs. The Firing Range is outdated; the County Emergency Operations Center/Public Safety Communications Center is inadequate; and the Sheriff's Headquarters in the Hall of Justice needs expansion or replacement. The Department needs to commence planning to address these critical infrastructure needs.
- Increasing Gang Population in Custody.** A steady and significant increase in gang affiliation, assaultive behavior, and psychologically-troubled conditions among in-custody inmates amplifies challenges to jail management
- Rising Gang Violence in Communities.** An increasingly sophisticated and organized criminal gang population in the community, led in large part by hardened ex-felons and parolees released from prison over the last five years, who are well-armed with automatic weapons, sophisticated computer and security detection equipment, are increasingly willing to use fatal violence against opposing gangs; crime victims; and law enforcement officers.
- Recruitment and Retention.** The rising cost of living in San Mateo County coupled with increasing eligible retirees threatens the Department's ability to recruit and retain the highest quality sworn personnel. It is important to reduce reliance on overtime for critical post relief in patrol and custody functions by filling all vacant positions and expanding the existing staffing relief pool.

## Key Department Initiatives

### 1. Provide a Women's Correctional Center to Meet County Custody Needs

#### Major Issues to be addressed:

- Obsolete, overcrowded, inadequate Women's Correctional Center facility – the current facility is structurally outdated, unable to adequately handle today's offenders' health and

welfare needs, and operates at an Average Daily Population 158% of Board of Corrections rated capacity;

- Lack of children's visiting area or any programming for children of incarcerated inmates;
- Need for adequate housing to separate pre-trial inmates from sentenced inmates, in compliance with statutory regulations

#### **Alignment to Shared Vision:**

- Ensure Basic Health and Safety for All

#### **Goal:**

- A Women's Correctional Center that will meet San Mateo County's female incarceration needs for the next 30 years, adequately addressing health and welfare needs of female offenders while ensuring the public's safety

#### **Objectives:**

- A new/remodeled Women's Correctional Center will operate at an average of no more than 80% of BOC-rated capacity for 10 years following construction
- The new/remodeled WCC will accommodate a Children's Visiting Area capable of accommodating up to 20-25 children (under age 5) at any given time
- The new/remodeled WCC will provide adequate space for targeted programming and counseling activities

#### **Major Milestones:**

- Conduct a Needs Assessment and Preliminary Program Plan for the Women's Correctional Center and Alternative Custody Facility
- Design a facility that addresses the needs identified through the Needs Assessment process
- Apply for state funding
- Construct/Remodel the facility
- Develop policies and procedures for new facility
- Design program programs and complete specialized training for all staff working in the new facility
- Develop community partnerships to bring health and welfare programs to the facility inmates

#### **County Partners:**

- Board of Supervisors
- County Manager's Office
- Facilities Planning & Development
- Correctional Health Services
- Public Safety Communications
- City Police Departments
- San Mateo County Community College District
- Countywide JPA Emergency Services Council
- City of Redwood City
- City of San Mateo

#### **FY 2006-07 Budget Impact:**

Existing resources are being redirected for the planning phase of replacing the facilities, including part of one FTE dedicated to coordinating planning efforts, with additional resources from County, State and Federal partners invested for future, implementation phases.

## **2. Provide San Mateo County Law Enforcement with an Improved Weapons Training Facility**

#### **Major Issues to be addressed:**

- Current firing range at Coyote Point, which serves as the weapons training facility for 24 law enforcement agencies operating in San Mateo County, was built over 40 years ago and is deteriorating due to lack of maintenance
- Safety and environmental conditions limit the current use of the Range, which has restricted weapons qualification time for allied law enforcement agencies using the Range
- Modern law enforcement weapons training needs that have evolved since the construction of the Range cannot be conducted at the current facility, given its age and conditions, impacting local law enforcement's ability to carry out public safety duties in high threat situations

#### **Alignment to Shared Vision:**

- Ensure Basic Health and Safety for All

#### **Goal:**

- Provide a firing range facility for Sheriff's deputies and local law enforcement agency officers that meets safety standards and modern weapons training needs, advancing public safety in San Mateo County

#### **Objectives:**

- A new/remodeled firing range that provides adequate firing lanes to accommodate 24 agencies and approximately 3,000 officer qualification hours annually, in an efficient, safe, and modern facility that has minimal noise impact on the surrounding community
- Sheriff's deputies and local law enforcement officers will have both static and dynamic firing training required to respond skillfully and professionally in high threat situations, providing enhanced public safety
- A new/remodeled Firing Range designed to provide training accommodations for modern weapons training needs now and into the future (20-30 years)

#### **Major Milestones:**

- Develop a preliminary firing range operational needs assessment (complete)
- Identify, explore, and define firing range facility options (in progress)
- Prepare a preliminary report to the Board of Supervisors regarding Firing Range needs and options
- Construct/Remodel firing range
- Develop policies and procedures for new facility

- Design programs and complete specialized training for staff working in the new facility

#### **County Partners:**

- Board of Supervisors
- County Manager's Office
- Facilities Planning and Development
- Public Safety Communications
- City Police Departments
- San Mateo County Community College District

#### **FY 2006-07 Budget Impact:**

Minimal budget impact for FY 2006-07. Preliminary studies were funded in FY 2005-06 and existing Sheriff's personnel are contributing to ongoing planning efforts. Additional County resources will be required in future implementation phase in 2007-08.

### **3. Centralized Approach for Law Enforcement Information Collection, Analysis, and Dissemination**

#### **Major Issues to be addressed:**

- Sophisticated, organized, and increasing violent criminal gang organizations in the County
- Gang leadership are now typically hardened criminals, often ex-convicts and parolees who are familiar with law enforcement operations and enforcement patterns, who insulate gang management by having young recruits, often minors, performing the more dangerous crimes and shootings, and are difficult to identify and apprehend
- Need for coordinated approach by law enforcement to address issues of gang proliferation across jurisdictional boundaries and organized gang criminal activities
- Police agencies historically have operated without a coordinated approach to long-term information-sharing
- Need for extended-term gang intelligence capability to identify gang patterns, scope of criminal activities, and develop a coordinated plan for interdiction, apprehension, and sustained vertical prosecution of gang members and leadership

#### **Alignment to Shared Vision:**

- Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

#### **Goals:**

- Improve the effectiveness and efficiency of County law enforcement efforts to curb gang criminal activities
- Provide a support network of useful and timely intelligence and crime analysis to support County gang interdiction

#### **Objectives:**

- Identify key stakeholders and involved agencies and ideal user-level participants
- In conjunction with the County Chiefs of Police and Sheriff's Association, adopt a criminal intelligence-sharing plan for

San Mateo County, to serve as a future guide and model for future law enforcement information-sharing initiatives

- Develop and customize a plan for common or shared databases, software, network protocols, and security protocols
- Establish a San Mateo County centralized law enforcement information-sharing Bureau or task force

#### **Major Milestones:**

- Review concept plan with SMC Police Chiefs, DA, and local County agencies
- Review concept plan with key state and federal partner agencies
- Establish high-level Working Group to oversee the plan's development
- Working Group reviews and customizes existing national information-sharing plan template for San Mateo County
- Police Chiefs and Sheriff's Association adopts the customized County plan
- Take concept plan to Board of Supervisors and City Councils
- Work Group develops customized organizational and funding model for a countywide Bureau or task force
- Develop report and secure Board of Supervisors and City Council approval and funding
- Establish Countywide Bureau or task force in June, 2008

#### **County Partners:**

- Board of Supervisors and City Councils
- County Manager's Office
- San Mateo County Police Chiefs and Sheriff's Association
- District Attorney's Office
- Probation Department
- Federal and State law enforcement agencies

#### **FY 2006-07 Budget Impact:**

Budget impact is unknown at this time. Existing Sheriff's personnel and community partners are contributing to planning efforts.

#### **Other Significant Objectives by Program:**

The Sheriff's Office includes the following programs:

- Administration and Support Services
- Professional Standards Bureau
- Technical Support Services
- Forensic Laboratory
- Patrol Bureau
- Investigations Bureau
- Office of Emergency Services
- Maguire Correctional Center
- Custody Programs
- Court and Security Services



The following program objectives contribute to department success (additional program-level objectives are included in individual Program Plans):

**Professional Standards Bureau**

- Improve recruitment of percentage of new female officers by 10% a year through 2007-08
- Reduce liability by mitigating workers compensation issues, civil liability and other risk management mechanisms

**Patrol Bureau**

- Implement a permanent day worker center in North Fair Oaks in conjunction with the Human Services Agency
- Improve traffic enforcement in the unincorporated areas, to respond to citizen concerns

**Investigations Bureau**

- Improve the Juvenile Diversion Program by increasing participants in a new juvenile impact program

**Office of Emergency Services**

- Complete the multi-hazard Countywide Emergency Plan Update by November, 2007
- Participate actively in the federal UASI Program for the San Francisco Regional Area

**Maguire Correctional Facility**

- Obtain a Correctional Jail Management System to replace existing CJIS system which no longer meets jail management needs (standards, requirements)

**Custody Programs**

- In partnership with the Courts, increase participation new custody alternative programs including the Sheriff's Work Furlough Program and Electronic Monitoring Program

Sheriff's Office (3000B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	11,250	11,000	11,000	2,750	(8,250)	2,750
Fines, Forfeitures and Penalties	425,818	400,686	387,700	360,000	(27,700)	360,000
Use of Money and Property	36,000	36,000	36,000		(36,000)	
Intergovernmental Revenues	37,508,245	39,234,449	40,403,090	44,174,926	3,771,836	40,923,070
Charges for Services	7,984,766	8,132,828	7,721,205	8,550,890	829,685	8,550,890
Interfund Revenue	10,107,924	10,204,367	11,301,875	11,928,333	626,458	11,928,333
Miscellaneous Revenue	517,800	577,638	382,850	443,600	60,750	436,100
<b>Total Revenue</b>	<b>56,591,803</b>	<b>58,596,967</b>	<b>60,243,720</b>	<b>65,460,499</b>	<b>5,216,779</b>	<b>62,201,143</b>
Fund Balance	5,106,971	3,536,209	3,536,209	3,544,821	8,612	3,544,821
<b>TOTAL SOURCES</b>	<b>61,698,774</b>	<b>62,133,176</b>	<b>63,779,929</b>	<b>69,005,320</b>	<b>5,225,391</b>	<b>65,745,964</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	84,793,874	89,260,692	86,951,408	99,625,414	12,674,006	101,608,753
Services and Supplies	7,807,846	8,737,026	12,006,959	12,543,685	536,726	11,522,685
Other Charges	14,356,636	15,051,195	16,148,052	17,253,513	1,105,461	17,077,573
Fixed Assets	790,479	1,472,951	453,942	1,750,856	1,296,914	
Other Financing Uses	906,778	903,851	903,851	905,321	1,470	905,321
<b>Gross Appropriations</b>	<b>108,655,612</b>	<b>115,425,715</b>	<b>116,464,212</b>	<b>132,078,789</b>	<b>15,614,577</b>	<b>131,114,332</b>
Intrafund Transfers	(253,466)	(461,306)	(500,468)	(781,687)	(281,219)	(651,687)
<b>Net Appropriations</b>	<b>108,402,146</b>	<b>114,964,409</b>	<b>115,963,744</b>	<b>131,297,102</b>	<b>15,333,358</b>	<b>130,462,645</b>
Contingencies/Dept Reserves	774,508		878,587	887,199	8,612	887,199
<b>TOTAL REQUIREMENTS</b>	<b>109,176,654</b>	<b>114,964,409</b>	<b>116,842,331</b>	<b>132,184,301</b>	<b>15,341,970</b>	<b>131,349,844</b>
<b>NET COUNTY COST</b>	<b>47,477,879</b>	<b>52,831,232</b>	<b>53,062,402</b>	<b>63,178,981</b>	<b>10,116,579</b>	<b>65,603,880</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	586.0	615.0	616.0	624.0	8.0	624.0
Funded FTE	579.2	609.5	609.3	624.2	14.9	624.2

## FY 2006-07 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$5,225,391 or 8.2% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Licenses, Permits and Franchises

There is a decrease of \$8,250 in this funding source due to elimination of one-time permit revenues in the prior year.

#### Fines, Fees and Forfeitures

There is a decrease of \$27,700 in this funding source due to an ongoing decline in parking fine collections resulting from the elimination of four Community Policing Deputy positions in FY 2004-05 to achieve budget targets.

#### Use of Money and Property

There is a decrease of \$36,000 in this funding source due to consolidation of warehouse space in Santa Clara County for the REACT High-Tech Task Force, which resulted in termination of a lease in San Mateo County, and elimination of the corresponding rental reimbursement from REACT.

#### Intergovernmental Revenues

There is a net increase of \$3,771,836 in this funding source primarily due to increases in UASI, RTTAC and Federal Homeland security grants (\$2,713,056); Proposition 172 public safety sales tax (\$785,576), and the net result of various adjustments in grant revenues (\$161,444) for Office of Emergency Services regional planning and Forensic Crime Laboratory capital improvements.

#### Charges for Services

There is an increase of \$829,685 in this funding source, reflecting the net result of anticipated adjustments in contractual revenues (\$678,008) for services to the communities of Woodside, Portola Valley, Millbrae, and for SAMTRANS/CalTrain security services, and a decline in State reimbursements for care of state inmates (\$43,500) due to continuing poor budgeting and financial management practices within the State Department of Corrections, which is the responsible agency for adequately budgeting for, and processing statewide inmate care reimbursements. The California State Sheriff's Association – Financial Manager's Group is presently conducting an analysis in advance of recommending corrective actions through the Legislature.

#### Interfund Revenue

There is a net increase of \$626,458 in this funding source, reflecting adjustments in reimbursements from the Trial Courts and from San Mateo Medical Center for security services, as well as adjustments in applicable Sheriff's personnel reimbursements from various special funds, such as the CAL-ID program (fingerprint ID and latent print analysis) and the Inmate Welfare Fund (jail commissary operations).

#### Miscellaneous Revenue

There is an increase of \$60,750 in this funding source due to an adjustment in State Compensation Insurance refunds.

#### Fund Balance

There is an increase of \$8,612 in this funding source due to modest savings in Services and Supplies appropriations.

### TOTAL REQUIREMENTS

Total Requirements increased by \$15,341,970 or 13.1% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$12,674,006 in this expenditure category. Adjustments of 3,594,562 have been included for merit increases and negotiated labor increases, including annualized adjustments in County workers compensation and health insurance contributions. Additionally, a combined total of \$1,400,000 has been added to the Maguire and Patrol programs to address mandated overtime requirements and \$1,108,886 has been added for six positions for staffing at the Forensic Crime Laboratory, the Office of Emergency Services, the Patrol Bureau and the new Youth Services Center as well as an appropriation for overtime for Patrol Bureau deputies to attend mandated Peace Officers Standards and Training. The portion of increases for the six new positions is offset by grants or special funds revenue, or by a corresponding reduction in Extra Help expenses.

#### Services and Supplies

There is a net increase of \$536,726 in this expenditure category. This increase is due primarily to appropriations associated with Homeland Security grant funding.

Other Charges

There is an increase of \$1,105,461 in this expenditure category due to adjustments in services charges from County internal support departments (\$580,794), including information services, food services and correctional health services for inmate population, facility charges, motor vehicle charges and liability insurance premium increases, as well as an appropriation of pass-through funds to five cities (\$283,725) for the State Buffer Zone Protection Program grant, administered through the Office of Emergency Services.

Fixed Assets

There is an increase of \$1,296,914 in this expenditure category due to grant designated funds for equipment for Forensic Laboratory improvements and for Office of Emergency homeland security projects.

Other Financing Sources

There is an increase of \$1,470 in this expenditure category for an adjustment in annual debt service for the new Forensic Laboratory.

Intrafund Transfers

There is a net increase of \$281,219 in this expenditure category due to an increase in reimbursements for the Message Switch System; Countywide and Health Security Services.

Contingencies/Reserves

The balance in Reserves represents 0.675% of Net Appropriations, which is under the County's 2% reserves policy by \$1,738,743. The reason for this shortfall is the use of the majority of departmental reserves in FY 2003-04 in an attempt to preserve operation of the Men's and Women's Honor Camps. The subsequent closure of these "safety-valve" facilities due to budget constraints, has resulted in a significant and ongoing jail overcrowding problem in the Maguire Correctional Facility and the Women's Correctional Center.

**NET COUNTY COST**

There is an increase of \$10,116,579 or 19% to the Department's Net County Cost. After application of revenues and other cost-saving reductions, major adjustments to Net County Cost include merit and negotiated increases of salary, annualization of benefits, increases in general liability premiums, increases to overtime to address mandated staffing requirements in Patrol and the jail facilities, an appropriation to cover mandated training for Patrol Bureau deputies, and an appropriation for enhancing the Gang Intelligence Unit with two City Police officers (stipend/contract).

**FY 2007-08 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$3,259,356 or 7.4% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

Intergovernmental Revenues

There is a decrease of \$3,251,856 in this funding source due to anticipated adjustments in grant revenue, reflecting that portion designated for one time capital improvements and equipment purchases expended in FY 2006-07.

Miscellaneous Revenue

There is an decrease of \$7,500 in this funding source due to an adjustment in State Compensation Insurance refunds.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$834,457 or 1% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$1,983,339 in this expenditure category due to merit and negotiated labor increases.

Services and Supplies

There is a net decrease of \$1,021,000 in this expenditure category. This decrease is due primarily to the elimination of one-time appropriations associated with Homeland Security grant funding in the prior year.

Other Charges

There is a decrease of \$175,940 in this expenditure category due to the elimination of one-time expenditures in the prior year.

Fixed Assets

There is a decrease of \$1,750,856 in this expenditure category due to adjustments in one-time equipment purchases in FY 2006-07.

#### NET COUNTY COST

There is an increase of \$2,424,899 or 3.8% in this Department's General Fund allocation due to negotiated labor increases and decreases to Intergovernmental grant funding.

## Administrative and Support Services (3011P)

### Program Locator

#### County

#### Criminal Justice

#### Sheriff's Office

#### ► Administrative and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

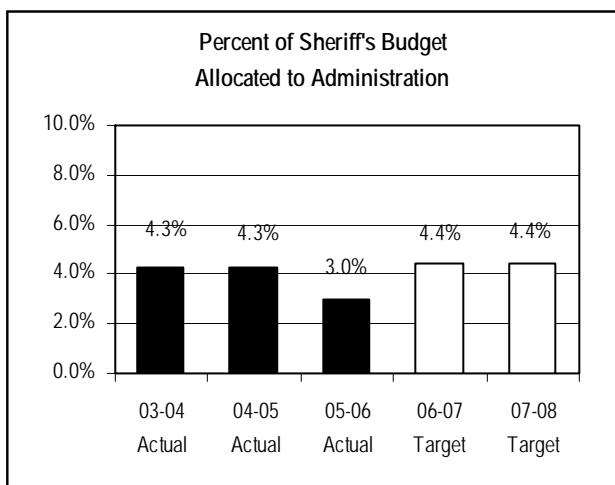
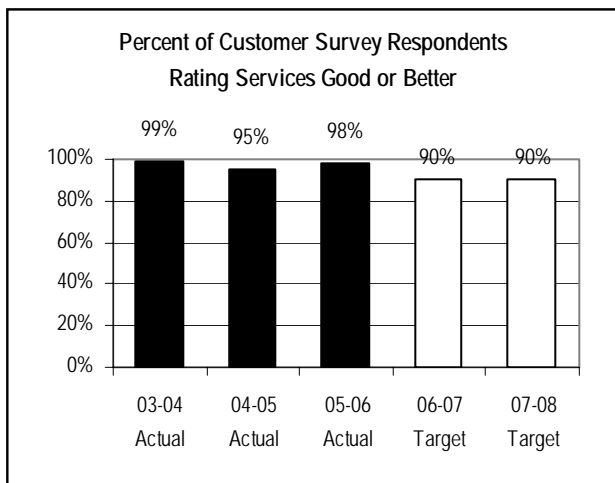
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

### Headline Measures



### Program Outcome Statement

The Administrative and Support Services program provides overall management, policy-setting, procedural guidance, civil support, 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 primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing departmental leadership and administrative support. Administrative support provided by this program includes fiscal, civil and administrative services.

The following were major accomplishments in the prior year:

- Continued to maintain critical corrections and law enforcement support functions with level resources and growing workloads
- Held eleven Stakeholder Meetings with citizens and homeowners associations in Sheriff's service areas throughout the County; jail services providers and customers; the Courts; the Emergency Services Council; and all County departments for security services, to identify service priorities and concerns
- Addressed increased gang activity by establishing the Countywide Gang Intelligence and Investigations Unit to provide a coordinated approach to gang violence and criminal activities
- Acquired three major grants for laboratory services and equipment
- Completed a RFP for a Needs Assessment and Preliminary Program Plan for the Maple Street Correctional Facilities, including the Women's Correctional Center
- In conjunction with SamTrans/JPTA, upgraded transit police services for commuter rail and bus services, including expansion of Caltrain police services to seven days per week, and expansion of explosives detection canine services
- Completed a new contract for Countywide security guard services and managed implementation of electronic security systems at the San Mateo Medical Center and Health Services facilities
- Completed planning efforts with ISD and County criminal justice agencies for the migration of the CJIS operating system off of the ISD mainframe computer
- Eliminated a backlog of civil processing work which had existed for three years; civil support services are now current with all workload

### Story Behind Performance

The Sheriff's Office continues to maintain a high customer satisfaction rating of 95%, despite several years of budget reductions. The rating indicates the quality of law enforcement

services provided by the Sheriff's Office for San Mateo County residents. During the year, the department held eleven Stakeholder Meetings with all major customers in a wide range of services, including citizen and homeowner groups across the County unincorporated areas and contract jurisdictions, as well as the jails, the Courts, the Countywide Emergency Services Council, and County departments. The sessions identified a number of concerns and priorities for service expansion, but also indicated widespread appreciation for Sheriff's Office personnel, performance and services.

Over the last decade and a half, the Sheriff's Office has maintained low administration-to-operations ratio, consistently reflected in an average of roughly 4½ % of the department's budget allocated for administrative purposes. This is a good indicator of departmental efficiency.

During the past two-year budget cycle, several significant projects have been either completed or taken to a major project milestone. These include implementation of the Mobile Data Terminal (MDT) projects for the Sheriff's Patrol Fleet; re-engineering of forensic laboratory operations; completion of the new Regional Law Enforcement Training Academy (in collaboration with the San Mateo County Community College District) by the summer of 2006; successful implementation of for a new Countywide security guard services; and implementation of improved security systems and services for both the Health Department / Medical Center campus in San Mateo, as well as for SamTrans and the joint Peninsula Commuter Rail system. Because of the continuing number of major projects and initiatives that are managed each year, the department has established a new goal to complete at least 75% of major projects and initiatives on schedule.

In response to the escalation of gang violence and criminal activities in many areas of the county, the Sheriff's Office established the Countywide Gang Intelligence and Investigations Unit to provide a coordinated and sustained approach by local law enforcement to gangs and gang violence. The department also coordinated and participated in the San Mateo County Gang Task Force in cooperation with the County Police Chiefs and Sheriff's Association. Participation by other allied law enforcement agencies in both of these new programs is steadily increasing, and the Sheriff will report back to the Board of Supervisors on gang suppression activities, during the June 2006 Budget Hearings.

Jail overcrowding and the physical deterioration of some facilities continues to be a concern for the Department. In conjunction with the County Manager's Office, in February, 2006, the Sheriff's Office completed a RFP for a Needs Assessment and Preliminary Program Plan for the Maple Street Correctional facilities, which includes the Women's Correctional Center. It is anticipated that a qualified consultant will be selected by June, 2006. In the future phases of this study effort, the County should also explore best uses of the closed Men's Honor Camp property in La Honda. To further address the jail overcrowding problem, the Department has implemented a new pilot work furlough program, in conjunction with the Courts and the Probation Department.

Additional facilities which will require physical improvements in the near future include the Coyote Point Firing Range, and the need for a dedicated and relocated facility for a combined County Emergency Operations Center and Public Safety Communications Dispatch Center. The department is working on a study of the Firing Range, which serves 24 law enforcement agencies.

The Sheriff's Office Executive Team is committed to providing collaborative, contractual relationships with city, special district, State, and Federal agencies. This approach contributes to several of the County's Shared Vision 2010 goals and commitments. The department will continue to pursue opportunities for service expansion through proposals to provide contract services and further development of special program units which are capable of providing desired contractual services, such as the Motorcycle Traffic Patrol Unit. Doing so expands the department's contractual capabilities and allows pursuit of special funding opportunities, including special district service reimbursements.

#### **Major challenges over the next two years will be:**

- To replace aging and outmoded facilities, including the Maple Street facilities and the Women's Correctional Center in particular
- To address gang violence, robberies and street crime impacting cities and unincorporated areas of the County
- To mitigate increased jail population levels, including expansion of the Work Furlough program, and collaborating with other County and community agencies in development of improved community re-entry programs
- To replace the Criminal Justice Information system (CJIS) with a modern jail management system
- To improve service delivery components of the Sheriff's Forensic Laboratory through additional grants and contracts for services
- 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 Objectives**

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

##### Meet Administration Performance and Budget Targets

- Maintain a stable ratio of less than 5% of the total departmental budget devoted to administrative support services
- Manage new projects and initiatives to successfully complete 75% or more of them on schedule and within budget
- Process all Civil wage garnishments within 24 hours of receipt, and all bank levies within statutory time periods
- Achieve an Overall Customer Satisfaction Rating of at Least 90%
- Work with the Board of Supervisors, County Manager's Office and other County departments to establish biennial Community Meetings in the major unincorporated areas, with County representation from multiple front-line service departments

- Develop a customized version of the CARES survey to focus on law enforcement services

Commence Implementation of the Five Key Initiatives Identified in the Sheriff's Office Strategic Planning Session

- Develop a Sheriff's Office Facilities Master Plan
- Develop a centralized, regional approach for Law Enforcement information gathering, analysis, and dissemination
- Enhance and automate Jail Management and Operations
- Assist the County to establish a Disaster Preparedness, Continuity-of-Government Plan
- Address critical personnel challenges for recruitment and training

Complete Key Facility Improvement Initiatives

- Complete the Maple Street Correctional Facility Needs Assessment and Preliminary Project Plan
- Work with the San Mateo Community College District to complete construction of the Regional Law Enforcement Training Academy by Summer 2006
- Open the Regional Training Academy at the College of San Mateo by December 2006

Complete or Initiate Technology Improvements

- Complete the countywide radio project HOJ transmitter and Coastside Repeaters upgrade by July, 2006
- Complete on-site laboratory implementation of a Forensic Laboratory information system by March 2007
- Develop a strategic plan and budget for replacement of the current Message Switch computer hardware by September 2006
- Identify Funds for a Jail Management System consultant, complete RFP, and secure Board approval by March 2007
- Upgrade the LawNet photo-image system hardware and software and roll out to all law enforcement agencies by November, 2006



## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of accounts receivable processed annually	743	646	741	715	725
Number of new Financial Orders received and processed annually:					
- Wage garnishments	1,591	1,490	1,390	1,400	1,410
- Bank levies	703	560	820	660	670
<b>How Well We Do It (Quality)</b>					
Administrative cost per department employee	\$7,269	\$7,486	\$5,675	\$7,885	\$7,997
Percent of department budget allocated to administrative services	4.3%	4.3%	3%	4.4%	4.4%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of CARES Survey respondents rating Sheriff's services as good or better <sup>(1)</sup>	99%	95%	98%	90%	90%
Number of major projects and initiatives identified in budget	--	--	8	7	8
Number and percent of projects and initiatives which are completed on schedule	--	--	6 / 75%	5 / 72%	6 / 75%
Number and percent of revenue accounts exceeding or meeting budget targets	26 / 79%	20 / 77%	26 / 86.7%	21 / 73%	22 / 76%

<sup>(1)</sup> Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

## Administrative and Support Services (3011P)

### Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	28.0	27.0	28.0	27.0	(1.0)	27.0
Funded FTE	26.7	27.0	26.9	27.0	0.1	27.0
 Total Requirements	5,194,250	4,039,743	5,306,129	5,451,344	145,215	5,489,060
Total Sources	5,994,597	4,318,079	4,164,162	4,205,210	41,048	4,205,210
Net County Cost	(800,347)	(278,335)	1,141,967	1,246,134	104,167	1,283,850
 NCC Breakdown						
Local Grants Match			172,077	109,562	(62,515)	109,641
Realignment MOE			5,600	5,824	224	5,874
Trial Court Funding MOE			11,997	12,468	471	12,835
Mandated Services			874,373	948,134	73,761	976,104
Non-Mandated Services			77,920	170,146	92,226	179,396

#### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,246,134 or 27.3%, of which \$1,139,976 or 89.9% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch. Non-discretionary services include matching labor contributions towards Inmate Welfare Fund, CAL-ID Fund, and HIDTA administration, Civil Enforcement Services, Trial Court Funding Rule 810 and State Realignment.

#### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of negotiated salary and benefits increases, including increases to the County contribution for employee retirement; reductions to Worker's Compensation charges due to a change in methodology; mid-year department position transfers; annualization of mid-year position changes and negotiated labor increases; deletion of one-time equipment purchases; adjustments to operating costs and Public Safety Sales Tax revenue (Prop 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
41,048	145,215	0	8,612	104,167	(1)

## 2. Women's Correctional Center Needs Assessment Agreement

In Spring 2005 a consultant was selected to conduct a needs assessment for the Women's Correctional Center and adjacent facilities. Funding for the project was budgeted in Non-Departmental for this purpose. This adjustment moves the funding from Non-Departmental to the Sheriff's Office, which is administering the agreement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	130,000	(130,000)	0	0	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
41,048	145,215	0	8,612	104,167	(1)

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Salaries and Benefits adjustments have been made to meet performance targets: annualization of negotiated increases for some employees bargaining groups, as well as merit increases and higher benefit costs. Operating expenses have been adjusted reflecting negotiated labor increases and inflation. Various revenue sources have been increased based on annual cost adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	37,716	0	0	37,716	0

## Professional Standards Bureau (3013P)

### Program Locator

#### County

Criminal Justice

Sheriff's Office

Administrative and Support Services



**Professional Standards Bureau**

Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

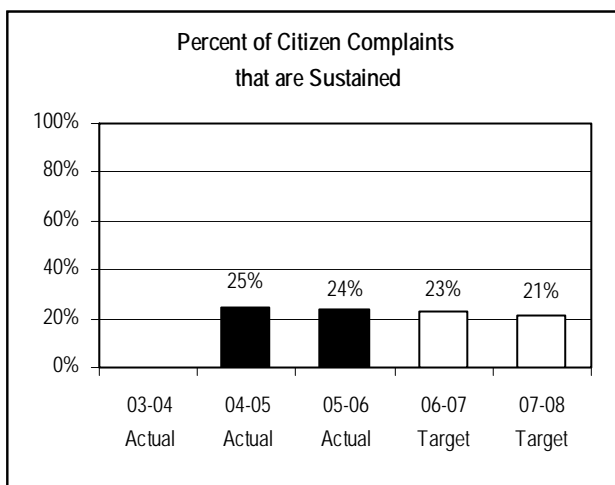
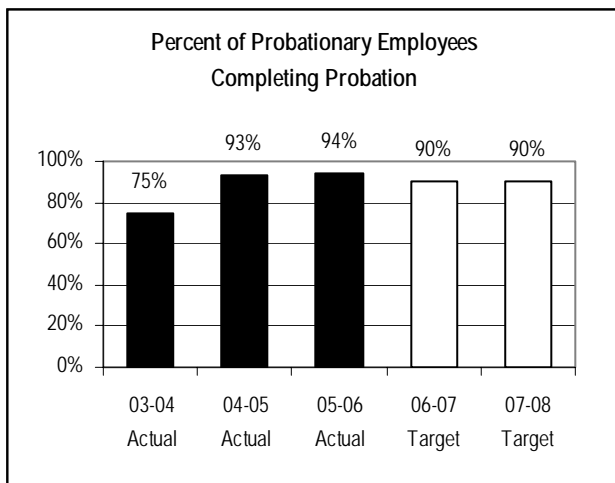
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

### 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) primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by coordinating candidate recruitment and background investigations; departmental personnel and payroll services; employee relations activities; investigation of complaints; evaluation and certification of citizens requesting special permits; internal administration of the employee disability program; and 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:

- Hired and trained 38 Deputies and Correctional Officers representing 10% percent of the total sworn workforce
- Increased staffing resources/expertise to lower workers compensation cases and reduce liability costs by establishing and hiring a professional Risk Manager position, who works closely with County staff in both EPS Risk Management Division and the County Counsel's Office
- Established and commenced hiring and development of procedures and policies for a Sheriff's Relief Staffing Pool to improve staffing resources for all Bureaus and to reduce overtime costs
- Continued to maintain POST-mandated training efforts with less funding by conducting weekly classes for sworn personnel while on duty
- Continued participation and oversight of the Regional Law Enforcement Training Academy project, which will be ready for occupation in the Summer of 2006
- Improved operation and staffing at the Coyote Point Range, and completed preliminary studies of firing range renovation or replacement options, as a precursor to completion of a formal report for County officials regarding the range

### Story Behind Performance

The Professional Standards Bureau continues to recruit, conduct background investigations, hire and train the highest qualified candidates to fill Correctional Officer (C.O.) and Deputy Sheriff vacancies. The current fiscal year has been a peak year for new hiring as the result of turnover from retirements and re-locations. These factors resulted in the need to hire and train 10% percent of the total sworn workforce. To meet this need and counter the impact of a high cost of living on hiring, a new classification of Deputy

Sheriff Trainee was established. This additional classification has expanded the number of entry level Deputies hired and trained. Five individuals began Police Academy training in this new classification. It is expected that the number of new hires will gradually taper off to a more typical level over the next two years.

Of this year's Sheriff Deputy/C.O. hires, approximately 40% are women and/or minority. However, a specific area of concern remains the hiring of an adequate number of female Deputies and Correctional Officers for the supervision of female inmates in the Women's Correctional Center. Some of the factors that have negatively impacted sworn peace officer recruitment in the County (lack of affordable local housing, and related commuting distances) may have a somewhat greater impact on potential female recruits, perhaps because of family-related concerns. This will be a continuing challenge for the Bureau in future years, particularly as the population of female inmates continues to grow.

The Training Unit, which oversees correctional officer training, police officer training, weapons training, and specialized training, conducted or arranged approximately 7,150 hours of training, with each sworn officer receiving an average 17 hours of training this year. To aid in quality training, an agreement with the San Mateo County Community College District to construct a new Law Enforcement Regional Training Academy was formalized in FY 2003-04. Groundbreaking took place in May 2005. A project steering committee including Sheriff's Office representatives provides leadership to ensure the success of the Academy in its start up years. The new Academy provides an added resource for training and recruiting prospective Deputies and law enforcement professionals. The project is funded jointly by the Sheriff's Office, the Community College District and city police agencies throughout the County.

A major study of options for improvement to the Coyote Point firing range is underway and will be coming to the Board of Supervisors by Summer of 2006. The range is administered by the Sheriff's Office and serves 24 law enforcement agencies in the County as a location for State-mandated peace officer firearms qualification. Despite moderate improvements made since the Sheriff's Office assumed responsibility for the Range from the County Parks Department, the facility is outmoded and in need of major repairs and renovation.

The Internal Affairs Unit is continuing to implement 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 department standards are maintained.

#### **Major challenges over the next two years will be:**

- To support Sheriff's Office Bureaus undergoing staff transition through quality hiring, training and succession planning
- To increase hiring of female Deputies and Correctional Officers by 10%
- To fill the Sheriff's Relief Staffing Pool positions while meeting our hiring goals in quality and diversity
- To implement a new personnel management software system by June, 2007
- To complete the Regional Law Enforcement Training Academy by August, 2006
- To complete a study of the Firing Range and take a report to the Board of Supervisors by August, 2006
- To re-structure the EVOC Driver Training program to remain effective with reduced funding from Risk Management

#### **Program Objectives**

The Professional Standards Bureau will meet performance targets by doing the following:

##### Ensure at Least 90% of Probationary Employees Successfully Complete Training

- Implement a new personnel management software system
- Using the new system, develop a procedure to monitor progress of probationary employees and assist new employees with skills development, by June, 2007

##### Improve Recruitment Percentage of Female Officer New Hires by 10%

- Engage a professional consultant to identify successful sworn position strategies and methods for recruiting and hiring female candidates female by August, 2006
- Develop a departmental recruitment plan for female candidate recruitment
- Perform two recruitments annually for the Deputy Trainee classification, with special emphasis on women looking to start a successful new career in law enforcement
- Increase Correctional Officer recruitment periods from two times to four times annually

##### Complete Key Training Program Projects

- Assist the San Mateo Community College District to complete the Regional Law Enforcement Training Academy facility project by July, 2006
- Assist the South Bay Consortium to bring the Academy programmatic components on-line by September 30, 2006
- Complete a formal report on the Coyote Point Firing Range
- Complete re-structuring of the Emergency Vehicular Operations Training (EVOC) Program by October, 2006
- Develop a prototype on-line, interactive training program for selected non-physical components of advanced officer training by July, 2007

##### Replace the Coyote Point Firing Range

- Assist with the study of replacement options for upgrading the current facility or rebuilding a new facility
- Provide staff support with research, including surveying current facility users, law enforcement partners and training academies
- Assist the County in moving forward with next steps

Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of Deputies and Correctional Officers hired or promoted	29	40	42	35	30
Percent of initial applicants that are hired (Deputy/C.O.)	7%	5%	10%	15%	15%
Number of hours training conducted:					
- STC	380	380	400	410	420
- POST	3,580	3,600	3,600	3,640	3,680
- Non-mandated	2,350	2,350	3,637	2,350	2,400
Firing Range					
- Sheriff's Office	420	440	650	800	800
- All Other Agencies	1,300	1,260	1,360	1,360	1,360
Number of citizen complaints processed (Internal Affairs)	--	25	53	40	40
<b>How Well We Do It (Quality)</b>					
Percent of new hires/promotions (Deputy/C.O.) successfully completing probationary period <sup>(1)</sup>	75%	93%	94%	90%	90%
Percent of Deputies and Correctional Officers in compliance with Post and STC requirements	97%	98%	97%	95%	95%
Average hours training received per Deputy/C.O.	16.5	17	18	18	19
Percent of citizen complaints investigated	--	95%	97%	96%	97%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of new hires who are female and/or minority officers	43%	47%	53%	44%	48%
Percent of citizen complaints that are sustained at some level	--	25%	24%	23%	21%

<sup>(1)</sup> Fiscal year time frame vs. 18-month probationary period.

## Professional Standards Bureau (3013P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	10.0	23.0	23.0	27.0	4.0	27.0
Funded FTE	9.7	20.6	20.6	26.8	6.2	26.8
 Total Requirements	3,205,891	3,636,822	4,462,106	6,022,597	1,560,491	6,132,388
Total Sources	1,333,822	1,249,424	1,559,858	1,826,407	266,549	1,826,407
Net County Cost	1,872,069	2,387,398	2,902,248	4,196,190	1,293,942	4,305,981
 NCC Breakdown						
Mandated Services			2,695,847	3,975,158	1,279,311	4,079,581
Non-Mandated Services			206,401	221,032	14,631	226,400

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,196,190 or 69.5%, of which \$3,641,522 or 94.2% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch as well as Peace Officer training, recruitment, background investigation, internal affairs investigation, hiring, and leave, which are currently provided with no specific MOE requirements. Discretionary Services include basic payroll administration, the Liability Reduction Program, and the Crisis Management Unit.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; reductions to Worker's Compensation charges due to a change in methodology; mid-year department position transfers; annualization of mid-year position changes and negotiated labor increases; deletion of one-time equipment purchases; adjustments to operating costs and Public Safety Sales Tax revenue (Prop 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
119,289	1,352,231	0	0	1,287,442	4

#### 2. Emergency Vehicular Operations Training

Revenue from Employee & Public Services for the Risk Management and Sheriff's County Employee Driver Training Program has been reduced by approximately 75%. An estimated 50% reduction in driver training classes offered results in reduced appropriations for instructor wages, fuel, tires and maintenance. This funding adjustment may impact negatively the number of avoidable accidents and damages by County employees with driving duties, from less safe driving techniques due to the absence of advance driver training, increasing liability to the County.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(\$27,500)	(\$27,500)	0	0	0	0

### 3. Peace Officer Standards and Training (POST)- Mandated Training for Patrol Bureau Deputies

An appropriation of \$125,000 for backfill replacement of Patrol Bureau deputies beats, so that the regular beat Deputy can attend mandatory training, will help ensure POST-mandated training compliance while continuing to meet County service obligations. As a result of budget reductions in recent years, the Department has been conducting almost all mandated training on an on-duty basis. While this approach has proved workable in most Sheriff's bureaus, it is not acceptable for the Patrol Bureau, where POST training compliance has dropped to 50% or lower. Pulling deputies off patrol beats to attend training means that the service areas in the County are not patrolled for hours at a time, creating a risk to public safety. Additionally, emergency or priority calls come in during the training time period, requiring the deputies to leave without completing the coursework. This funding adjustment will raise POST compliance to a minimum of 90% while ensuring County communities are adequately patrolled.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
60,000	125,000	0	0	65,000	0

### 4. Standards for Training in Corrections (STC) State Funding

The Governor has restored funding to the State STC Program which funds a portion of mandated training requirements for sworn personnel working in correctional institutions. The Sheriff's Office has received notification of an increase to its STC allocation. These funds will cover tuition, lodging, and some backfill replacement for detention and custody personnel to complete mandated training programs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
110,760	110,760	0	0	0	0

#### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
266,549	1,560,491	0	0	1,293,942	4

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Salaries and Benefits adjustments have been made to meet performance targets: annualization of negotiated increases for all employees bargaining groups, as well as merit increases and higher benefit costs. Operating expenses have been adjusted reflecting negotiated labor increases and inflation. Various revenue sources have been increased based on annual cost adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	109,791	0	0	109,791	0



## Technical Support Services (3015P)

### Program Locator

#### County

#### Criminal Justice

#### Sheriff's Office

#### Administrative and Support Services

#### Professional Standards Bureau

#### ► Technical Services Program

#### Forensic Laboratory

#### Patrol Bureau

#### Investigations Bureau

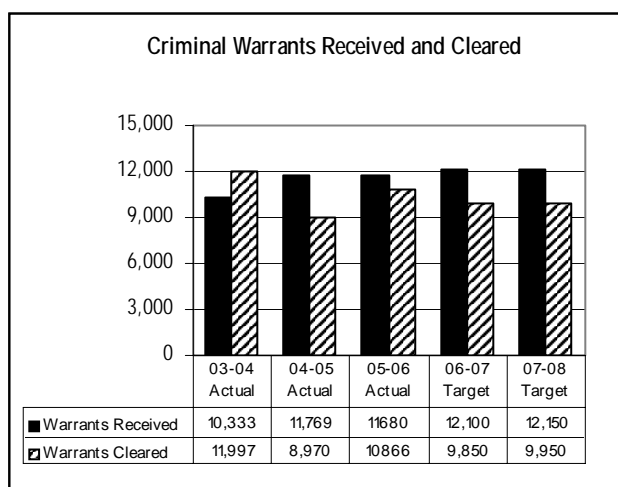
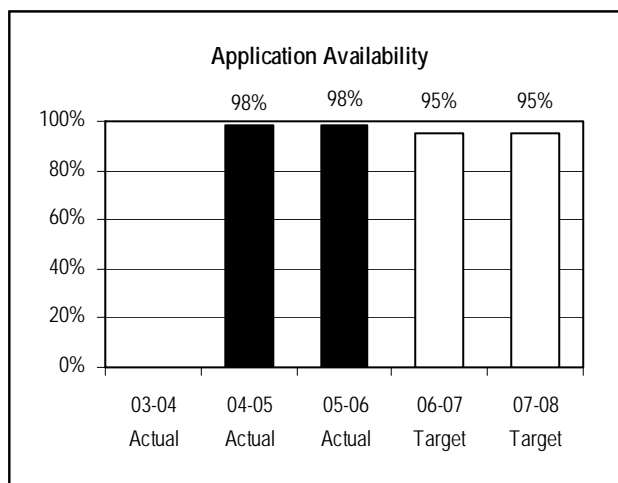
#### Office of Emergency Services

#### Maguire Correctional Facility

#### Custody Programs

#### Court and Security Services

### Headline Measures



### Program Outcome Statement

The Technical Support Services Bureau serves the Sheriff's Office and county law enforcement agencies by providing technical support and network management for criminal justice information systems and databases; providing efficient criminal records administration and research; and managing property and evidence to support informed and effective administration of criminal justice services and to help ensure the safety of law enforcement officers in the field.

### Services and Accomplishments

The Technical Support Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a responsive, effective and collaborative government by supporting department efforts in three areas: Information Technology project management and support, Criminal Records administration, and Property and Evidence management. The Technical Services Unit manages and supports technology for the Sheriff's Office, Coroner's Office, and the Countywide Message Switch System, which allows staff to carry out daily tasks and achieve departmental priorities. The Criminal Records unit maintains criminal and public records, including criminal arrest warrants and crime reports occurring in the unincorporated areas and the incorporated cities/towns of Millbrae, Brisbane, Half Moon Bay, Woodside, and Portola Valley 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 testimony to support court purposes.

The following were major accomplishments in the prior year:

- Completed the first Sheriff's Office Technology Projects Plan
- Implemented a new document imaging system
- Finished the Mobile Data Computer (MDC) project, implementing wireless computers in Patrol vehicles to access critical law enforcement databases
- Moved all critical networking and computing equipment for the Sheriff's Wide-Area Network (WAN) to the County Data Center
- Commenced implementation of a major upgrade to the jail mug shot system, which will make photos available to all county law enforcement agencies
- Assumed responsibility for Millbrae criminal warrants
- Participated in the San Mateo County Online Records Exchange project (SM-CORE) to implement countywide police access to criminal record information
- Completed a records retention study which resulted in shredding of over 3,500 paper files and related documents
- Provided fingerprinting services to 7,400 County job applicants

### Story Behind Performance

The Technical Services Unit continues to work on several key technology projects as well as the day-to-day support of technology

in the Sheriff's Office. In the current year the department identified and prioritized technology projects as it developed its first annual Sheriff's Office Technology Projects Plan. The goals of these projects are to enhance the delivery of service by the Sheriff's Office and improve the security of data within the Sheriff's Office.

A number of significant technology projects are underway, including the next phase of the mobile data computer project, which will install software and wireless access on the installed computers, to allow Deputies access to both State databases such as DMV, CLETS, NCIC, as well as local databases through the LawNet network. This effort will improve officer safety and effectiveness in field patrol assignments. Other key projects include upgrading the Jail mug-shot photo ID system and putting this system on LawNet for access by other County police agencies to help identify suspects; and upgrading the old, out-moded Sheriff's Office File Magic document imaging system to a new platform, FileNet, which is supported by County ISD for all County departments.

Additionally, the entire Sheriff's Server network was migrated to a secured pod within the County Data Center. This move provides a physically secured and climate-controlled environment for the Sheriff's critical law enforcement network and supported software systems.

The Records Bureau continues to make paper-based information available electronically to authorized persons in the Sheriff's Office and to function as the custodian of records for the Sheriff's Office and five contract jurisdictions. The Sheriff's Office continues to be the primary applicant fingerprinting service in San Mateo County, with 7,400 job applicants served annually. A major effort was made by police departments across the County to clear out old warrants from the Automated Warrant System, which resulted in a steadily decreasing total number of warrants maintained. Beginning in 2005-06, that trend has leveled out due to an increase in new warrants received. It is believed this increase is related to the larger phenomena of an increase in the County crime rate, due to rising gang violence and robberies, which in turn has resulted in more arrest warrants.

**Major challenges over the next two years will be:**

- To reconfigure the Sheriff's Office network to comply with the California Department of Justice security requirements
- To expand on the use of Mobile Data Computer (MDC) equipment in Sheriff's vehicles by expanding the databases and programs available on the MDC computers
- To migrate the Criminal Justice Information System (CJIS) from the old mainframe to a networked environment, and to design a project plan for the eventual acquisition and implementation of a new Jail Management System

## Program Objectives

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

### Maintain the Percent of Criminal Warrants Cleared by County Criminal Justice Agencies

- Communicate and collaborate with other departments and agencies through the quarterly Automated Warrant System (AWS) Warrant Status Report provided to all County law enforcement agencies
- Seek additional contract opportunities to provide cost-effective, centralized warrant services under contract to County police agencies, by June 2007
- Integrate the new document imaging system into daily Records Unit operations and Investigations operations by December 2006

### Complete or Initiate Technology Improvements Within Identified Timelines

- Complete on-site laboratory implementation of the Forensic Laboratory Information System by June 2007
- Develop a strategic plan for replacement of the current Message Switch computer hardware by April 2007
- Complete the Criminal Justice Information System (CJIS) Mainframe Transition Strategic Plan by September 2006
- Complete the reconfiguration of the Sheriff's Office network to meet the California Department of Justice trusted network security requirements by October 2006
- Upgrade the photo-image system hardware and software by June 2007

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
The number of users supported:					
- Sheriff's Office	-	675	719	682	685
- Coroner's Office	-	15	20	20	20
- Millbrae PD	-	30	33	19	20
Number of Message Switch System user agencies served	35	34	35	35	35
The number of PCs supported:					
- Sheriff's Office	-	480	522	485	490
- Coroner's Office	-	15	16	16	16
- Millbrae PD	-	25	43	25	26
Number of Job Applicants fingerprinted	6,743	7,437	7,081	7,400	7,450
Number of criminal warrants:					
- Total Maintained	26,266	26,019	26,247	26,000	25,500
- New Warrants Received	10,333	11,769	11,680	12,100	12,150
<b>How Well We Do It (Quality)</b>					
Application Availability	--	98%	98%	95%	95%
Total TSU Help Desk Calls	--	595	900	1,150	1,200
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of criminal warrants cleared by County criminal justice agencies	11,294 / 31%	8,970 / 24%	10,866 / 29%	9,850 / 30%	9,950 / 30%
Percent of Help Desk Calls Closed	--	96%	95%	95%	95%

## Technical Support Services (3015P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	28.0	28.0	28.0	28.0		28.0
Funded FTE	28.0	28.0	28.0	28.0		28.0
 Total Requirements	4,351,420	3,817,393	4,546,193	3,985,713	(560,480)	4,009,274
Total Sources	1,152,159	833,395	1,422,972	863,197	(559,775)	855,697
Net County Cost	3,199,262	2,983,998	3,123,221	3,122,516	(705)	3,153,577
 NCC Breakdown						
Federal Grants Match			161,562	39,280	(122,282)	
Local Grants Match			308,985	319,799	10,814	332,590
Mandated Services			2,102,453	2,234,643	132,190	2,293,545
Non-Mandated Services			550,221	528,794	(21,427)	527,442

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,122,516 or 78%, of which \$2,652,674 or 84.9% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch as well as Criminal Records and Property and Evidence management, currently provided with no specific MOE requirements. Non-discretionary services represent the County's matching requirements for the RMS and COPS Technology grants, and specific MOE requirements for the CAL-ID and Message Switch system Joint Powers authority programs. Discretionary services include department-wide technical IT and project support services.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Current Year Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; deletion of one-time grant expenditures and related revenues for the Records Management System and Patrol Car Mobile Data Terminal projects; adjustments in operating costs and Public Safety Sales Tax revenue (Prop 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(559,775)	(548,846)	(11,634)	0	(705)	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Salaries and Benefits adjustments have been made to meet performance targets: annualization of negotiated increases for all employees bargaining groups, as well as merit increases and higher benefit costs. Operating expenses have been adjusted reflecting negotiated labor increases and inflation. Various revenue sources have been increased based on annual cost adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	37,716	0	0	37,716	0

## Sheriff's Forensic Laboratory (3017P)

### Program Locator

#### County

#### Criminal Justice

#### Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Technical Services Program



#### Forensic Laboratory

Patrol Bureau

Investigations Bureau

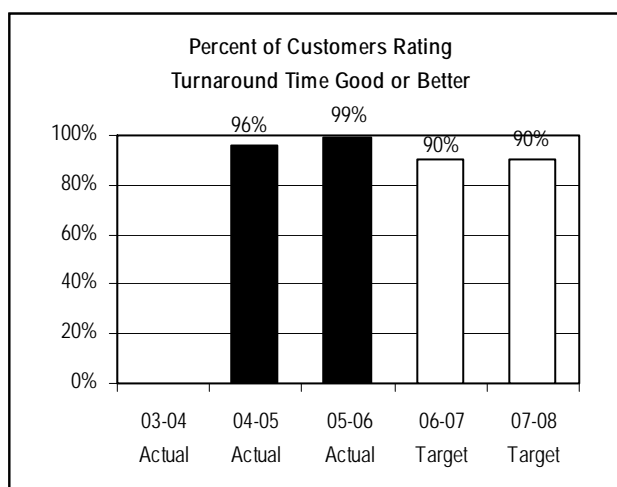
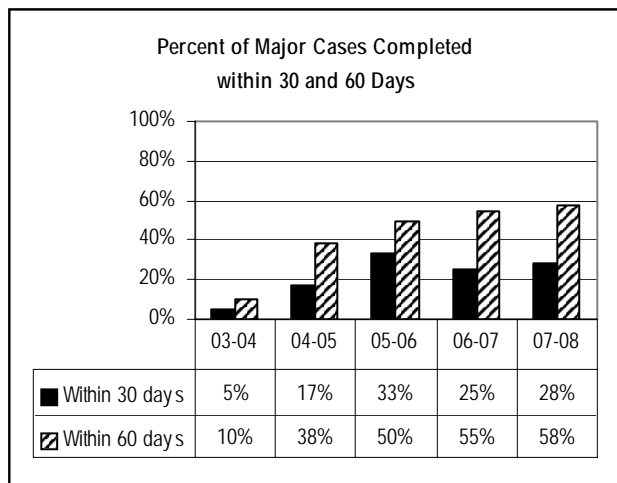
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

### 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 results in professional conclusions and expert testimony to support the investigation and adjudication of alleged criminal activity and to ensure public safety.

### Services and Accomplishments

The Forensic Laboratory contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by ensuring proper evaluation and analysis of evidence collected at a crime scene, which is instrumental to the investigation, solution and prosecution of crimes. Forensic laboratories make critical and cost effective contributions to law enforcement. Timely identification or elimination of suspects improves the quality of justice and saves countless hours of investigative time that would otherwise be spent on circumstantial evidence, or following false leads. These activities directly help maintain and enhance the safety of residents and visitors; assist vulnerable portions of the population to achieve a better quality of life; and help children to grow up in safe neighborhoods.

The following were major accomplishments in the prior year:

- Successfully completed the FBI-DNA Advisory Board's Audit allowing the Laboratory entry to the National CODIS DNA Database
- Continued collaboration with the Santa Clara County Forensic Laboratory and private laboratories
- Cross-trained professional staff to help achieve better turn around times on casework and ensure staff depth in critical service areas
- Established a forensic fieldwork training program for local agencies
- Instituted a seven-day follow-up protocol for all major case crime scene call outs

### Story Behind Performance

The most significant accomplishment in the current year has been the successful inspection of the Forensic Laboratory by the FBI-DNA Advisory Board, an audit which is the final step on the accreditation process to allow the Laboratory to enter DNA Profiles into the National CODIS DNA Database. This will have a major positive impact on suspect identification, which will increase over time as the CODIS database grows with additional records.

The Laboratory has continued to maintain a strong relationship with the Santa Clara County Laboratory and Redwood Toxicology Laboratory, a private toxicology laboratory, to obtain quicker analysis results at better economic value. 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 a strain on crime victims and

their families. Delays can also cause release of offenders who may re-offend while awaiting trial.

In an effort to meet the timely demand for service, the Laboratory implemented a cross-training program to ensure that each member of the staff is able to work to their full capacity and contribute as a team to handling the lab's incoming workload. This is critical when staff are called away to respond to crime scenes, lengthy trials, or are absent from the Lab for extended periods. Ongoing training has been supported by State grants.

This year marked the second completed year of "Fee for Service" charges to Laboratory customers. The Director meets regularly with user agencies to ensure the Lab is meeting their needs. A 24/7 help line was implemented to assist agencies in the field who have questions about the collection or preservation of evidence. Formal training was provided for user agencies on how to use the Drager Breath Alcohol instrument. The Laboratory sponsored a well known criminalist to conduct a Crime Scene Evidence Collection Course which allowed Laboratory staff and local law enforcement to meet and work in a collaborative manner while learning new skills. As part of a continuing outreach program, a number of specialized field-related trainings were conducted for detectives, police patrol officers, and police evidence technicians.

During the past year a new procedure for all major crime scene cases was implemented. Within seven days of an event all of the involved agencies are brought together to triage the processing of evidence collected at the crime scene. These meetings have been successful in opening lines of communication while allowing for better use of limited resources and reducing the cost of analysis.

These improvements have resulted in a significant increase in the percentage of major crime analyses completed within 30 and 60 days. The number of cases received – particularly the alcohol and drug-related cases, has decreased moderately in the past two years due to a targeted education effort with City police agencies and the District Attorney's Office, to screen out referral of those cases where insufficient presenting evidence exists to predict a successful conclusion to the case. These cases in the past magnified the Laboratory's workload with no real value-added to the criminal justice community, and created large work backlogs which the Laboratory is only now finally starting to eliminate. The new Fee for Service schedule has also helped to discourage referral of non-productive cases to the Laboratory. While the Lab is handling fewer cases, the cases are of a higher quality and the time spent on them is more productive for the entire criminal justice community. It is projected that caseloads will now stabilize at this new level, with slight upward growth in future years. Turnaround times may decrease slightly due to a large number of new staff, and existing workloads, but will stay within the targeted turnaround goals.

The Laboratory continues to search for sources of revenue, either through grants for equipment, case backlog reduction, or training; or by exploring contracts with new agencies to reduce expenses to the County of San Mateo.

#### Major challenges over the next two years will be:

- To maintain laboratory accreditation in all future reviews
- To implement a new Laboratory Information Management System (LIMS)
- To continue to improve evidence processing turnaround times, as per published laboratory customer service goals
- To increase interaction between Laboratory staff and partners in the criminal justice system through joint training programs and collaborative case management protocols
- To develop a full-service DNA analysis function internally within the laboratory capable of handling all routine DNA evaluation
- To seek additional Lab revenue through contract opportunities with other agencies

#### Program Objectives

The Forensic Laboratory will meet performance targets by doing the following:

##### Complete Lab Casework for 55% of Major Cases within 60 Days

- Develop a full-service in-house DNA laboratory analysis function by June 2007
- Complete an analysis by December, 2006, to determine the most stable, cost-effective and responsive resource for forensic firearms and Gunshot Residue (GSR) analysis, including whether this function should be done in-house or contracted out
- Continue cross training of staff in criminalistic, forensic, toxicology, and fingerprinting specialties on an ongoing basis
- Continue working with county Criminal Justice agencies to reduce and refine the amount of evidence submitted for examination per case through direct outreach and through regular police officer training programs

##### Explore Opportunities for Additional Revenue

- Complete a review of existing services, equipment and staffing needs to target revenue sources by September, 2006
- Seek an additional \$100,000 per year, or more, in forensic science grant opportunities in FY 2006-07 and 2007-08
- Seek out cities outside of San Mateo County in need of contract laboratory services, and determine if the laboratory can cost-effectively provide desired contract services with a resulting net income growth for the lab

Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of major cases received	1,360	1,378	1,050	1,200	1,200
Number of alcohol cases received	1,245	1,966	1,025	1,250	1,280
Number of drug cases received	2,585	3,552	2,171	2,100	2,150
<b>How Well We Do It (Quality)</b>					
Major cases:					
- Average turnaround time (in days)	-	72	41	50	47
- Percent completed in less than 30 days	5%	17%	33%	25%	28%
Percent completed in less than 60 days	10%	38%	50%	55%	58%
Alcohol cases:					
- Average turnaround time (in days)	4	3	3	3	3
- Percent reported within 24 hrs of receipt	5%	23%	25%	25%	28%
- Percent reported within 72 hrs of receipt	98%	93%	98%	90%	90%
Drug cases:					
- Average turnaround time - days	3	3	4	3	3
- Percent reported within 48 hrs of receipt	40%	62%	33%	45%	45%
- Percent reported within 120 hrs of receipt	85%	96%	87%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of customers rating turnaround time as good or better <sup>(1)</sup>	--	98%	99%	90%	90%
Percent of customers rating forensic laboratory services as good or better <sup>(1)</sup>	--	98%	100%	90%	90%

<sup>(1)</sup> Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.



## Sheriff's Forensic Laboratory (3017P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	26.0	29.0	29.0	32.0	3.0	32.0
Funded FTE	25.8	28.7	28.7	32.0	3.3	32.0
 Total Requirements	4,747,544	5,475,487	5,153,379	6,325,447	1,172,068	6,103,031
Total Sources	3,425,480	3,846,888	3,635,901	4,632,779	996,878	4,342,779
Net County Cost	1,322,064	1,628,599	1,517,478	1,692,668	175,190	1,760,252
 NCC Breakdown						
Federal Grants Match			226,463	300,699	74,236	282,770
Local Grants Match			1,193,141	1,220,866	27,725	1,257,491
Mandated Services			97,874	171,103	73,229	219,991

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,692,668 or 26%, of which \$70,817 or 4.4% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch. Other Mandated Services include Blood Alcohol analysis for law enforcement agencies, currently provided with no specific MOE requirements. While not statutorily mandated, a County-City cost-sharing arrangement established in FY 2003-04 by the Crime Lab Executive Steering Committee commits the County to matching city fees-for-service, but with no specified MOE. Non-discretionary services represent the County's matching requirements for federal JAG grant and State CAL-ID program funding.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Current Year Revised Budget to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; deletion of one-time capital improvements; adjustments to operating costs and Public Safety Sales Tax revenue (Prop 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
94,809	269,999	0	0	175,190	0

#### 2. Contract for Services to the City Of Vallejo

The City of Vallejo will contract with the San Mateo County Sheriff's Forensic Laboratory for services. An annual contract will fund one Criminalist II position, contract specialized services and additional laboratory supplies. This funding adjustment contributes to the program priority to explore opportunities for additional revenue

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
150,000	150,000	0	0	0	1

**3. CAL – ID Forensic Property Officer**

A second position of Laboratory Property Officer will be funded by CAL-ID funds. This position is needed to cover the increased handling of evidence as well as transportation of evidence. Having two positions allow an overlapping coverage of 10-12 work days during peak periods. The position cost is fully offset by CAL-ID fund revenues. This funding adjustment contributes to improving evidence processing turnaround times, one of the laboratory's customer service goals.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
86,795	86,795	0	0	0	1

**4. Forensic Laboratory Specialist position**

A Forensic Laboratory Specialist I will be added to the Latent Prints Unit, which accounts for 60% of the Laboratory's requests for services, reducing turnaround time and to build needed resources. A federal Congressional earmark of funds will cover the cost of this position in the first year and a NIJ CITA (federal, Congressional) grant will fund this position in the second year. After two years, ongoing funding (laboratory fees or other grants) will be identified for this position. This funding adjustment contributes to the program priority to complete lab casework for 55% of major cases within 60 days.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
98,723	98,723	0	0	0	1

**5. Forensic Laboratory Technology Upgrades**

A federal Congressional appropriation will fund the costs of lab equipment, software upgrades and other related improvements for the San Mateo County Sheriff's Forensic Laboratory. This funding adjustment contributes to maintaining laboratory accreditation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
493,322	493,322	0	0	0	0

**6. DNA Backlog and Capacity Enhancement**

Two federal grants will fund an extra help laboratory aide position to assist with activities related to DNA case preparation work, results documentation and reporting, and additional DNA processing equipment. This funding adjustment contributes to developing a full-service DNA analysis function capable of handling all routine DNA evaluation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
73,229	73,229	0	0	0	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
996,878	1,172,068	0	0	175,190	3

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Salaries and Benefits adjustments have been made to meet performance targets: annualization of negotiated increases for all employees bargaining groups, as well as merit increases and higher benefit costs. Operating expenses have been adjusted reflecting negotiated labor

increases and inflation. Reductions have been made in existing grant appropriations and revenues reflecting that portion of the grants which have been expended on one-time capital improvements and equipment purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(290,000)	(222,416)	0	0	67,584	0

## Patrol Bureau (3051P)

### Program Locator

#### County

#### Criminal Justice

#### Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory



#### Patrol Bureau

Investigations Bureau

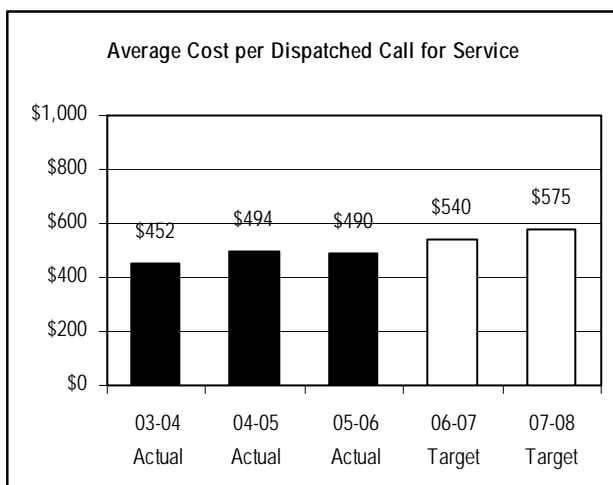
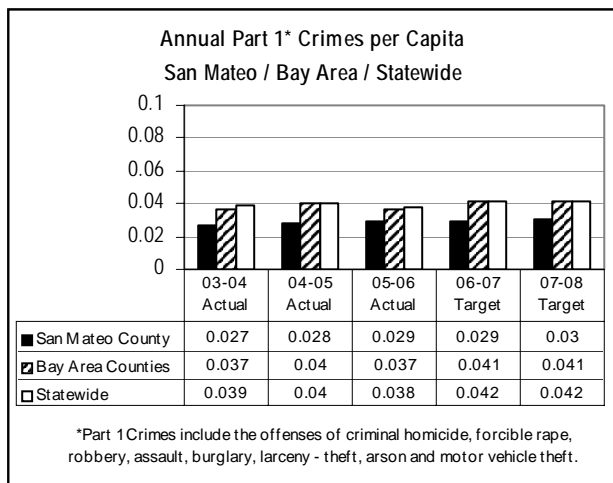
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

### Headline Measures



### 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 contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing general law enforcement services to the unincorporated areas of the county, and within seven contract jurisdictions, including various levels of service to the police departments of Millbrae and East Palo Alto, full police services within the Towns of Woodside and Portola Valley, supplemental policing services to County Service Areas One and Eight, and transit police services for SamTrans/JTPA Transportation District. The Bureau is comprised of Headquarters Patrol (serving Bayside areas); Coastside Patrol (serving all coastal beats); Transit Police Operations; Canine Officer Services; and the Sheriff's Motorcycle Unit. The Patrol Bureau incorporates a strong community policing philosophy into all services and activities provided. This facilitates a sense of partnership with the communities and customers served.

Under contract with the San Mateo Transit District (SamTrans), the Sheriff's Transit Police Operations Unit provides law enforcement and investigative services for the District's municipal bus system and the Caltrain Peninsula Corridor commuter railroad. Combined, these systems transport approximately 80,000 passengers on more than 300 buses and 100 railcars daily throughout San Francisco, San Mateo, and Santa Clara counties, operating seven days per week and including 22 high-speed "baby bullet" trains operating on 81 miles of track.

The following were major accomplishments in the prior year:

- Expanded Caltrain security services to seven-days-per-week
- Established a service contract with the Millbrae Police Department for supplemental patrol beat activities and extended patrol beat relief for the City of East Palo Alto
- Provided temporary supplemental patrol services to Daly City, Menlo Park and East Palo Alto under Mutual Aid provisions
- Completed Mobile Data Computer installation for all patrol cars and trained Patrol Deputies in their use
- Added a Sheriff's Lieutenant position to the SamTrans contract to provide on-site administrative and management functions and two Deputies with Explosive Ordinance Detection (EOD) canines for train and station security
- Completed Patrol Deputy long-rifle capability installation in patrol vehicles and training through the Firing Range
- Re-engineered the Juvenile Diversion Program in conjunction with the Investigations Bureau, to have home visitations and on-

campus follow-ups for the program completed by School Resource Deputies

- Installed new consoles and light bars for all patrol vehicles and improved trunk radio reception with installation of three additional repeaters at key communication sites, as well as the Hall of Justice Transmitter project
- Purchased new moving radar units for motorcycles and patrol vehicles assigned in contract towns and secured funding for installation of video systems for 12 patrol cars

### Story Behind Performance

The crime rate in San Mateo County continues to be lower than in the neighboring Bay Area counties and statewide. The number of major crimes (crimes against persons and significant property-related crimes) in FY 2004-05 (most recent year available from the State Department of Justice) was 20,093, which has increased for the first time in five years. However, the San Mateo County crime rate remains lower per capita than the surrounding major Bay Area counties. The number of major crimes per capita for the county is .029 compared to .040 for the eight Bay Area counties and statewide. For early 2006, indicators both within and outside the county indicate crime rates are rising. In the City of East Palo Alto gang-related shootings and deaths are a common weekend occurrence. Increased gang activity and gun-related crimes, armed robberies, and violence have also been reported in several Peninsula cities and in unincorporated county areas, such as North Fair Oaks. In the current year, the Sheriff's Office has responded to eleven requests from Peninsula cities for temporary mutual aid support, ranging from assistance with special events; to providing shift relief to allow a department to grieve a fallen officer; to assistance with major street sweeps to control street gang violence. Assisted jurisdictions include the cities of Millbrae, Daly City, Pacifica, Half Moon Bay, Menlo Park and East Palo Alto. The Sheriff's Office remains committed to working with all communities in the county to prevent and detect crime and to apprehend criminals.

Response times for priority (emergency) service calls range from 3:25 minutes in urbanized service areas to 10:59 minutes in rural service areas. Urbanized response times are projected to continue moderately increasing due to increasing traffic congestion and static staffing levels. Coastside and rural response times vary by location and have also increased slightly, but are expected to vary less than urban areas. Transit response times are longer because of the much wider geographic area covered, and because often the scene of response (train or bus) is also moving as the Deputy is responding. With the addition of two new Deputies, it is hoped that a minute or two can be shaved off current response times.

The number of dispatched calls for Sheriff's Patrol service is projected to increase to 58,880 from 57,662 in the prior year due to crime trends and increased population in urbanized areas. The number of citations issued is projected to decrease due to staffing vacancies. Parking citations have also decreased due to the elimination of a Community Service Officer, as well as increased duty responsibilities for remaining CSO positions.

The number of dispatched calls for Transit Police service has grown steadily and is expected to be well over 5,000 in the current year. Transit police citations have increased to approximately 6,500 annually, due to the addition of Transit Special Enforcement Officers, who writes citations for fare violations on-board, as well as issuing parking citations at the train stations. These citations generate approximately \$185,000 annually in revenue to the District, and have helped improve safety, parking congestion, and responsible ridership. The District has switched from Amtrak Police to the Sheriff's Office for all special event transportation security for major league sporting events, concerts, and public affairs; this has impacted some workload statistics such as arrests and average response times. Additionally, as a result of the terror attacks in London and intercepted threats against U.S. cities, urban public transit systems have remained on orange or yellow alert for a year, which has placed heavy demands on existing Transit Police staff. As a result of increased public awareness and a directed publicity campaign by the District, there has been a marked increase in the number of callers using the 1-877-SAF-RAIL hotline developed by the Transit Police unit approximately three years ago.

### Major challenges over the next two years will be:

- To address growing gang-related violence in collaboration with the Sheriff's Office Street Crimes Unit, county-wide Gang Task Force, CHP and local police departments
- To address the need for a counter-terrorism training program for public transit train crews, bus operators, and other key personnel
- To address the issue of day workers congregating on streets and sidewalks in the North Fair Oaks area, creating traffic problems and interfering with local merchant business access
- To address the need for improved community outreach and ongoing communication and meetings with homeowners associations, as identified in community stakeholder meetings
- To improve traffic enforcement in congested unincorporated areas and explore the expansion of traffic services in designated County Service Areas
- In conjunction with the Office of Emergency Services, to address the need for improved community disaster preparedness and stakeholder desires for additional neighborhood CERT (Community Emergency Response Team) teams
- To improve the investigative capability of the Transit Police Unit to respond to, and identify suspects in gang incidents on buses, and help reduce train-related fatalities
- To address the request from merchants and residents for increased foot patrols by Deputies along Middlefield Road and Fifth Avenue in North Fair Oaks, within existing limited staffing resources

## Program Objectives

The Patrol Bureau will meet performance targets by doing the following:

### Reduce Gang-Related Violence

- Work collaboratively with the Sheriff's Street Crime Unit in East Palo Alto to reduce gang-related street violence
- Develop and implement a protocol to share gang intelligence with the Countywide Gang Task Force by September 30, 2006
- Develop a gang incident tracking system through the Gang Intelligence Unit to maintain vital statistics and help establish future performance measures related to gang incidents reduction
- Assign more Spanish speaking deputies to North Fair Oaks and increase the visibility of patrol presence
- Work with a facilitator to develop a Patrol Bureau Gang Prevention Plan, including components for school and community outreach, expanded graffiti abatement, community involvement in reporting gang activities, partnerships with other police departments, and high-profile enforcement in targeted areas
- Continue to pursue funding opportunities to increase gang prevention-focused enforcement
- Explore opening a substation in Pescadero and present a plan to the community by March, 2007
- Increase Sheriff's presence at the Moonridge housing development by implementing a full substation by December 31, 2006

### Implement a Day Worker Center in North Fair Oaks and Reduce Number of Day Workers Loitering in the Community

- Work in partnership with local businesses to increase employer participation in a successful Day Worker program
- Implement the Day Worker Ordinance, including a community and day worker education program, by Summer, 2006
- In conjunction with the selected final Day Worker Center operator, develop a formal and specific day worker daily outreach plan, by September 30, 2006
- Track statistics and report back to the Board on the implementation and results of the Ordinance, at the June, 2007 Budget Hearings

### Improve Traffic Enforcement and Transit Patrol Service Levels

- Continue to work in partnership with CHP on enforcement issues in unincorporated areas, utilizing more radar and speed trailers
- Complete a plan for expanded traffic enforcement in County Service Areas One and Eight by October 31, 2006
- Increase traffic enforcement in Woodside, Portola Valley and Eichler Highlands with strategic patrolling at certain times and locations to prevent crime and address traffic enforcement issues
- Continue to participate in countywide Avoid 23 DUI details throughout 2006-07 and 2007-08
- Develop and implement a plan to expand the use of the Sheriff's Motorcycle Unit for traffic enforcement operations

- Work with the County Manager's Office and the Board of Supervisors to identify a plan and funds to add a designated patrol deputy in the Crystal Springs area when the Youth Services Center opens
- Implement expanded transit EOD patrol service on-board Caltrain and at train stations throughout the corridor

### Improve Community Outreach

- Continue communications with homeowner associations and other agencies in the community; conduct community dialogue meetings and promote community policing philosophy; and increase education efforts on prevention via community newspapers, email distribution lists and a telephone call system
- Work with the County Manager's Office and other front-line County agencies to establish a plan for formal, multi-agency Community Meetings in the major unincorporated area communities

### Respond to Stakeholder Concerns for Increased Visibility of Sheriff's Patrol Services and Improved Community Traffic Enforcement

- Increase traffic signage in key roadways and intersections
- Increase and post hours that substations are open to the public
- Maintain consistent assignment of patrol Deputies for improved communication with local residents and better knowledge of community issues and "hot spots"
- Assist communities with development of local CERT disaster preparedness groups, in conjunction with OES
- Develop a plan for increased information-sharing on Registered Sex Offenders living in communities, particularly near schools
- Participate in community activities, including Sheriff's Activity League events and the July 4<sup>th</sup> Parade, and to assist in re-starting the North Fair Oaks Community Festival

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of dispatched calls for service:					
- Patrol Services	59,999	57,662	57,831	59,450	60,000
- Transit Police	--	4,310	4,975	5,450	5,570
Number of citations issued:					
- Patrol Services	11,185	11,453	9,189	11,000	11,200
- Transit Police	--	5,918	6,250	6,560	6,800
Number of total traffic activities by Patrol Deputies (non-citation)	16,096	15,298	16,681	15,250	15,500
Number of Right-of-Way trespassing interventions annually (CalTrain)	--	115	120	130	138
<b>How Well We Do It (Quality)</b>					
Average response time for priority dispatched calls (in minutes):					
- Urbanized service areas	2.64	3.2	3.3	3.45	3.65
- Rural service areas	9.67	9.6	10.49	11.0	11.0
- Transit (system-wide 3 counties)	--	21.0	18.2	17.5	17.0
Number of Transit-related Arrests	--	164	150	170	185
Average cost per dispatched Patrol service call	\$452	\$494	\$490	\$540	\$575
<b>Is Anyone Better Off? (Outcome)</b>					
Annual number of Part 1 crimes	19,158	20,093	21,226	21,060	21,440
Annual Part 1 crimes per capita:					
- San Mateo County	.027	.028	.029	.030	.031
- Eight Bay Area counties	.037	.040	.037	.037	.037
- Statewide	.039	.040	.038	.038	.038
Number of on-board assaults annually:					
- CalTrain commute trains	---	8	6	6	5
- SamTrans buses	---	7	7	6	6
- Total Assaults	---	15	13	12	11

## Patrol Bureau (3051P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	97.0	100.0	100.0	101.0	1.0	101.0
Funded FTE	97.5	99.0	99.0	101.0	2.0	101.0
 Total Requirements	18,322,637	20,095,138	18,744,815	21,314,581	2,569,766	21,754,964
Total Sources	11,366,037	11,933,756	11,568,666	12,196,350	627,684	12,195,350
Net County Cost	6,956,600	8,161,383	7,176,149	9,118,231	1,942,082	9,559,614
 NCC Breakdown						
State Grants Match			279,649	85,268	(194,381)	90,614
Local Grants Match			172,930	289,289	116,359	307,427
Mandated Services			6,179,151	8,057,669	1,878,518	8,486,301
Non-Mandated Services			544,419	686,005	141,586	675,272

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$9,118,231 or 42.8%, of which \$6,880,142 or 94.8% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch as well as basic Sheriff's Patrol services and the Bomb Squad which are provided with no MOE requirement. Non-Mandated services includes the School Resources Program, Sheriff's Activities League after-school enrichment programs, Community Policing services, and the Countywide SWAT and Hostage Negotiations Team. Non-discretionary services represent the County's MOE requirement for the Avoid-the-23 DUI Grant, and local grants for school resources and community policing services.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised Budget to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; deletion of one-time equipment purchases; adjustments to operating costs and Public Safety Sales Tax revenue (Prop 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
449,874	1,831,706	0	0	1,381,832	(1)

#### 2. Sheriff's Overtime

A workgroup consisting of staff from the Sheriff's Office and the County Manager's Office has spent the past two months performing an analysis of the Sheriff's Office overtime and relief situation, including the Department's budget; overtime usage by division; mandated post requirements; operational practices in not filling shift vacancies; current vacancies; the recruitment, hiring and training timelines for filling vacancies; and what ultimately makes more sense – increasing overtime appropriations or adding new staff. Based on the analysis to date, the recommendation is to move forward with the filling of the nine relief pool positions added in last year's budget and adding \$1.4 million total in overtime appropriations to provide additional relief flexibility. This funding adjustment represents the portion of the \$1.4 Million for Patrol. The



balance of the increase is in the Maguire Correctional Facility. During the course of the year, the workgroup will meet on a monthly basis to monitor the use of overtime and the impacts that the nine positions have on reducing overtime expenditures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	560,250	0	0	560,250	0

### 3. Woodside Motorcycle Patrol Officer

A Deputy Sheriff and support motorcycle patrol service resources is added at the request of the Town of Woodside to provide designated Motorcycle Patrol under the Sheriff's Office Police Services Contract with the Town.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
178,810	178,810	0	0	0	1

### 4. Public Service Assistant Position for North Fair Oaks Substation

A Public Service Assistant will be added to provide receptionist and community information services to the public at the North Fair Oaks Substation, which is heavily visited by the public and used for community meetings and functions. This position will be funded through ongoing reductions in extra help, overtime and contract expenses. This funding adjustment contributes to the program priority to improve community outreach, and directly responds to concerns raised by citizens in the January, 2006 OBM Stakeholder meetings.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	0	0	1

### 5. North Fair Oaks Community Meeting

Funding has been appropriated for a Community meeting in October with North Fair Oaks/Middlefield Business Merchants and residents on proposal to install parking meters/traffic enforcement and add one Community Service Officer. The cost of this meeting will be transferred from County Service Area No.8.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,000)	(1,000)	0	0	0	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
627,684	2,569,766	0	0	1,942,082	1

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

### 6. Adjustments to Provide Current Level of Services

Salaries and Benefits adjustments have been made to meet performance targets: annualization of negotiated increases for all employees bargaining groups, as well as merit increases and higher benefit costs. Operating expenses have been adjusted reflecting negotiated labor increases and inflation. Various revenue sources have been increased based on annual cost adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	456,979	0	0	456,979	0

## Investigations Bureau (3053P)

### Program Locator

#### County

#### Criminal Justice

#### Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau



#### Investigations Bureau

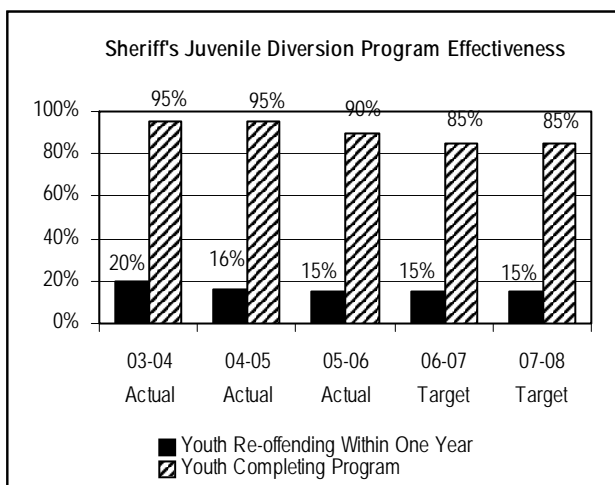
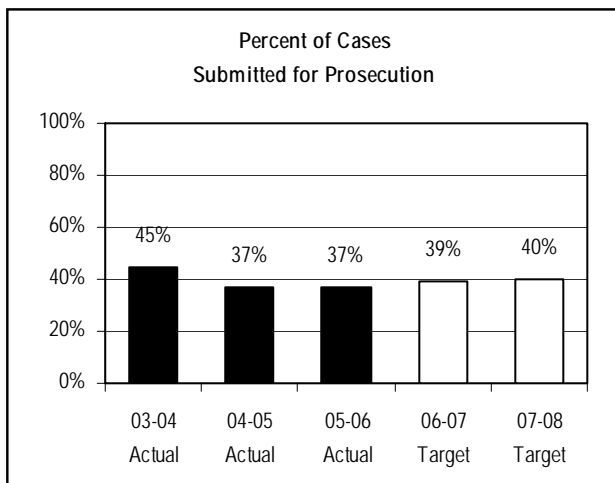
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

### 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 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 to reduce recidivism and promote stronger families.

### Services and Accomplishments

The Sheriff's Investigations Division contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing law enforcement investigative services for the unincorporated areas and contract cities in the county and specialized investigative support to criminal justice agencies through countywide and area-wide collaborative partnerships. The task force units providing specialized investigative support 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), the Joint Terrorism Task Force (JTTF), and the Countywide Gang Intelligence and Investigations Unit.

In addition, the Investigations Division administers the Sheriff's Juvenile Diversion Program designed to prevent juvenile crime and educate parents.

The following were major accomplishments in the prior year:

- Established a Countywide Gang Intelligence and Investigations Unit to provide a coordinated and sustained approach by local law enforcement to gang suppression
- Transitioned Investigative Services from the Sheriff's Regional Investigations Bureau to the East Palo Alto Police Department and created the Sheriff's East Palo Alto Street Crime Suppression Unit
- Established a Cold Case Squad within the Major Crimes Unit to re-open and investigate unsolved homicide cases
- Improved coordination of investigation and enforcement efforts between Probation and Countywide Narcotics Task Force (CNTF) to apprehend probationers involved in drug trafficking
- Implemented a modified stipend schedule for city police department to contribute full-time officers to CNTF to help ensure ongoing fiscal stability
- Concluded a six-month investigation in East Palo Alto with the federal Drug Enforcement Administration
- Conducted inspections of auto businesses in coordination with State agencies, resulting in a large number of increased fines for participating cities and the Task Force

## Story Behind 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. All counties are required to submit clearance rate statistics to the State of California and at an estimated 45%, the Investigations Division continues to maintain a clearance rate well above the estimated State average of 28%. Staff turnover due to budget reductions in the past two years has stabilized and as a result, the Bureau estimates that the percent of all cleared cases submitted for prosecution for FY 2006-07 will increase.

The number of investigations and arrests made by multi-jurisdictional task forces decreased from last year due to significant personnel changes. The Narcotics and Vehicle Theft Task Forces, which consistently produce the Bureau's highest percentage of investigations and arrests, experienced major staffing changes due to promotions, transfers, and standard rotations of City officers out of and into the Unit. The productivity and success of these specialized fields of law enforcement can be directly attributed to the tenure and experience of personnel assigned, and there is a significant lead time required for new agents to be trained to conduct investigations and field operations safely and effectively. During FY 2005-06, the turnover of positions in the Task Forces included the Commander, three Special Agent Supervisors, eight Special Agents, and one Legal Office Specialist. The Narcotics Task Force also initiated several long term investigations of organized trafficking rings, some in conjunction with federal or state agencies, which may not produce reportable success for an extended period of time.

Juvenile diversion services and parent education continue to be a priority. The Juvenile Diversion Program offers two services: Diversion, which is directed at youth who have committed a minor non-violent crime; and Intervention, which is directed at youth who have not committed a crime, but are exhibiting behavioral problems at school or home. In total, about 65 minors and 300 families are served annually, with an additional 125 parents attending the Parent Education Program classes. Ongoing follow-up research shows that only about 15-20% of minors going through formal diversion recidivate within one year of program graduation, compared to an estimated 60% to 80% of youth who recidivate without intervention. The Youth Services Unit works with Schools, police departments, and the County Probation Department to help prevent juvenile crime through coordination with the School Resource Officer program and coordination of monthly countywide Juvenile Officers meetings to review trends, identify youth gang activity, and develop strategies. Many of the behaviors that contribute to incidents of juvenile crime can be treated through school and family-based programs such as the Sheriff's Diversion program. While not a mandated service, juvenile diversion services are a cost effective way to promote pro-social behavior and redirect youth away from the criminal justice detention system.

Like the other Investigations Units, the Juvenile Diversion Program has experienced a significant turnover of staff in key positions, including the Diversion Program Director in Juvenile Mental Health Services and the Juvenile Crimes Detective Sergeant and Detective in the Sheriff's Office. The transition of key staff took six months, resulting in an overall reduction in number of program participants in the current year. Despite the lower numbers, the Juvenile Diversion Program remains highly successful with a recidivism rate of approximately 18%. A major effort to reestablish this program will be made during the second half of the year, including an off-site planning retreat with all involved stakeholders.

In September 2005 the Investigations Bureau established the Gang Intelligence and Investigations Unit to serve as the centralized clearing-house of gang related activities and gang member information, including operating a confidential hot line for citizen reporting and to conduct long term investigations that target criminal street to identify, prosecute and dismantle criminal organizations in State and Federal Courts.

In its first year, the Gang Intelligence Unit responded to approximately 60 service calls to conduct full background checks, provide case management assistance and conduct statistical charting and validated approximately 60 gang members in San Mateo County. Working with city police departments throughout the County and the Probation Department, the Gang Intelligence Unit's contribution to decreasing gang-related activities will continue to increase.

### Major challenges over the next two years will be:

- To increase Juvenile Diversion Program participation to improve social behavior and redirect youth away from the criminal justice detention system
- To significantly impact gangs and gang violence through coordinated efforts of the Countywide Gang Intelligence Unit and Countywide Gang Task Force
- To retain specialized grant funding as long as possible, while also preparing for the eventual reduction and/or elimination of specialized grant funded programs
- To achieve and maintain a balance in CNTF between long-term investigative activities designed to disrupt and dismantle drug trafficking organizations and street-level arrests and enforcement

### Program Objectives

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

#### Increase the number of Juvenile Diversion program participants and maintain a Recidivism Rate of Less than 20%

- Conduct an off-site planning retreat with all involved stakeholders
- Provide thorough training to new staff
- Offer individual, group and family counseling

- Provide formal in-school and home follow-up for youth in the Diversion Program, through the Sheriff's School Resource Officers
- Continue to enforce accountability and consequences for participant behavior
- Reduce juvenile prosecution rates by promoting successful completion of diversion program
- Develop a plan to provide positive after-care activities for participants (i.e., special events, field trips)
- Consider development of an "associate counselor" volunteer corps of program graduates who can assist with outreach to at-risk peers
- Offer two Parent Education classes in Spanish and two in English annually

#### Increase Crime Clearance Rate to 46%

- Reestablish a strong team of qualified and experienced investigators with the Multi Jurisdictional Task Forces
- Provide training, mentoring, and on-the-job training to all new agents
- Develop a Succession Plan for agents and leadership in the Bureau, to maintain at least 30% experienced investigators in the Bureau
- Continue the local, state, and federal collaborative approach to addressing drug trafficking in San Mateo County, which reflects the national strategy targeting drug trafficking organizations

#### Reduce Gang Violence and Activity in the County

- Develop a fully operational countywide Gang Intelligence-Gathering and Street Enforcement Services Team
- Ensure full staffing of both County and assigned City agents in the Gang Intelligence-Gathering and Street Enforcement Services Team
- Complete an Operational Plan for the Gang Intelligence Unit
- Assist in efforts to establish centralized law enforcement intelligence data collection, analysis and dissemination
- Provide a leadership role in initiating a centralized law enforcement intelligence entity
- Provide staff support and expertise in the development of centralizing processes, procedures, systems and management of law enforcement intelligence

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of investigations performed annually:					
- Investigative services	6,000	6,994	7,578	7,020	7,100
- Multi-jurisdictional services	710	554	494	450	460
Number of first-time offenders placed in Juvenile Diversion Program:					
- School Crisis Intervention	26	33	46	28	30
- Aftercare Program	6	20	33	30	33
- Parent Education Program	208	172	147	110	125
- Family Counseling	194	410	533	290	305
<b>How Well We Do It (Quality)</b>					
Number of arrests made annually by multi-jurisdictional task forces	397	372	255	225	240
Crime clearance rate:					
- Investigative services	38%	43%	56%	46%	47%
- State average		23%	21.6%	28%	29%
Percent of first time offenders successfully completing Juvenile Diversion Programs (Program Goal of 90%)	95%	95%	90%	85%	85%
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of cases submitted to the District Attorney's Office (Investigations only)	1,114 / 45%	1,694 / 37%	2,466 / 37%	1,800 / 39%	1,810 / 40%
Number and percent of youth re-offending within 12 months of completing Juvenile Diversion Program	12 / 20%	12 / 16%	4 / 15%	12 / 15%	13 / 15%

## Investigations Bureau (3053P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	57.0	58.0	58.0	59.0	1.0	59.0
Funded FTE	53.7	57.8	57.8	59.0	1.2	59.0
 Total Requirements	10,503,172	11,824,743	12,400,394	14,450,049	2,049,655	13,716,428
Total Sources	7,552,719	8,038,144	9,198,326	10,196,027	997,701	9,196,027
Net County Cost	2,950,453	3,786,599	3,202,068	4,254,022	1,051,954	4,520,401
 NCC Breakdown						
Federal Grants Match			22,197	83,299	61,102	88,930
State Grants Match			217,982	224,521	6,539	239,699
Local Grants Match			543,979	941,751	397,772	979,184
Mandated Services			1,656,572	2,171,900	515,328	2,321,140
Non-Mandated Services			761,338	832,551	71,213	891,448

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,254,022 or 29.4%, of which \$2,171,900 or 51.1% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch. Mandated services include general and major crime investigation, provided with no specific MOE requirements. Non-Mandated services include the Sheriff's Office subsidy to East Palo Alto investigative services and the net cost of the Countywide Street Crimes Task Force. Non-discretionary services represent the County's matching requirements for various federal, state and local grants, as well as MOE requirements for the countywide joint powers task forces.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Current Year Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; reductions to Worker's Compensation charges due to a change in methodology; mid-year department position transfers; annualization of mid-year position changes and negotiated labor increases; deletion of one-time equipment purchases and one-time intergovernmental grant revenues; adjustments to operating costs and Public Safety Sales Tax revenue (Prop 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,299)	293,179	0	0	295,479	1

## 2. Federal Homeland Security Grant

Earmarked FY 06 Homeland Security Grant allocations for the Office of Emergency Services and the Regional Terrorism Threat Assessment Center (RTTAC) have now been approved at the federal level. The Approval Authority has tentatively allocated the local funds. Just less than half of the new funding will go to the RTTAC, serving Bay Area counties, and the balance will fund various local homeland security projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,000,000	1,000,000	0	0	0	0

## 3. Gang Intelligence Unit City Police Officers

San Mateo County will contract with county police departments for two city police officers to join the Gang Intelligence Unit. The officers will serve as liaison with local police departments and will work with Sheriff and Probation personnel assigned to the Gang Intelligence Unit to identify, and collect information on gang members and gang-related criminal activities toward the interdiction and arrest of those involved in criminal activities in San Mateo County. Additionally, operating costs are annualized for this Unit, which was funded at start-up for nine months in FY 2005-06. This funding adjustment contributes to the program priority to reduce gang violence and activity in the County.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	203,250	0	0	203,250	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
997,701	2,049,655	0	0	1,051,954	1

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

## 4. Adjustments to Provide Current Level of Services

Salaries and Benefits adjustments have been made to meet performance targets: annualization of negotiated increases for all employees bargaining groups, as well as merit increases and higher benefit costs. Operating expenses have been adjusted reflecting negotiated labor increases and inflation. Various revenue sources have been increased based on annual cost adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	266,379	0	0	266,379	0

## Office of Emergency Services (3055P)

### Program Locator

#### County

#### Criminal Justice

#### Sheriff's Office

#### Administrative and Support Services

#### Professional Standards Bureau

#### Civil and Records Bureau

#### Forensic Laboratory

#### Patrol Bureau

#### Investigations Bureau

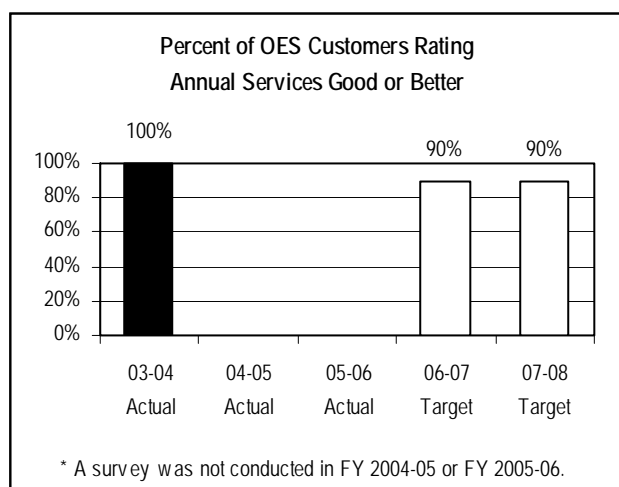
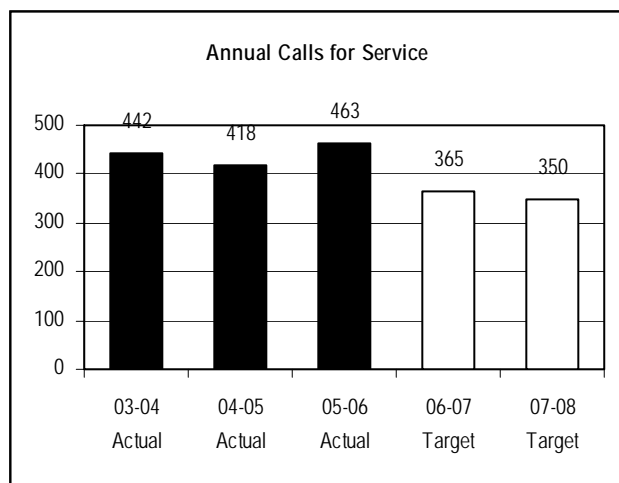
#### ► Office of Emergency Services

#### Maguire Correctional Facility

#### Custody Programs

#### Court and Security Services

### 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 training, planning, and funding coordination to support public safety efforts, reduce loss of life, injury and property, and assist federal, state, and local jurisdictions with terrorism prevention, event mitigation, and disaster preparedness.

### Services and Accomplishments

The Sheriff's Office of Emergency Services (OES) contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All through its law enforcement-directed Search and Rescue Unit and a professional Emergency Management group. Each unit has a separate and distinct mission, however they work together in accordance with the state-mandated Emergency Management System (SEMS). These units prepare all Homeland Security grants for the county and operational areas.

The following were major accomplishments in the prior year:

- Prepared two new Homeland Security grants on behalf of the entire county
- Responded to almost 50 major emergencies including fires, flooding, gas leaks, and hazardous materials spills
- Managed four Declarations of Emergency in the county
- In conjunction with the Board of Supervisors, organized and coordinated an Emergency Preparedness Day which drew over 5,000 attendees
- Updated the multi-hazard plan for the county with the new National Incident Management (NIMS) requirement, and continued to work on meeting mandated planning requirements of the Disaster Mitigation Act of 2000
- Developed a multi-disciplinary Weapons of Mass Destruction exercise that over 1,000 countywide first responders have or will attend
- Developed and distributed a school emergency plan through the County Superintendent of Schools' Office, and distributed an all-hazard emergency radio to every public school in the county
- Eliminated 80% of collected explosive hazards (e.g., fireworks, industrial supplies, etc.) that were previously stored with the Bomb Squad

### Story Behind Performance

Despite an average of 2-3 Level Orange federal government alerts annually, OES has seen a drop in service calls of nearly 50% from FY 2002-03 peak levels. This is beneficial because the OES staff could not continue to effectively meet the overwhelming service demands of the 2001 to 2003 period, on an ongoing basis. The OES remains positioned to respond to an increase in calls should a new domestic security crisis arise.



OES responds to about 50 major emergencies each year including serious fires, extreme storm conditions, SWAT incidents, lost person searches, rescues, hazardous materials incidents, bomb threats, and national security alerts. The office has been able to respond to 98% of incidents within one hour. Victim assistance remains a high priority, both for OES and the first responder agencies that OES supports. Services and support from family members or the Red Cross have been quickly brought to the scene to aid victims temporarily or permanently made homeless by emergency incidents.

OES staff work closely with Environmental Health and the Hazardous Materials Response Team in response to hazardous spills and contamination/clean-up. This year, the OES staff, working closely with partners from Law Enforcement, Fire, Public Works, Public Safety Dispatch and Emergency Medical Services, developed a Weapons of Mass Destruction Training Exercise, which was administered twelve times during the year. Over 1,000 emergency first responder personnel participated in the exercises.

Citizen preparedness and response training is continuing through the OES support of the Community Emergency Response Team program (CERT). OES has supported and equipped five CERT trainings throughout the county and distributed 375 CERT response kits. In an effort to better prepare the region for a catastrophic event, the OES has prepared and managed seven federal grants on behalf of the entire county over the past three years. Awards have been used for equipment purchases and first-responders planning, training and exercises. Community stakeholder meetings held in January, 2006, revealed a high interest among county residents for additional CERT training. Under the direction of the Board of Supervisors, OES helped organize the first annual San Mateo County Emergency Preparedness Day event at the Expo Center, and coordinated the participation of local and State first-responder agencies from almost every jurisdiction in the county. Attendance greatly exceeded initial expectations, and the first 1,000 visitors received free emergency preparedness kits. A similar event will be organized for Fall 2006.

OES operates the only Bomb Squad in San Mateo County. This unit responds to 60 callouts annually in every jurisdiction in the county free of charge and is on-call seven days a week. The unit utilizes four bomb detection canines to assist in locating explosive devices. One bomb technician Deputy is permanently assigned to squad administrative duties, while the Bomb Squad Sergeant and remaining three technicians are assigned to regular duties in other Bureaus, responding when callouts are necessary. The Bomb Squad has been actively involved in the destruction of explosive materials gathered from all jurisdictions.

The Search and Rescue Unit is on-call seven days a week, twenty-four hours a day. Over 250 trained volunteers respond to more than 150 incidents each year, saving thousands of agency staff hours. The prompt response of Sheriff's Search and Rescue unit has resulted in victims of heart attacks, illnesses, dementia, or suicide attempts who are lost, being located in time to receive critical treatment.

#### Major challenges over the next two years will be:

- To continue to work effectively under the pressure and stress of regular federal high (Level Orange) alert status
- To help JPA member jurisdictions mitigate the impact of reduced emergency preparedness staff resources at the city level
- To help the Emergency Services JPA identify a stable funding and administrative platform for the Countywide Haz-Mat Team
- To ensure that San Mateo County's preparedness needs are considered on a regional planning level through the federal Urban Area Security Initiative (UASI)
- To locate and identify funding for a new site for the Emergency Operations Center (EOC)
- To improve inter-agency coordination, communication, education, and regional training on critical issues of countywide emergency preparedness
- To balance grant administration requirements from the Department of Homeland Security, while continuing to respond to natural and man-made disasters and emergency incidents
- To meet community need for Community Emergency Response Teams (CERTS) throughout the county

#### Program Objectives

The Office of Emergency Services will meet performance targets by doing the following:

##### Achieve an Overall JPA Customer Satisfaction Rating of at Least 90%

- Respond to all major emergency incidents occurring within the county in an average of one hour
- In conjunction with the Emergency Services Council, explore the inclusion of the San Francisco International Airport, SamTrans, and other Special Districts as formal members in the JPA by June 2007
- Develop a proposal for the JPA to assume ongoing maintenance responsibilities for equipment and material purchased through homeland security grants, by April, 2007
- In conjunction with Sheriff's Patrol Bureau, identify three new community CERT program opportunities and commence work with the involved communities, by March, 2006
- In conjunction with the County Board of Supervisors and the cities, organize the second annual Emergency Preparedness Day for November of 2006

##### Update the County's Emergency Preparedness Plans to Reflect the Best Available Geotechnical Information, Threat Assessments, and Mitigation Measures

- Update the San Mateo County Tsunami Preparedness Plan by September, 2006
- Introduce the new projected Tsunami inundation area map and plan to affected communities by November, 2006
- Create a regional Mitigation plan that meet the requirements of the Disaster Mitigation Act of 2000 by April, 2007

- 
- Update the County Emergency Operations Plan to reflect the new requirements of the National Incident Management System (NIMS) by September, 2007
  - Distribute the new Emergency Operations Plan to peninsula cities by November, 2007
  - Train and exercise county and city management, first-responder, and emergency planning staff initially on the new plan by June, 2008

Ensure San Mateo County Preparedness Needs are Met Through Regional Planning

- Participate in the federal UASI program for the San Francisco Regional Area

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Total calls for service	442	418	463	365	350
Total number of search and rescue/law enforcement support mission requests	136	248	339	180	180
Number of incidents responded to by OES staff	38	80	42	55	60
Total Mutual Aid Calls For Service:					
- Law Enforcement	--	--	256	260	265
- Fire	--	--	51	54	57
- Haz-Mat	--	--	22	24	27
- Bomb Squad – High Threat	28	39	41	42	43
- Bomb Squad – Total Calls	47	90	60	65	66
<b>How Well We Do It (Quality)</b>					
Annual FTE paid hours saved by use of Emergency Services Bureau volunteers	25,394	20,978	21,006	20,000	20,100
Value saved by use of Emergency Services Bureau volunteers <sup>(1)</sup>	\$813,571	\$864,047	\$911,027	\$820,000	\$844,200
Percent of emergency incidents responded to within one hour	99%	99%	100%	98%	98%
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of Operational Area (JPA) customers rating OES support as good or better in annual customer survey <sup>(2)</sup>	13 / 100%	--	--	12 / 90%	13 / 90%
Number and percent of Bomb Squad callouts where an explosive or dangerous device is located and disarmed	32 / 68%	28 / 31%	29 / 35%	22 / 20%	22 / 20%
Number and dollar value of grants managed during the year	\$2,354,680 (2 grants)	\$4,628,811 (8 Grants)	\$9,378,712 (5 Grants)	\$5,100,000 (4 Grants)	\$4,500,000 (4 Grants)

<sup>(1)</sup> Based on an hourly rate from \$37 (03-04) to \$42 (07-08)

<sup>(2)</sup> Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction. A survey was not conducted in FY 2004-05 or FY 2005-06.

## Office of Emergency Services (3055P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	9.0	9.0	9.0	12.0	3.0	12.0
Funded FTE	8.9	8.9	8.9	11.9	3.0	11.9
 Total Requirements	2,925,663	4,999,574	5,304,742	7,292,053	1,987,311	5,352,869
Total Sources	2,288,983	4,689,322	4,499,857	6,353,276	1,853,419	4,392,420
Net County Cost	636,679	310,251	804,885	938,777	133,892	960,449
 NCC Breakdown						
Federal Grants Match			27,551	68,569	41,018	70,708
Emergency Services JPA			414,637	444,728	30,091	458,604
Mandated Services			276,840	275,489	(1,351)	265,224
Non-Mandated Services			85,857	149,991	64,134	165,913

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$938,777 or 12%, of which \$275,754 or 29.4% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch as well as the Search and Rescue Program, provided with no specific MOE requirements. Discretionary services include the new Marine Patrol and Rescue Unit. Non-discretionary services represent the County's MOE requirement for the Emergency Services Joint Powers Authority.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised Budget to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; reductions in existing homeland security grant appropriations and revenues reflecting that portion of the grants which have been expended; operating costs and Public Safety Sales Tax revenue (Prop 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
56,568	33,734	80,141	0	57,307	0

#### 2. Federal Homeland Security Grant

Earmarked FY 06 Homeland Security Grant allocations for the Office of Emergency Services and the Regional Terrorism Threat Assessment Center (RTTAC) have now been approved at the federal level. The Approval Authority has tentatively allocated the local funds. Just less than half of the new funding will go to the RTTAC, serving Bay Area counties, and the balance will fund various local homeland security projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,310,856	1,310,856	0	0	0	0

### 3. Urban Area Strategic Initiative Planning Positions

The Urban Area Strategic Initiative (UASI) grant will fund four positions for San Mateo County to participate in regional planning for responding to multi-hazard events including terrorism, pandemic disease outbreaks and natural disasters. The positions will work with the San Francisco-based UASI program, developing regional emergency action plans, training and preparedness for the San Mateo, San Francisco, and Marin County region. The positions include one Public Health Physician (who will report to Dr. Scott Morrow, the County Public Health Officer), one Sheriff's Lieutenant, one Emergency Services District Coordinator and one Fire Battalion Chief (contract position with OES). This funding adjustment contributes to the program priority to ensure San Mateo County preparedness needs are met through regional planning.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,152,200	1,152,200	0	0	0	3

### 4. Buffer Zone Protection Program

Funded through a State grant, OES will serve as the coordinating agency for the State Buffer Zone Protection Program, which has identified six strategic sites in San Mateo County where the program will provide structural buffer fortifications to help prevent or mitigate the impact of vehicle-borne terror attacks. This funding adjustment contributes to ensuring San Mateo County's preparedness needs continue to be met.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
291,000	291,000	0	0	0	0

### 5. Relocation of the Office of Emergency Services

The current OES offices will be relocated from the Hall of Justice to 555 County Center. This budget change includes Rental Charges increase and a contingency for unforeseen moving-related expenses for the Sheriff's Office. Planned moving expenses and office furnishing modifications will be budgeted in the County Management Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	67,380	0	0	67,380	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,853,419	1,987,311	90,000	0	133,892	3

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

### 6. Adjustments to Provide Current Level of Services

Salaries and Benefits adjustments have been made to meet performance targets: annualization of negotiated increases for all employees bargaining groups, as well as merit increases and higher benefit costs. Operating expenses have been adjusted reflecting negotiated labor increases and inflation. Reductions have been made in existing homeland security grant appropriations and revenues reflecting that portion of the grants which have been expended on one-time equipment purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(650,000)	(623,808)	0	0	26,192	0

**7. Remove One-time Federal Homeland Security Grant**

Earmarked FY 06 Homeland Security Grant allocations for the Office of Emergency Services and the Regional Terrorism Threat Assessment Center (RTTAC) have now been approved at the federal level. The Approval Authority has tentatively allocated the local funds. Just less than half of the new funding will go to the RTTAC, serving Bay Area counties, and the balance will fund various local homeland security projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,310,856)	(1,310,856)	0	0	0	0

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,960,856)	1,939,184	0	0	26,192	0

## Maguire Correctional Facility (3101P)

### Program Locator

#### County

#### Criminal Justice

#### Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

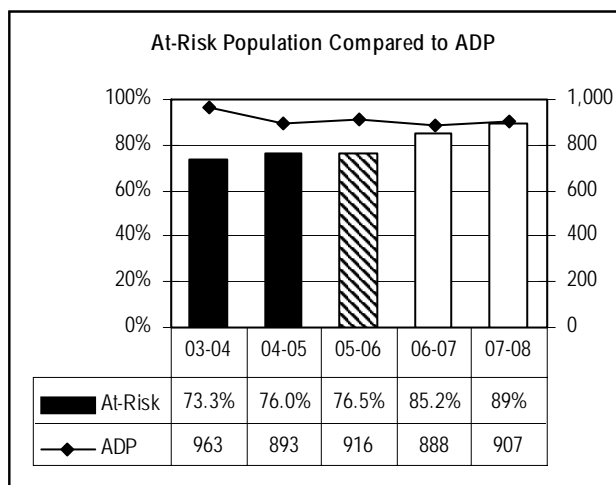
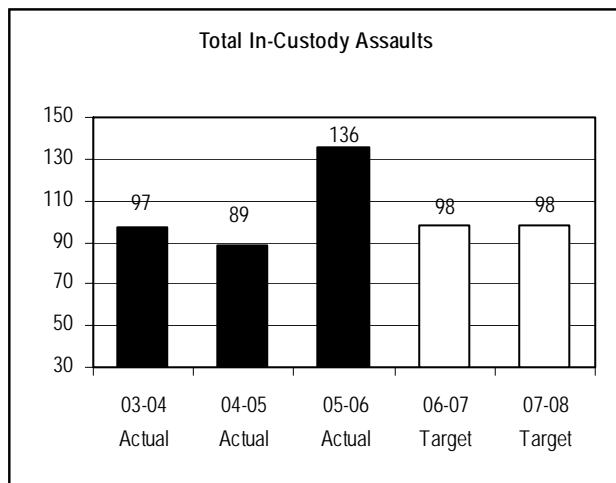
Office of Emergency Services

#### ► **Maguire Correctional Facility**

Custody Programs

Court and Security Services

### Headline Measures



### Program Outcome Statement

The Maguire Correctional Facility (MCF) serves the community by incarcerating pre-trial and Court-sentenced inmates. It assists the Court, law enforcement agencies, inmates and their families by operating a safe and secure correctional facility that ensures defendants 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 contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All as 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 (ADP) of approximately 905 inmates. The division has been actively working to develop alternatives to incarceration with the Custody Division and Courts to manage the growing inmate population.

The following were major accomplishments in the prior year:

- Experienced no jail escapes
- Completed important technical security projects for the facility including the first phase of a security camera upgrade; a new communication base station for the Central Control Room
- Completed support software product enhancements such as a New Facility Training Officer evaluation database and Prop. 69 DNA database/tracking compliance
- Completed critical staff training efforts including cross-training of staff at WCC/MCF; gang training for Intake Classification Officers; and new POST certified Critical Incident Training for sworn personnel to better serve at risk persons
- Instituted facility infrastructure and operating environment improvements, including flooring replacements in Old Maguire Staff Areas; improved inmate/staff food services; improvement to inmate commissary services; landscape improvements to Maguire Facility perimeter; a new Emergency Response Team manual and enhanced training/equipment; and worked with Department of Public Works for Ongoing facility maintenance/upgrades
- Began work with ISD and other County Criminal Justice agencies to plan for the migration of the CJIS operating system off of the ISD mainframe computer, as well as commencing initial planning for a new Jail Management System
- Conducted a first-ever Maguire Jail stakeholder meeting, to solicit feedback from representatives of key main jail stakeholder agencies
- Instituted inmate safety management plans and staff training, in conjunction with Correctional Health Services

## Story Behind Performance

The average daily population at the Maguire facility continues a moderate, steady rise. This is reflected in the increased bookings and releases, which are projected to continue a moderate rise over the next two years. The primary reason for the increased population at Maguire appears related to a rising crime rate in the County, resulting in additional arrests, combined with the loss of alternative low-risk-inmate custodial facilities such as the Men's and Women's Honor Camps. The one remaining facility for low-risk offenders, the Minimum Security Transitional Facility (MSTF) has been at full capacity (46 inmates) since opening, so while it does provide an important transitional program for inmates in their last 30 days of sentence, it offers limited overall relief for the general Maguire facility population.

The percentage of pre-sentence inmates continues to climb, with a current percentage of around 56%. This, coupled with the changing demographics of the inmates themselves, increases the complexity of facility operations. Pre-sentenced inmates must be housed in a secure facility. Sentenced inmates, however, are eligible for non-custodial alternative programs such as the Sheriff's Work Program. However, many sentenced inmates are now too great a risk for community-based alternative programs-

Coupled with a rising population, there is also an increase in severity of pre-sentencing arrest violations and in gang affiliation. The percentage of inmates classified as "at risk" continues to rise due to increased gang involvement, as well as suicide potential and mental health problems. The increased gang affiliation contributes to many inter-related problems in operation of the jail, leading to more lock-downs, more rule violations and assaultive behavior, and increasing challenges in inmate housing to segregate rival gang factions and prevent violence and intimidation in the facility, including the need to protect inmates testifying in Court against other inmates.

A priority for jail management continues to be reducing the number of assaults and major rule violations among inmates. Undertaken in a steadily increasing jail population with higher risk and at-risk classifications, it is expected that improvement will take time, with slow but steady progress.

The development of an inmate Close Supervision Pod is still in progress. This pilot program will allow staff to better monitor and control those inmates identified as disruptive or persistent rule violators. It will also more closely supervise those who have been assaultive towards staff or other inmates. Dedicated space to manage inmates with mental health issues and improved data collection are other benefits of a Close Supervision Pod.

The Inmate Classification Unit and Release on Own Recognizance Program continues to operate effectively. Decisions on jail citations, which permit release of misdemeanor arrestees on a promise to appear and appropriate housing options for those arrestees remaining in custody are made quickly and efficiently. The Victim Notification program ensures that victims of violent crimes are notified of an inmate's release, if they request notification. Statistical

reporting on in-custody assaults, assaults on staff, gang violence and affiliation and escape attempts continues to improve. This data is critical as the challenges of effectively managing an ever more demanding inmate population grow by the month.

A portion of the inmate population that requires the most resources is the population of inmates diagnosed and classified with moderate to severe mental health issues. After overcoming some administrative barriers, and with the assistance of the Courts, the facility successfully moved 20 such inmates to Napa State Prison early in the year. This freed up internal treatment beds, and helped ensure that the 20 transferred inmates received the specialized mental health care they needed. San Mateo County's multi-disciplinary, in-custody team approach for inmate care and services, with participation from Sheriff's Corrections, Correctional Medical Health, and Forensic Mental Health staff, has been recognized by the Department of Corrections as a model inmate management approach.

### Major challenges over the next two years will be:

- To continue to manage an increasing Average Daily Population
- To implement incarceration alternatives like the Sheriff's Work Program and Electronic Monitoring with the support of the Court
- To reduce assaults on inmates and staff
- To manage increased gang activity and violence within the population
- To improve reporting capabilities with new technology systems
- To address inmate classification and program needs
- To prepare for the 2009 mandates of Prop 69 regarding inmate DNA collection
- To enhance overall jail security and functional operations (technology)
- To continue to evolve and review inmate services and programs to best meet the needs of inmates and their families
- To maintain facility maintenance needs and janitorial services with limited financial resources

### Program Objectives

The Maguire Correctional Facility will meet performance targets by doing the following:

#### Reduce Inmate Assaults by 10% and Staff Injuries by 5%

- Complete establishment of the Inmate Close Supervision Pod
- Update security equipment, security training and improve staffing levels
- Establish an Inmate Management Specialist Team to promote inmate management and refine disciplinary policies to achieve positive inmate behavior
- Establish a system to measure and evaluate the reduction of violence toward inmates/staff
- Improve staff injury investigations and reporting
- Continue mandated Professional Training for staff during on duty hours, and explore the possibility of using on line training aids



Decrease the Number of Documented Major Rule ViolationsCommitted by Inmates by 5%

- Train staff to manage the Inmate Close Supervision Pod
- Develop an Intensive Direct Supervision training program for new Managers, Supervisors and staff
- Establish baseline tracking of inmates requiring intensive supervision
- Create staffing management plans and enhance jail statistics to better identify behavior trends that lead to violence/gang related crimes
- Formulate inmate information programs and jail rule compliance such as a jail orientation video for new inmates

Increase Overall Security and Functionality of the Facility

- Work with the County's CJIS Migration plans to identify the steps necessary to secure a New Jail Management System
- Update jail rules and facility policies
- Assign a full time Deputy Sheriff as security in front public lobby
- Update security equipment and workstations in the front public lobby
- Implement suicide prevention training for staff and inmates
- Fill vacant positions promptly
- Utilize the new Staffing Relief Pool to fill temporarily vacant staff positions with less reliance on overtime
- Implement customer service training program for front public lobby staff

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of persons booked into custody <sup>(1)</sup>	18,266	18,301	18,574	18,870	19,060
Number of releases <sup>(1)</sup>	16,041	15,463	15,833	16,270	16,340
Number of inmates bailed from custody <sup>(1)</sup>	3,585	2,889	2,999	2,880	2,900
Number of inmates cited out of custody <sup>(1)</sup>	4,545	2,780	2,984	2,855	2,875
Average Daily Population (ADP) managed at the Maguire Correctional Facility:					
- Pre-sentence inmates	526	467	512	483	488
- Sentenced inmates	437	424	404	429	432
- Total inmates:	963	893	916	912	920
<b>How Well We Do It (Quality)</b>					
Percent of average daily population classified as:					
- Gang affiliation	13%	16%	17%	20%	21%
- Assaultive	27%	29%	28%	30%	31%
- Suicidal	16%	15%	19%	19%	20%
- Requiring psychological monitoring	5%	3%	3%	4%	5%
- Requiring protective custody	11%	12%	9%	11%	11%
- An escape risk	1.3%	1.0%	.5%	1.2%	1.3%
Number of documented major rule violations committed by inmates	402	387	435	400	405
<b>Is Anyone Better Off? (Outcome)</b>					
Number of assaults: inmate vs. inmate / inmate vs. staff	62 / 35	76 / 13	109 / 17	84 / 14	85 / 13
Number of escapes / thwarted attempts/ release in error	0 / 2 / 1	0 / 6 / 1	0 / 5 / 3	0 / 4 / 2	0 / 4 / 2
Number of reported staff injuries	55	52	59	52	49

<sup>(1)</sup> Reflects potential impact of SB 1102 (elimination of State reimbursement to cities for jail booking fee), which takes effect July 1, 2005. This will require careful monitoring during FY 2005-06, the first year of impact. The long-term impact of SB 1102 on First Chance revenues and admissions is also an unknown factor.

## Maguire Correctional Facility (3101P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	224.0	226.0	226.0	226.0		226.0
Funded FTE	224.0	226.0	226.0	226.8	0.8	226.8
 Total Requirements	39,312,797	39,620,860	38,800,844	43,232,384	4,431,540	44,156,754
Total Sources	14,937,078	14,026,427	13,530,801	13,863,736	332,935	13,863,736
Net County Cost	24,375,719	25,594,433	25,270,043	29,368,648	4,098,605	30,293,018
 NCC Breakdown						
State Grants Match			198,900	210,000	11,100	216,846
Local Grants Match			88,895	92,896	4,001	95,924
Mandated Services			24,836,539	28,896,114	4,059,575	29,830,895
Non-Mandated Services			145,709	169,638	23,929	149,353

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$29,368,648 or 67.9%, of which \$25,896,114 or 88.2% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch. Non-discretionary services represent the County's MOE requirement for the State COPS and CAL-ID grants, as well as the mandated operation of jail facilities provided for under the Penal Code.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of negotiated salary and benefits increases, including increases to the County contribution for employee retirement; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; deletion of one-time capital improvements; adjustments to operating costs and Public Safety Sales Tax revenue (Prop 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
332,935	3,503,484	0	0	3,170,549	2

#### 2. Sheriff's Overtime

A workgroup consisting of staff from the Sheriff's Office and the County Manager's Office has spent the past two months performing an analysis of the Sheriff's Office overtime and relief situation, including the Department's budget; overtime usage by division; mandated post requirements; operational practices in not filling shift vacancies; current vacancies; the recruitment, hiring and training timelines for filling vacancies; and what ultimately makes more sense – increasing overtime appropriations or adding new staff. Based on the analysis to date, the recommendation is to move forward with the filling of the nine relief pool positions added in last year's budget and adding \$1.4 million total in overtime appropriations to provide additional relief flexibility. This funding adjustment represents the portion of the \$1.4 Million for the Maguire

Correctional Facility. The balance of the increase is in the Patrol Program. During the course of the year, the workgroup will meet on a monthly basis to monitor the use of overtime and the impacts that the nine positions have on reducing overtime expenditures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	839,750	0	0	839,750	0

### 3. Contract with Department of Public Works for Custodial Services

The department will contract with Public Works to provide custodial services at the Maguire facility, to address continuing problems with facility cleanliness and inspections in recent years, due to overcrowding and lack of staff for adequate supervision for inmate work crews. Two vacant utility worker positions will be transferred to Public Works, Custodial Services to help fund this program, where they will be converted into three Custodian positions. This funding adjustment achieves the objective of maintaining facility maintenance needs and janitorial services with limited financial resources.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	88,306	0	0	88,306	(2)

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
332,935	4,431,540	0	0	4,098,605	0

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Salaries and Benefits adjustments have been made to meet performance targets: annualization of negotiated increases for all employees bargaining groups, as well as merit increases and higher benefit costs. Operating expenses have been adjusted reflecting negotiated labor increases and inflation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	924,370	0	0	924,370	0

## Custody Programs (3150P)

### Program Locator

#### County

Criminal Justice

Sheriff's Office

Administration and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

Office of Emergency Services

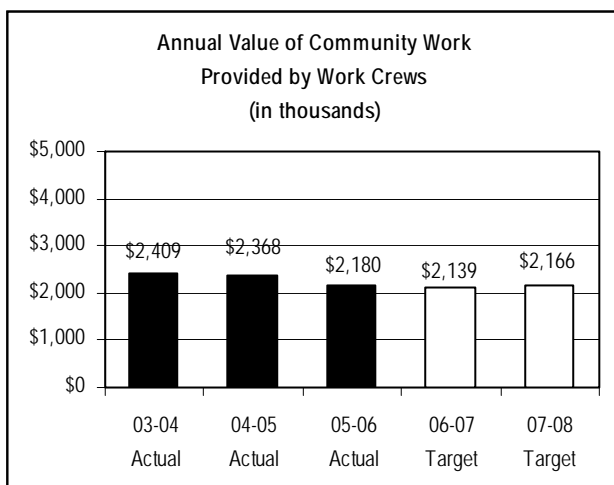
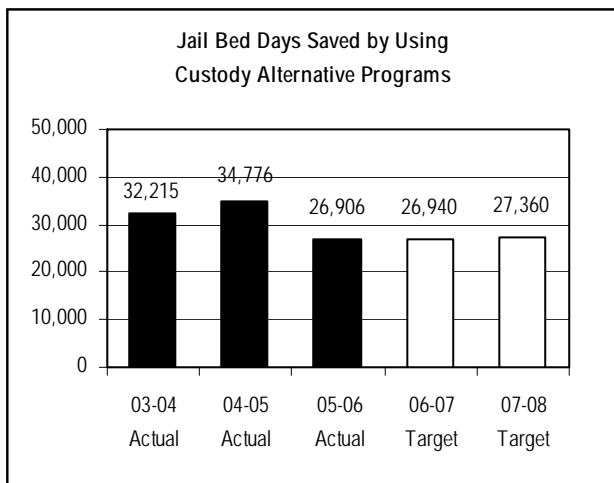
Maguire Correctional Facility



**Custody Programs**

Court and Security Services

### Headline Measures



### Program Outcome Statement

Custody Programs houses minimum security-risk male and minimum and high security-risk female inmates in a safe and secure environment and 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 and nonprofit agencies.

### Services and Accomplishments

Custody Programs contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by operating two Custody facilities, the Women's Correctional Center and the Men's Minimum Security Transitional Facility, and three custody alternatives programs; the Sheriff's Work Program, the Electronic Monitoring Program and the Work Furlough Program.

The following were major accomplishments in the prior year:

- Managed the Women's Correctional Center at an average of 158% of rated capacity without an escape or serious injury
- Upgraded the Women's Correctional Center security, heating, laundry and hot water systems
- Saved approximately 26,450 jail beds at a value of \$3,431,094 through the use of alternatives-to-incarceration programs
- Performed work in the community valued at \$2,086,425 through the Sheriff's Work Program
- Increased the number of municipal and non-profit Sheriff's Work Program work sites
- Started a self-funded Work Furlough Program that will enable low-risk offenders to serve time while providing for their families
- Updated the training course for Sheriff's Work Program (SWP) crew supervisors in an effort to increase productivity and reduce liability
- Streamlined and standardized the work process for the SWP support staff through the implementation of a new database program which provides accurate statistics for tracking program performance

### Story Behind Performance

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 is an alternative to high cost incarceration/full-time confinement and saves approximately 26,450 potential jail beds annually, which are instead used to house more serious offenders. In addition, SWP work crews serve government and non-profit agencies by providing various manual labor services, at an annual minimum-wage value of \$2,086,425.

The Electronic Monitoring Program (EMP) is a court-ordered incarceration alternative that averages five participants per month.

The Sheriff's Office is using new electronic monitoring equipment (GPS) that enables deputies to monitor participant locations/movements and maintain telephone contact. The Sheriff's Office has partnered with the Probation Department on the GPS technology contract, so that this service can also be offered to in-custody minors. So far, the Courts seem more inclined to approve EMP for minors than for most adult offenders.

The Women's Correctional Center (WCC) has a Board of Corrections capacity rating of 84 inmates. During 2005, the jail provided security, care and custody for a population that ranged from 112 to 151 inmates with an average daily population of 133, (133% to 179% of Board of Corrections rated capacity, or an average of 158% of capacity). A State of California Jail Profile Survey conducted in 2004 stated, "The non-sentenced female population rose 5% in 2004. The female population has been growing faster than the male population over the past several years. This trend continues." The January 2006 WCC average daily population was 134, with a peak average for the month of 148 (peaks typically occur between Friday to Sunday, with the population leveling out again on Monday mornings, after local Superior Court Arraignments of arrestees, and inmate transportation bus departures taking sentenced inmates to State facilities).

The facility underwent several major repairs (security, heating, laundry, and hot water systems) this year, but due to the facility's chronic shortage of housing and program space, the Sheriff and the Board of Supervisors have established a Jail Planning Committee to plan for the eventual replacement of the facility. The preliminary step for this planning effort is a Needs Assessment and Preliminary Program Plan. The County has released a Request For Proposals for this phase of study and expects to have a selected consultant working on this effort by the end of the year.

The Court-sanctioned "Choices" Alcohol and Drug Rehabilitation Program is available to long-term substance abusers with an established pattern of criminal behavior. Choices is conducted in a dorm that has 26 beds and averages 20 participants (77% of the program's capacity.) 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, according to a longitudinal study conducted in FY 2003-04 by County Mental Health Services.

The Men's Minimum Security Transitional Facility (MSTF) is designed for male inmates serving their final 30 days of sentencing. MSTF has been used to relieve the overcrowding of the Maguire Correctional Facility that began when the Men's Correctional Center was closed in 2003. The facility has a capacity rating of 46, and has been at full capacity since the first month of its opening. Two 12-man kitchen crews provide the meals for the Women's Correctional Center and MSTF, and two 2-man laundry crews provide laundry services to the same facilities as well as the Maple Street Homeless Shelter. The remaining inmate population provide painting,

gardening and general outside maintenance for the three building complex.

In December the Fire Safe Program at MSTF was closed and a new Men's Work Furlough Program commenced. Work Furlough is a Custody Program that allows inmates to maintain job stability, educational programs, family support or other positive elements of their lives while being required to serve time in custody for their crimes. The program allows the participant to continue to support their families, pay taxes, reduce welfare rolls and make restitution payments to the victims. The program has gradually built up a moderate population of 5 to 15 inmates, with various sentencing parameters.

#### Major challenges over the next two years will be:

- To manage a female jail population that has outgrown the existing facility, and continues to increase in severity of crime and/or mental health status
- To participate and provide support for the Maple Street Facility Study being conducted through the Board of Supervisors Jail Planning Subcommittee
- To help reduce the Maguire inmate population by steadily increasing Court acceptance of and enrollment in alternative programs
- To expand the Electronic Monitoring Program and Work Furlough Program by packaging both components into a secure out-of-custody program alternative
- To recruit and maintain a stable workforce of female officers at the Women's Correctional Center, which is a critical need
- To help prepare the inmates being released back into the community with the necessary skills to support themselves and their children, through programming and transitional services coordinated through the Service League and other support organizations

#### Program Objectives

Custody Programs will meet performance targets by focusing the following:

##### Replace the Women's Correctional Center Facility

- Assist the County Study of replacement options for the Maple Street facilities to include the Women's Correctional Center, Sheriff's Work Program, Electronic Monitoring Program and the Work Furlough Program
- Provide staff support with statistics, programmatic information, and other support as required for the consultant study
- Assist the County in moving forward with the next steps of the process, including architectural and detailed program design

##### Increase the Number of Maguire Jail Bed Days Saved Using Custody Alternatives Programs

- Continue to seek the support of the Courts to increase inmate population on the Electronic Monitoring Program and Sheriff's Work Program

- Develop and expand the Work Furlough Program to 25 inmates through incorporation of GIS electronic monitoring into the traditional work furlough model
- Help prepare the existing inmate population for re-entry into the community, by commencing planning with the Service League, Mental Health Services, and other community-based agencies, to determine the components of a successful re-entry program
- In conjunction with the Service League, establish vocational training for low risk male and female offenders using community based programs that will equip the participants with the necessary education and training to support themselves and their children

Increase the Number of Sheriff's Work Program (SWP) Community Service Hours Provided

- Increase partnerships with County and non-profit organizations which utilize SWP, to better serve the inmate population and the community, and increase the number of worksites for placement of inmate work crews
- Conduct a strategic planning workshop with key stakeholders to determine the best avenues for expansion of SWP activities, including looking at non-traditional worksites and activities
- Develop a publicity program highlighting the benefits of using SWP work crews for manual labor programs such as landscaping and general clean-up

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Average Daily Population (ADP)					
- Women's Correctional Center (WCC)	131	125	131	136	140
- Minimum Security Transitional Facility	45	48	43	46	46
Average daily number of SWP/EMP Participants	423	453	452	453	457
Average daily number of inmates participating in Choices at WCC	27	18	21	21	22
Average daily number of participants in the Work Furlough Program (data development)	--	--	--	15	20
Average number of inmates participating in community work crews per day					
- SWP	110	118	108	104	107
- Fire Safe <sup>(1)</sup>	15	12	0	0	0
<b>How Well We Do It (Quality)</b>					
Percent of inmates participating in Choices program at WCC <sup>(2)</sup>	17%	15%	77%	78%	79%
Percent of total inmate population participating in custody alternative programs	28%	30%	29%	28%	29%
Number of total assaults at Women's Correctional Center	15	16	12	14	13
<b>Is Anyone Better Off? (Outcome)</b>					
Total jail beds saved by using custody alternatives programs (SWP, EMP)	32,215	34,776	26,906	26,940	27,360
Total number of community service hours and value of work performed by work crews					
- SWP hours	330,228	324,856	304,408	305,600	309,420
- MSTF Fire Safe Team hours <sup>(1)</sup>	13,865	13,630	7,000	0	0
- Total hours	344,153	338,486	311,408	305,600	309,420
- Total value	\$2,409,071	\$2,368,422	\$2,179,856	\$2,139,200	\$2,165,940

<sup>(1)</sup> The MSTF Fire Safe Program ended December 2005 and is replaced by the Work Furlough Program.

<sup>(2)</sup> Measurement changed in 2006 to the percentage of inmates participating in CHOICES based on the program's capacity (26).



## Custody Programs (3150P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	36.0	41.0	41.0	37.0	(4.0)	37.0
Funded FTE	36.0	40.0	40.0	37.0	(3.0)	37.0
 Total Requirements	6,888,523	7,588,909	7,760,416	7,984,448	224,032	8,144,471
Total Sources	3,771,940	3,188,429	3,173,928	3,172,053	(1,875)	3,172,053
Net County Cost	3,116,582	4,400,480	4,586,488	4,812,395	225,907	4,972,418
 NCC Breakdown						
Mandated Services			4,127,072	4,200,625	73,553	4,340,547
Non-Mandated Services			459,416	611,770	152,354	631,871

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,812,395 or 60.3%, of which \$3,884,463 or 88% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch. Non-Mandated Services includes the custody alternative programs of Sheriff's Work Program, Work Furlough, and the Electronic Monitoring. These programs are provided for under the Penal Code, but there is no specified level of service or MOE requirements.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: negotiated increases to salary and benefits costs, included increases to the County contribution for employee retirement; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; elimination of one-time grant and project funds; deletion of one-time equipment purchases; adjustments to operating costs and Public Safety Sales Tax revenue (Prop 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,875)	224,032	0	0	225,907	(4)

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Salaries and Benefits adjustments have been made to meet performance targets: annualization of negotiated increases for all employees bargaining groups, as well as merit increases and higher benefit costs. Operating expenses have been adjusted reflecting negotiated labor increases and inflation. Various revenue sources have been increased based on annual cost adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	160,023	0	0	160,023	0

## Court and Security Services (3158P)

### Program Locator

#### County

#### Criminal Justice

#### Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

Office of Emergency Services

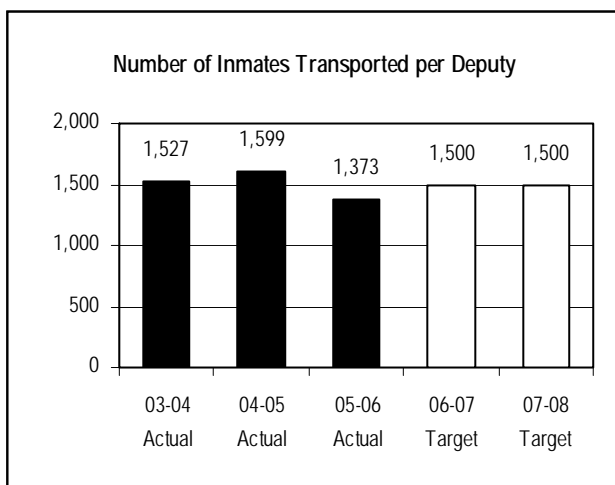
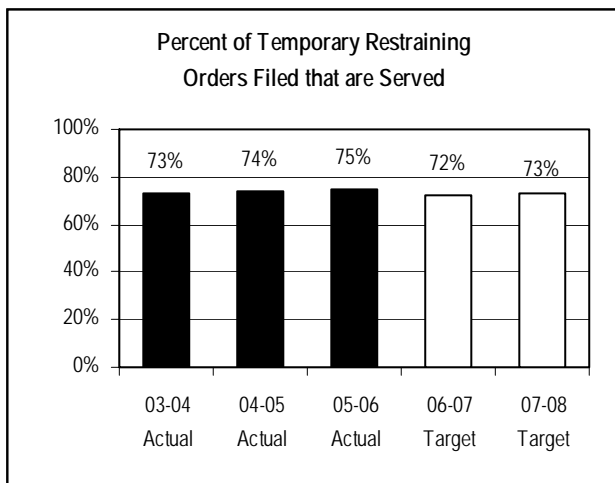
Maguire Correctional Facility

Custody Programs



**Court and Security Services**

### Headline Measures



### Program Outcome Statement

The Courts and Security Services Program provides security to the courts, Medical Center, Health Department, and other countywide facilities, including the secure transportation of inmates throughout the county to ensure workplace safety for all citizens and employees visiting or working in Court and County facilities.

### Services and Accomplishments

The Courts and Security Services Program contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All through the following four units: Court Services, Inmate Transportation, Civil Enforcement and Countywide/Hospital Security. The Court Services Unit provides protection for the Superior Court's 33 permanent judicial departments and pro-tem courtrooms, located in four courthouses throughout the county. The 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 Civil Enforcement Unit provides service and enforcement of warrants and civil processes. The Countywide Security Unit provides a safe and secure environment for employees and visitors to County facilities, including the San Mateo Medical Center, Health Services Department, and Burlingame Long Term Care facility.

The following were major accomplishments in the prior year:

- Transported over 30,000 inmates with no escapes, and successfully thwarted one attempted escape
- Opened the Central Courthouse security checkpoint
- Successfully transitioned contractors for private security guards stationed throughout the county, including San Mateo Medical Center and all Courthouse Checkpoints
- Implemented a new Agreement to Appear process for Civil bench warrants increasing the number of defendants in civil cases appearing in court which helps reduce the jail population
- Implemented first phase of Countywide Security Unit Incidence Tracking System (CSUITS) - a statistical reporting database to track security incidents responded to by the Sheriff's Office
- Provided employee safety awareness training, increased security site reviews and safety briefings, and developed the Employee's Personal Safety Brochure, resulting in reduced assaults on County employees
- Completed installation of the electronic security system for Burlingame Long Term Care facility; installed a direct dial phone to San Mateo Police Department for emergencies in the security dispatch center; and successfully installed and implemented staff training for new personal alarm system for San Mateo Medical Center Psychiatric Emergency and Ward 3AB
- In coordination with Professional Standards, implemented the new Critical Incident Training program designed to reach all San Mateo County first responder agencies

## Story Behind Performance

During the past year, approximately 31,000 inmates were transported with no escapes. That amounts to 1,400 inmates transported per Deputy assigned to Transportation Unit. While this Unit faces scheduling challenges, a decrease in the total number of inmates transported has resulted in a decrease in the use of overtime and an overall drop in the cost per inmate transported. The Unit has been able to ensure the safe and timely transport of inmates and there have been no staff/public injuries during transportation details as of mid-year.

The Central Courthouse Checkpoint opened last year and now provides security for the entire Central Courthouse, which includes three judicial officers. Planning is underway in conjunction with the Countywide Building Security Work Group, to implement the planned checkpoint for the opening of the Youth Service Center in the summer of 2006.

Civil enforcement services are mandated and follow strict procedures. The Unit performs countywide evictions, possession levies, sales of both real and personal property, and service of domestic violence restraining orders, welfare fraud and some child support warrants. Every effort is made to serve notice and orders in a timely fashion. In FY 2005-06 the Sheriff's Office was able to serve 71% of all Temporary Restraining Orders (TROs). Efforts are made to serve all TROs, including up to 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.

Countywide security services provided backup support to Transit Police, Investigations Bureau, Transportation Unit and Civil Bureau while maintaining existing service levels. The Countywide Security Unit also supported the Critical Incident Training (CIT) Academy Sessions, which are designed to train all first-responder agencies in effective ways of handling mentally ill persons while minimizing the use of force wherever possible. In addition, the Unit maintained regularly scheduled yearly programs such as Workplace Violence Prevention Policy training for First Responders, Tax Collector's Security Detail, Elections Security Detail, New Employee Orientation, County Communications Safety Briefing, Patrol Field Training Officer (FTO) Orientation, Burlingame Long Term Care Employee Training, South County Mental Health and Human Services Agency Home Visiting Initiatives.

### Major challenges over the next two years will be:

- To manage and train increasing numbers of new, less experienced staff, as a large segment of tenured employees retire
- To address a rising civil enforcement caseload while continuing to ensure the safety of Civil Deputies performing high-risk duties such as evictions and service of TRO's
- To implement security for the new Youth Services Center, which includes two courts and a full inspection checkpoint
- To improve customer satisfaction rating in Tax Collector yearly security detail

- To fully development the Countywide Security Unit Incident Tracking System (CSUITS) statistics program
- To develop a patient property safe keeping system in San Mateo Medical Center and Burlingame Long Term Care facilities
- To implement a new cardkey electronic security system for the Health Services Department
- To plan and design an effective a security program for the planned Labor and Delivery Wing of the Medical Center

## Program Objectives

The Court and Security Services Program will meet performance targets by doing the following:

### Ensure No Escapes or Injuries Occur during Inmate Transportation or in the Courtroom.

- Provide written direction and training in securely handling inmates during transport
- Ensure vehicles are escape resistant by re-enforcing window screens and doors
- Increase safety and security by implementation of additional training, policies and updated equipment
- Continue with the Transportation and Court Security Safety Group to look for safer ways of transporting inmates
- Ensure all deputies in Transportation, Court Security and Civil Units are up to date with all issued equipment, including bullet proof vests, WMD masks and suits

### Reduce Court Security Operating Costs

- Work with the Court's Administration to develop a Court Security Checkpoint Plan for all Court facilities, including identification of staffing efficiencies which can be implemented without compromising security
- Attend regular meetings with the Court Administrator to maintain open lines of communication
- Use extra-help deputies, when available, to provide bailiff services for pro-tem courts
- Maintain and hopefully increase the available pool of Extra Help Deputy Sheriff retirees

### Increase the Percent of Temporary Restraining Orders Served to 72%

- Provide targeted training and continuing education for new Civil Deputies
- Maintain staffing levels within the Civil Enforcement Unit to ensure that two Teams of two deputies each are available year-round
- Ensure safety of Deputies in volatile domestic situations through training and close supervision

### Continue Improvement and Expansion of Countywide Security Services

- Meet customer commitments and service expectations by providing an additional detective time-shared with Hospital Security Unit
- Monitor staff selection to fulfill Tax Collector's Security Detail and redefine the job expectations of the contracted position

- Implement planned future phases of the Countywide Security Unit Incidence Tracking System (CSUITS) software program to provide a standardized statistical information tracking and reporting system for tracking unit performance and forecasting performance objectives
- Develop and implement a new program for the collection and safeguarding of patients' valuables at the County medical facilities
- Work with the Health Department to implement an effective new cardkey security system, including critical staff training, policies and procedures to support the physical system install base

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Total number of inmates transported	32,724	31,981	31,642	30,000	30,000
Number of courtroom incidents requiring legal action by a Deputy	14	20	7	10	10
Number of Temporary Restraining Orders filed	800	835	867	860	865
Number of security calls for service	16,162	17,453	17,900	18,000	18,000
<b>How Well We Do It (Quality)</b>					
Number of inmates transported annually per Transportation Unit Deputy	1,527	1,599	1,373	1,500	1,500
Cost per inmate transported	\$123	\$128	\$117	\$100	\$105
Number of Civil Court actions processed per Civil Deputy (warrants, evictions, TRO's, business actions)	489	432	461	455	455
Percent of Temporary Restraining Orders filed that are served	73%	74%	75%	72%	73%
<b>Is Anyone Better Off? (Outcome)</b>					
Number of staff/public injuries during transportation details	3	2	0	3	2
Number of staff/public injuries in courtrooms	2	3	0	2	2

## Court and Security Services (3158P)

### Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	71.0	74.0	74.0	75.0	1.0	75.0
Funded FTE	69.0	73.5	73.5	74.7	1.3	74.7
 Total Requirements	13,724,757	13,865,738	14,363,313	16,125,685	1,762,372	16,490,605
Total Sources	9,875,959	10,009,313	11,025,458	11,696,285	670,827	11,696,285
Net County Cost	3,848,798	3,856,425	3,337,855	4,429,400	1,091,545	4,794,320
 NCC Breakdown						
Trial Court Funding MOE			87,744	93,763	6,019	102,670
Mandated Services			3,180,721	4,246,487	1,065,766	4,595,456
Non-Mandated Services			69,390	89,150	19,760	96,194

#### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,429,400 or 27.5%, of which \$4,246,487 or 95.8% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch as well as Inmate Transportation Services and Civil Enforcement Services, provided with no specific MOE requirements. Non-discretionary services represent the County's MOE requirement for Court Security services specified under Administrative Office of the Court (AOC) Rule 810.

#### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Current Year Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: negotiated increases to salaries and benefits, including increases for the County's contribution to employee retirement; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; deletion of one-time equipment purchases; adjustments to operating costs and Public Safety Sales Tax revenue (Prop 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
405,074	1,651,660	(217,639)	0	1,028,947	0

##### 2. Youth Services Center Security Service

The Court Security Services will provide checkpoint and perimeter security services to the Youth Services Center Courthouse, scheduled to open summer 2006. The funding adjustment covers the cost of two Deputy Sheriff's and security guard contract services. In an efficiency plan developed in collaboration with the Courts, one deputy will be transferred from South/Central Courthouse, requiring the addition of only one new Deputy Sheriff position. This funding adjustment contributes to the mission of Court Security Services and achieves the program priority of reducing Court Security operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
300,842	300,842	0	0	0	1

**3. Health Security Support Position**

This change adds one position of Office Assistant I/II to support the Health Security department which provides 7x24 security services to San Mateo Medical Center and the Health Services Department. There is presently no office support for this unit of 32 County and contract security officers. With HIPPA, JCAHO, and other regulatory requirements focussing on health security issues, a support position is critical for this office. Health Services and SMMC have agreed to fund 50% of the cost of the position; with the balance funded through savings in Security guard contract expenditures from cancellation of the Labor & Delivery ward and associated guard position cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
18,893	18,893	0	0	0	1

**4. Northern Court Security Services Cost Sharing Efficiency Plan**

In collaboration with the Courts toward greater security services efficiency, one Northern Court checkpoint Deputy Sheriff will be cost-shared with Inmate Transportation Services duties conducted at Northern Court. This funding adjustment achieves the program priority of reducing Court Security operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(62,598)	0	0	0	62,598	0

**5. Health Security Project Change Orders**

The Sheriff's Office is administering security improvements for Burlingame Long Term Care and Health Services. This adjustment provides funding for current change order that have been approved by Health and Medical Center management.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,616	20,562	(11,946)	0	0	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
670,827	1,991,957	(229,585)	0	1,091,545	1

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Salaries and Benefits adjustments have been made to meet performance targets: annualization of negotiated increases for all employees bargaining groups, as well as merit increases and higher benefit costs. Operating expenses have been adjusted reflecting negotiated labor increases and inflation. Various revenue sources have been increased based on annual cost adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	364,920	0	0	364,920	0

## Message Switch (1940B)

### Budget Unit Locator

#### County

#### Criminal Justice

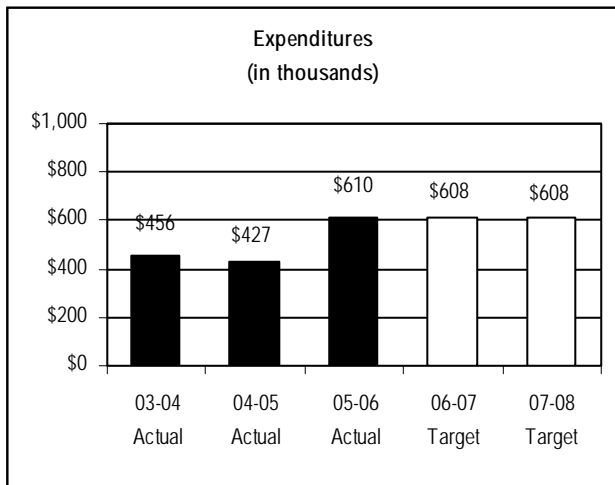
District Attorney's Office  
 Department of Child Support Services  
 County Support of the Courts  
 Private Defender Program  
 Sheriff's Office

#### ► 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 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised Budget to the FY 2006-07 Adopted Budget:

#### 1. Adjustments to Provide Current Level of Service

Budget adjustments have been made as follows: elimination of one-time expenses, offset by minor increases to Message Switch communications line expenses; contract system support services; County service charges; and an increase in contributions to Departmental Reserves to fund a Message Switch replacement. These increases are fully offset by increased reimbursements from participating agencies. Year-end Fund Balance has been used to partially offset costs to participating agencies.

Revenue/Sources	53,978
Appropriations	33,246
Intrafund Transfers	(5,086)
Reserves	25,818
Net County Cost	0
Positions	0

#### 2. Message Switch Replacement Project

Reserves have been appropriated for the Message Switch share of the CAD/MSS Upgrade Project. Year-end Fund Balance has also been appropriated for this purpose.

Revenue/Sources	0
Appropriations	186,521
Intrafund Transfers	0
Reserves	(186,521)
Net County Cost	0
Positions	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	53,978
Appropriations	219,767
Intrafund Transfers	(5,086)
Reserves	(160,703)
Net County Cost	0
Positions	0



**FY 2007-08 Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: Miscellaneous charges have increased slightly, including a contribution to Message Switch Reserves. These increases are fully offset by increased reimbursements from participating agencies.

Revenue/Sources	13,118
Appropriations	(9,089)
Intrafund Transfers	(3,610)
Reserves	25,817
Net County Cost	0
Positions	0

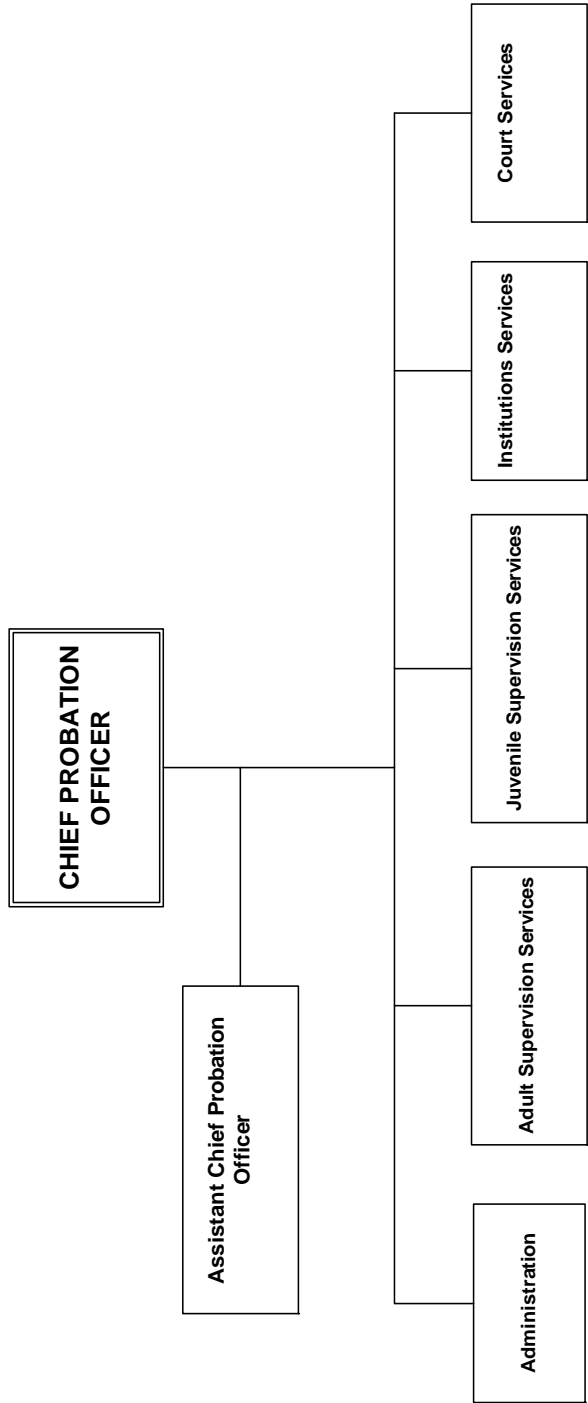
Message Switch (1940B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	470,141	520,325	520,325	588,649	68,324	606,699
Interfund Revenue	926	1,145	1,145	1,394	249	1,394
Miscellaneous Revenue	7,540	445				
<b>Total Revenue</b>	<b>478,607</b>	<b>521,915</b>	<b>521,470</b>	<b>590,043</b>	<b>68,573</b>	<b>608,093</b>
Fund Balance	486,480	538,141	537,021	522,426	(14,595)	517,494
<b>TOTAL SOURCES</b>	<b>965,087</b>	<b>1,060,056</b>	<b>1,058,491</b>	<b>1,112,469</b>	<b>53,978</b>	<b>1,125,587</b>
<b>REQUIREMENTS</b>						
Services and Supplies	321,797	379,671	421,288	446,682	25,394	446,682
Other Charges	206,203	248,788	231,426	492,693	261,267	483,604
Fixed Assets	5,024	18,637	66,894		(66,894)	
<b>Gross Appropriations</b>	<b>533,025</b>	<b>647,097</b>	<b>719,608</b>	<b>939,375</b>	<b>219,767</b>	<b>930,286</b>
Intrafund Transfers	(106,078)	(109,466)	(109,482)	(114,568)	(5,086)	(118,178)
<b>Net Appropriations</b>	<b>426,946</b>	<b>537,630</b>	<b>610,126</b>	<b>824,807</b>	<b>214,681</b>	<b>812,108</b>
Contingencies/Dept Reserves	538,141	522,426	448,365	287,662	(160,703)	313,479
<b>TOTAL REQUIREMENTS</b>	<b>965,087</b>	<b>1,060,056</b>	<b>1,058,491</b>	<b>1,112,469</b>	<b>53,978</b>	<b>1,125,587</b>

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# PROBATION DEPARTMENT



## Department Locator

### County

Administration and Fiscal

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

Environmental Services

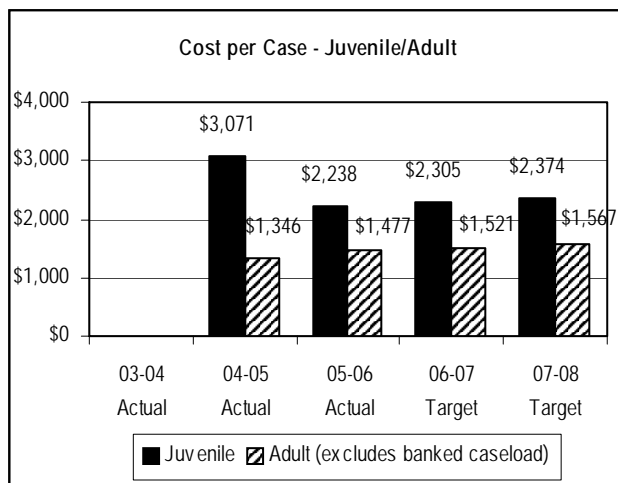
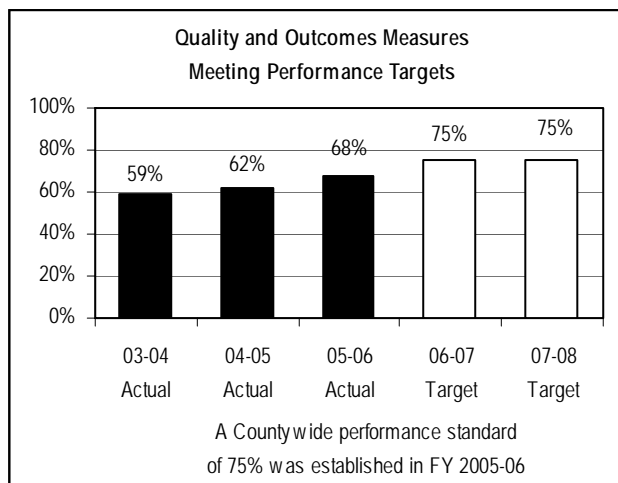
Public Works

Health

Human Services

Non-Departmental Services

## 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 (Fiscal Years 2000 – 2005)

### PEOPLE

#### Ensure Basic Health and Safety for All

##### • Youth Services Center

A Youth Services Center (YSC) has been designed to provide comprehensive facilities to better meet the needs of San Mateo County youth and their families. The YSC includes an Assessment center, staffed by Probation, Human Services, and Mental Health to serve as the entry point with access and referrals to available community resources. The center will facilitate more collaboration and will allow the sharing of resources. Facilities include a state of the art juvenile hall, with optimum programming capacity for youth and families; an adolescent girl's camp that will support local interventions and family reunification; a receiving home, a community school, and several group homes.

##### • Risk Prevention Program

Partnered with law enforcement and school districts to provide prevention, intervention and diversion services on high school campuses throughout the County. This juvenile diversion program has continued to provide early intervention diversion services to approximately 500 high school first-time offenders per year who were referred to Probation by schools and local police departments. The probation officers provide support to the high schools during after-school functions and activities, and over a thousand informal counseling interventions annually to youth who are having behavioral difficulties during school or the community. This program increases safety on campuses and diverts youth from the formal juvenile justice system.

##### • Preventing Repeat Offender Program (PROP)

Implemented the Preventing Repeat Offender Program (PROP), an evidence-based program modeled at 8 sites throughout California that delivers intensive services to first time offenders who have multiple risk factors for further delinquency. The initial program was implemented in the northern region of the County with an Accelerated Resource Center added to make services available in the community. A second PROP program was added to serve high-risk youth in the southern region of the County. The programs are funded through the Juvenile Justice Crime Prevention Act (JJCPA), a State grant that allocates annual funding to Probation Departments for programs proven to reduce recidivism.

- **Assessment Center Services**

Created a comprehensive Assessment Center designed to serve as a central resource for all San Mateo County youth and families needing screening, assessment, and referrals to treatment services. The first phase of the Assessment Center, funded by the Juvenile Justice Crime Prevention Act, involved providing prevention and diversion services for arrested youth who were brought to the juvenile hall. The program consists of a multi-disciplinary team comprised of Mental Health, Human Services, and Probation. The center has promoted inter-agency collaboration and has allowed the sharing of resources. The program will significantly expand service capacity over the next year to serve any family in need, with comprehensive assessment services, added resources in education and health, and better capacity for linkages to services in the community.

- **Countywide Gang Suppression Efforts**

Designed and lead gang education and community awareness informational presentations to communities, administrators, teachers, students, and other organizations. Probation officers, working in partnership with Jericho House, conduct approximately 50 educational presentations per year at schools and community sites explaining local gang culture and the impact of gangs in the community.

- **Adult Day Treatment Program**

Worked collaboratively with the Court to develop a comprehensive day treatment program for adult offenders who have serious substance abuse problems. The program serves as a voluntary alternative to custody with participation contingent upon an early release from jail. The intensive treatment program serves approximately 120 offenders annually and includes substance abuse treatment, cognitive skills training, educational tutoring, and life skills courses. The program has had enormous success with annual recidivism rates at 15%. Two years ago, a dual-diagnosis component was added to provide mental health services and structured guidance to non-violent offenders with mental health disorders. The additional program has resulted in fewer offenders returning to custody for non-compliance of Court mandated treatment.

- **G.I.R.L.S Program**

Worked collaboratively with treatment providers and Alcohol and Other Drug Services to develop the G.I.R.L.S.' Program (Gaining Independence and Reclaiming Lives Successfully) which offers gender specific programming and intensive treatment services to adolescent females in the juvenile justice system. This program will provide a foundation to the programming at the new girl's camp facility.

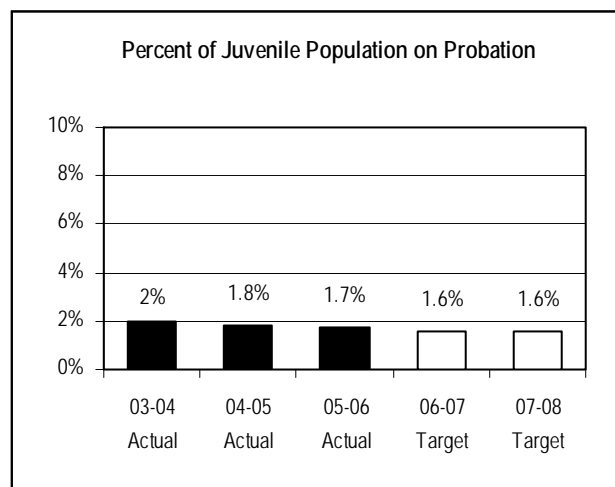
- **Developed Local Options for Out-of-Home Placements**

Reduced the number of probation youth being referred to group homes in and out of the State by 35%. The development of a gender-specific adolescent girls program has allowed 70 girls to remain locally enabling them build better relationships with their families. The number of youth referred to the Camp Glenwood Boy's Ranch has increased by 10% while the program was

modified to accommodate more youth. Creating local alternatives limited the number of youth sent to the California Youth Authority.

- **Electronic Monitoring**

Implemented an Electronic Monitoring program as an alternative to detention for pre-adjudicated juveniles, reducing the number of youth detained in the juvenile hall and allowing youth to remain in their homes while going through the Court process.



## Major Accomplishments in FY 2005-06

### Ensure Basic Health and Safety for All

- Completed development of new policies and procedures for new Youth Services Center and began transition phase which involves an intensive four-month training process for all institution staff and staff from partnering agencies including Health, Mental Health, of County Office of Education.
- Expanded the Risk Prevention Program (RPP) to the southern region of the County to provide more opportunities for diversion from the formal juvenile justice system. It is anticipated that this will reduce the number of youth from East Palo Alto and Redwood City who were historically detained in the juvenile hall for minor offenses. The program now consists of 16 juvenile officers who provide prevention, intervention and diversion services on 20 high schools and 8 middle school campuses throughout the County.
- Initiated collaborative efforts to begin building community capacity through the development of local programming sites that will be used as an alternative to detention. Three community sites to be used as alternatives to detention are anticipated for the future.
- Expanded Electronic Monitoring and community programming to provide alternatives to detention that keep youth in their home environment. Having successfully implemented use of electronic monitoring for pre-adjudicated youth, the Department expanded

this as an option for post-adjudicated youth who are on formal probation. The unit has an average of 70 youth under supervision and will continue to expand until it reaches a capacity of 120.

- Expanded services at the Assessment Center to provide expanded hours, more parent programs, and a petty theft diversion program. In addition, the involved agencies conducted planning sessions to expand services to include the addition of staff from mental health and human services with assessment and referral services provided to youth in the mental health, dependency, and juvenile justice systems.
- Developed a gender-specific Girls' Camp Program utilizing some of the components of the current grant funded adolescent program with specialized national training on best practices in programming for girls.
- Participated in a coordinated law enforcement effort to reduce gang violence in high-risk communities. Two units of Probation staff dedicated significant amounts of time to work with local police agencies and the Sheriff's Office to increase the law enforcement profile in the communities. In addition, one Deputy Probation Officer was added to the Countywide Gang Suppression Task Force to be the Department's liaison to manage all gang suppression activities for the Department.
- Implemented the Medical Administrative Activities Program, which has Officers assess probation cases for potential medical eligibility, and referring adults and their families to eligibility offices to see if they qualify for medical health, dental, and vision services. An annual claim of \$120,000 is anticipated.

#### Responsive, Effective and Collaborative Government

- Contributed to County efforts to reduce gang involvement through regional presentations on effective interventions and target issues and gang education presentations

#### Major Issues to be Addressed

- **Disadvantaged Youth Demonstrate Increasingly Challenging Behaviors.** Youth in the Juvenile Justice system present with diverse behavioral issues that require timely and targeted responses from a multitude of partnering agencies. Youth referred to the Probation Department typically lack the ability to function in mainstream society and have problems with drug-addiction, truancy, violence, educational achievement, family stability, and gang influence. The majority of youth come from communities where poverty and quality of life disparities negatively impact their daily existence.
- **Increase in Adolescent Girls Entering the Juvenile Justice System Requiring Specialized Services.** Females offenders have unique case needs that require specialized services. Nationally, in 2003, females accounted for 29% of all juvenile arrests compared with 19% in 1990. From 1994 to 2003, the juvenile arrest rate for aggravated assault increased by 17% for girls and declined 15% for boys. Among female delinquents, an estimated 70% have a history of sexual abuse. Sexual abuse often manifests in acting-out behaviors including running away,

prostitution, promiscuity, self-harm, inability to trust, teen pregnancy, depression, and eating disorders.

- **Increase in Gang Involvement and Violence.** According to the 2004 San Mateo County Street Gang Report, compiled from information collected by all law enforcement agencies in the County, there has been a 68% increase in gang membership over the last 12 years. While the number of gangs has decreased to 50, this is due to smaller gangs joining the larger Norteño and Sureño gangs. An informal survey of the Glenwood Boy's Ranch and Juvenile Hall revealed gang affiliation by 64% and 52% of the youth, respectively. This was a 50% increase over the prior year.
- **Reduction in Utilization of Detention** Research shows that detention is not a useful or cost-effective consequence for youth who commit minor offenses or those who commit technical violations. Within a societal framework that favors incarceration and punishment, the County's efforts to develop community alternatives will require new strategies and support from multiple agencies in including the Court, the District Attorney, the school districts, and community based organizations.
- **Disproportionate Minority Confinement.** An assessment revealed that Hispanic, Pacific Islander, Filipino, and African American youth are disproportionately involved in the juvenile justice system when compared to their percentages in the general County population. The Department has reviewed and added services to ensure that youth arrested for minor offenses have the same opportunities for diversion. In addition, modifications were made to the detention assessment tool to allow use of electronic monitoring in lieu of detention in the Hall.
- **Lack of Stable Funding Source for Adult Supervision.** With approximately 305,000 persons currently on probation throughout the state, and 1450 officers, the average caseload size remains above 200 cases. Standard caseload sizes that allow effective community supervision and the highest success rates are at a 1:62 officer-probationer ratio. In order to demonstrate a need for a stable State funding source for supervision resources, probation departments across the State are implementing validated risk assessment tools that clearly identify the number of offenders in need of high level supervision. There is a current effort to secure State funding for staff resources for local probation departments to supervise the existing 8,700 sex offenders and 30,000 probationers convicted of domestic violence.
- **Lack of Local Residential Options for Transition Age Youth.** Many youth completing the Glenwood Boy's Camp Program and many youth returning from group home placements reside in high risk neighborhoods where gang presence, violence, and drug addiction are the norms. Many do not have a stable healthy family to depend upon and several agencies including mental health, human service and probation have expressed the need for transitional housing for youth who require emancipation or independent living services. If unmet, these youth return to their criminal lifestyle and often end up in the State prison system.

## Key Department Initiatives

### 1. Youth Services Center (YSC)

#### Major Issues to be addressed:

- San Mateo County identified the need to improve and streamline services to youth and their families by building a comprehensive Youth Services Center where service providers work together to offer youth and families the finest case prevention and intervention services available. The Center's continuum of services will reduce the effects of neglect, abuse, and juvenile crime, restore victims and strengthen families in a humane, safe, secure and cost effective manner.
- The current facility does not allow the programming space necessary to address individualized case needs of youth detained at the Hall.
- Population-specific needs like dual-diagnosis treatment and gender-specific programming were identified as necessary components.
- Past services lacked the integration that a multi-disciplinary approach could address.

#### Alignment to Shared Vision:

- Ensure Basic Health and Safety for All

#### Goal:

- To design and implement a multi-disciplinary Youth Services Center that develops individual and family strengths and promotes juvenile rehabilitation through appropriate program referral and intervention, while ensuring the public's safety and meeting the health and safety needs of detained juveniles

#### Objectives:

- Every youth detained in San Mateo County will receive appropriate and adequate assessment and case plan services to meet their individual and family needs and promote rehabilitation
- Reduce the number of girls be sent to out of county placements by 25%
- Youths detained in the hall will have access to multi-disciplinary programs that address individual needs
- Reduce the number of youth detained in the juvenile hall by 20%

#### Major Milestones:

- Conduct juvenile justice needs assessment (complete)
- Develop comprehensive program and design plan in collaboration with all key stakeholders (complete)
- Apply for state grant (complete)
- Award construction contract (complete)
- Develop gender-specific program for the Girls Camp
- Develop policies and procedures for new facilities
- Design program and complete specialized training for all staff working in the mental health unit in the Juvenile Hall

- Complete transition process to include intensive facility training for staff and partnering agencies
- Plan and coordinate Girl's Camp and Juvenile Hall openings

#### County Partners:

- Mental Health
- Human Services Agency
- Correctional Health
- County Office of Education
- Courts
- District Attorney's Office
- Private Defender's Program
- Sheriff's Office

#### FY 2006-07 Budget Impact:

A total of 31.1 FTE positions are added to the Juvenile Hall budget to comply with the Corrections Standards Authority requirements for juvenile institutions staffing. A total of 14.0 FTE positions are added to the Camps budget to provide staffing for the new Camp Kemp Girls Ranch. The new Girls Ranch should generate a significant savings in the County's Out of Home Placement budget due to a reduction in the number of girls being placed in group homes. There is an increase of \$995,083 in the county facility rental account for the new Juvenile Hall, Probation Administration and the Juvenile Division which will all be housed in the new Youth Services Center. Additionally there is a \$228,574 increase in the Camps budget due to increased county facility rental charges for the Camp Kemp Girls Ranch. Food services charges for meals served to juveniles in the Hall and the Girls Ranch are increased by \$125,785 and \$171,289 respectively.

### 2. Juvenile Detention Alternatives Initiative (JDAI)

#### Major Issues to be addressed:

- Disproportionate confinement of Hispanic, Pacific Island, and African American youth detained in the Juvenile Hall and Camp Glenwood
- Over-utilization of detention for youth committing minor and technical law violations

#### Alignment to Shared Vision:

- Ensure Basic Health and Safety for All

#### Goal:

- Ensure alternatives to detention exist for youth who are not detained for serious or violent offenses

#### Objectives:

- Refer at least fifty percent (50%) of youth committing technical violations to community-based detention alternative programs
- Double the number of referrals to the Community Care work program
- Reduce Average Daily Population to 150

#### Major Milestones:



- Reassign staff to Community Care and Saturday programs
- Obtain funding or reallocate detention funds for activities and contracts with community-based programs
- Complete RFP with curriculum and service design
- Contract with Community-Based Organizations to provide detention alternatives

**County Partners:**

- Court
- District Attorney's Office
- Mental Health
- Human Services Agency
- County Manager's Office
- Sheriff's Office
- Private Defender's Program
- Health Department

**FY 2006-07 Budget Impact:**

The budget impact of implementing JDAI is expected to be neutral. Staffing reduced at the Hall will be reallocated to community programs.

**Other Significant Objectives by Program:**

The Probation Department includes the following programs:

- Administrative Services
- Court Services
- Adult Supervision Services
- Juvenile Supervision Services
- Institutions Services

The following program objectives contribute to department success (additional program-level objectives are included in individual Program Plans):

**Juvenile Supervision Services**

- Expand Assessment Center to include crisis-call staff, an alcohol and other drug specialist, an education liaison, and a public health nurse to provide a comprehensive continuum of services
- Implement Electronic Monitoring as a primary tool for post-adjudicated youth in lieu of incarceration
- Continue gang suppression efforts with police agencies

**Adult Supervision Services**

- Implement a validated risk assessment tool to determine appropriate staffing and programming needs
- Develop an information system that will allow efficient and accurate data collection
- Continue gang suppression efforts with police agencies

Probation Department (3200B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	85,220	67,409	127,500	107,500	(20,000)	107,500
Intergovernmental Revenues	31,590,565	29,481,580	30,004,862	29,945,121	(59,741)	29,945,121
Charges for Services	1,308,716	1,253,451	1,421,304	1,412,578	(8,726)	1,412,578
Miscellaneous Revenue	209,022	133,340	250,000		(250,000)	
Other Financing Sources	230,000	230,000	230,000	230,000		230,000
<b>Total Revenue</b>	<b>33,423,524</b>	<b>31,165,780</b>	<b>32,033,666</b>	<b>31,695,199</b>	<b>(338,467)</b>	<b>31,695,199</b>
Fund Balance	2,096,753	2,258,514	2,258,514	3,202,982	944,468	3,202,982
<b>TOTAL SOURCES</b>	<b>35,520,277</b>	<b>33,424,294</b>	<b>34,292,180</b>	<b>34,898,181</b>	<b>606,001</b>	<b>34,898,181</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	42,435,898	44,333,455	44,046,692	49,439,133	5,392,441	51,014,825
Services and Supplies	7,077,806	10,622,293	13,212,600	12,666,212	(546,388)	10,349,364
Other Charges	6,748,717	7,194,057	7,452,553	8,891,646	1,439,093	8,266,705
Fixed Assets	8,041	25,466	578,627	517,272	(61,355)	350,645
<b>Gross Appropriations</b>	<b>56,270,463</b>	<b>62,175,272</b>	<b>65,290,472</b>	<b>71,514,263</b>	<b>6,223,791</b>	<b>69,981,539</b>
Intrafund Transfers	(4,537,468)	(7,277,057)	(7,251,310)	(7,420,872)	(169,562)	(7,420,872)
<b>Net Appropriations</b>	<b>51,732,995</b>	<b>54,898,215</b>	<b>58,039,162</b>	<b>64,093,391</b>	<b>6,054,229</b>	<b>62,560,667</b>
Contingencies/Dept Reserves	511,851	419,908	511,851	419,908	(91,943)	419,908
<b>TOTAL REQUIREMENTS</b>	<b>52,244,846</b>	<b>55,318,123</b>	<b>58,551,013</b>	<b>64,513,299</b>	<b>5,962,286</b>	<b>62,980,575</b>
<b>NET COUNTY COST</b>	<b>16,724,569</b>	<b>21,893,829</b>	<b>24,258,833</b>	<b>29,615,118</b>	<b>5,356,285</b>	<b>28,082,394</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	429.0	463.0	463.0	468.0	5.0	468.0
Funded FTE	415.8	442.3	442.4	455.8	13.5	455.8

## FY 2006-07 Budget Overview

### TOTAL SOURCES

Total Sources is increased by \$606,001 or 1.8% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Fines, Fees and Forfeitures

There is a decrease of \$20,000 in this funding source due to unanticipated delays in implementing the Probation / EPS Revenue Services automated collections program. The migration of historical data from the mainframe to the EPS Revenue Services CUBS system should be complete and the system fully operational by mid-year.

#### Intergovernmental Revenues

There is a net decrease of \$59,741 in this funding source due to reductions in Title IV-E reimbursement payments and a small decrease in Juvenile Probation and Camps Funding (JPCF) (formerly TANF) which is budgeted at the State of California allocation level. Additionally the funding from two small grants for the Bridges Program and the Victim Impact Awareness Program has ended. These decreases are offset by an increase in Public Safety - Prop 172 revenue and revenue from local agencies utilizing the services of the Risk Prevention Program.

#### Charges for Services

There is a net decrease of \$8,726 in this funding source due to delays in implementing the Probation / EPS Revenue Services automated collections system.

#### Miscellaneous Revenue

There is a decrease of \$250,000 in this funding source due to the loss of reimbursement funding for REACT (Federal theft identity program via the Santa Clara County District Attorney), and from other miscellaneous revenue sources.

#### Fund Balance

There is an increase of \$944,468 in this funding source due to the effect of the rollover of one time costs for Youth Services Center that were budgeted in the prior year and as well as additional year-end savings.

### TOTAL REQUIREMENTS

Total Requirements increased by \$5,962,286 or 10.2% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$5,392,441 in this expenditure category due to merit and negotiated labor increases in the amount of \$1,980,027, an increase in funding for overtime in Institutions in the amount of \$131,935, a \$494,592 adjustment due to workers comp experience component, a \$315,891 adjustment due to the addition of three (3) Deputy Probation Officer III positions to address the needs of probationers with mental health diagnoses, and a \$105,297 adjustment due to the addition of one (1) Program Services Manager I position to provide technical support to the County-wide Gang Task Force & Gang Intelligence / Investigations Unit.

#### Services and Supplies

There is a decrease of \$546,388 in this expenditure category due to a reduction in professional contracts and other line items. Furnishings.

#### Other Charges

There is an increase of \$1,439,093 in this expenditure category due to increase in rental charges for the new Youth Services Center and increases in food costs and the charges for other services provided by County service departments.

#### Fixed Assets

There is a decrease of \$61,355 in this expenditure category due to removal of one-time Youth Services Center start-up expense.

#### Intrafund Transfers

There is an increase of \$169,562 in this expenditure category due to the renewal of grant funding for the GIRLS program, and small increases associated with reimbursement funding for the Girl's Drug Court and Wraparound services.

#### Contingencies/Reserves

The balance in Reserves represents 0.6% of Net Appropriations, which is under the County's 2% reserves policy by \$419,908.

### NET COUNTY COST

There is an increase of \$5,356,285 or 22% in this Department's General Fund allocation. The majority of the increases are due to adjustments in costs associated with the opening and operation of the Youth Services Center, negotiated labor and retirement increases, the addition of 3

Deputy Probation Officer III positions to address the needs of probationers with mental health diagnoses and the addition of 1 Probation Services Manager I position to provide technical support to the Countywide Gang Task Force & Gang Intelligence / Investigations Unit.

## FY 2007-08 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$3,108,416 or 8.6% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Fund Balance

There is a decrease of \$3,108,416 in this funding source due to adjustments made to the Youth Services Center for one time costs that will be expended in FY 2006-07.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$1,532,724 or 2% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$1,575,692 in this expenditure category due to merit and negotiated labor increases.

#### Services and Supplies

There is a decrease of \$2,316,848 in this expenditure category due to adjustments made to the Youth Services Center for one time costs of furnishings that are expected to be expensed in the prior year.

#### Other Charges

There is a decrease of \$624,941 in this expenditure category due to adjustments made to the Youth Services Center for one time costs from internal service departments that are expected to be expensed in the prior year.

#### Fixed Assets

There is a decrease of \$166,627 in this expenditure category due to adjustments made to the Youth Services Center for one time costs of fixed assets that are expected to be expensed in the prior year.

### NET COUNTY COST

There is an increase of \$1,575,692 or 5% in this Department's General Fund allocation. The increase is due primarily to merit and labor increases.

## Administrative Services (3211P)

### Program Locator

#### County

Criminal Justice

Probation Department

#### ► Administrative Services

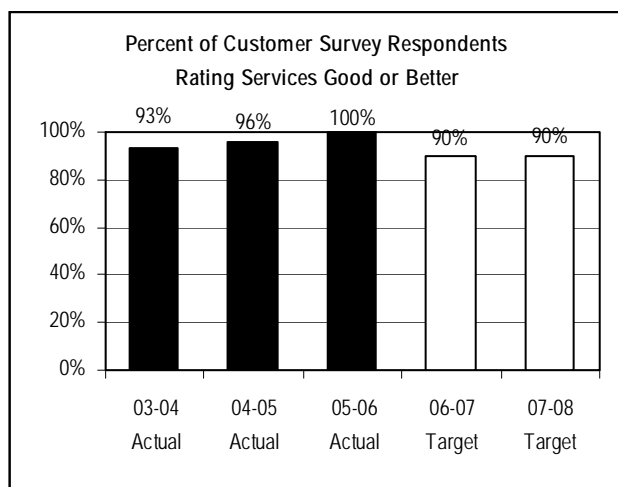
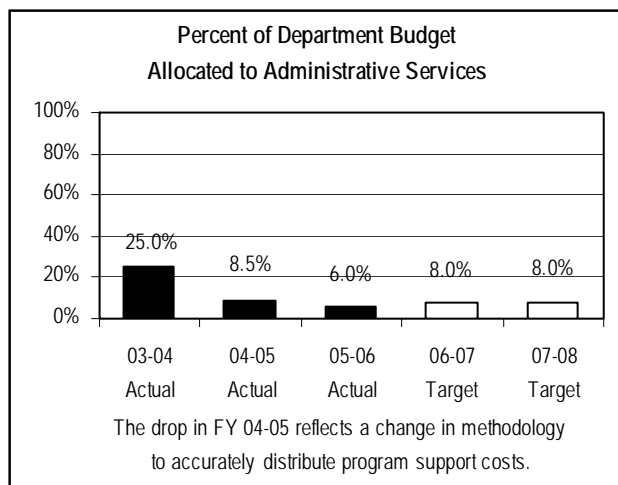
Court Services

Adult Supervision Services

Juvenile Supervision Services

Institutions Services

### 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 primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by offering Department-wide direction and administrative support in the following areas: Personnel, Training, Background Investigations, Grant Enhancement, Fiscal Services, Automation, and Program Support. 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.

The following were major accomplishments in the prior year:

- Coordinated multiple new facility trainings for Institutions staff
- Revised and improved Background Investigation (BI) process to reduce Department liability based on new case law
- Added on-line training programs as a cost effective, job-relevant option that better accommodates staff's personal and professional schedules
- Installed new computers throughout Department
- Developed plan to coordinate IT move to new Youth Services Center (YSC)
- Implemented Medi-Cal Administrative Activities as a new revenue source for the Adult Division

### Story Behind Performance

This year, with both TANF and JJCPA funds included in the Governor's Proposed Budget, the Department was able to focus attention on its infrastructure in the areas of personnel, training, background investigations, and revenue collection. A primary focus was on the Department's transition to the Youth Services Center (YSC), which required administrative planning and coordination in all areas of administration. Many staff were involved in the assessment and ordering of new furniture and fixtures for the new buildings.

The Training Unit coordinated a variety of courses designed to meet a multitude of Department needs. These included the design of a cost-effective local core training for the new Youth Services Center (YSC) staff, a series on new facility trainings for all Institutions staff, on-line courses for probation officers, and enhanced experiential learning training where officers shadow peers in different divisions. In addition, the unit assisted with coordination of management training on topics including conflict resolution, fiscal budgeting, and project management. While the Department has provided excellent training to a young management team, the issue of succession

planning remains a Department priority, and implementation of a successful mentoring program seems a natural progression in staff development.

This unit also handled the screening, tracking and oversight of over 70 background investigations (BIs). Not scheduling candidates for psychological and medical exams until investigators can provide a preliminary recommendation (which avoids significant cost), and the sheer volume of background investigations required to meet Youth Services Center staffing needs have resulted in longer processing timeframes to complete background investigations. In the prior year, 95% of all BIs were complete in nine weeks. That percentage has fallen to 50% in the current year and is expected to remain below 50% in the coming year. Emphasis will be placed on increasing the candidate pool while avoiding overall expenditures associated with unsuitable candidates.

The Information Technology (IT) unit worked collaboratively with five departments on the CJIS workgroup, which developed a Request for Proposals (RFP) and subsequently hired a consultant to develop a plan to have all departments off the County's mainframe by June 2007. In addition, the IT unit continues to experiment with better ways to keep case information current and available to officers in the field, including officer use of Palm Pilots and notebooks with Internet access. The IT unit has also worked collaboratively with the Adult Division Deputy Chief to complete a written needs assessment for the development of a much needed adult database system.

With a reduction in Title IV-E revenue, and a disallowance for adult divisions to claim for Targeted Case Management, the administrative team planned and fully implemented Medical Administrative Activities (MAA) claiming in the adult division. This involved extensive planning, development of training and reference materials, and the training of all Adult Division Managers. Revenue will be used to enhance services in the Adult Division.

#### **Major challenges over the next two years will be:**

- To complete transition to the new YSC, including final training sessions, grand opening, and office and institutional moves into the new facility
- To design and implement a new Adult data system and complete data conversion before June 2007
- To modify the juvenile data system to reduce the need for double-entry of data, and improve data extraction capabilities
- To implement a voluntary mentoring program for staff
- To implement the Columbia Ultimate Business System to increase Departmental revenue

#### **Program Objectives**

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

##### Successful transition to new Youth Services Center

- Coordinate delivery of furniture and fixtures for the new buildings
- Complete timely background investigations and schedule local CORE training for second set of newly hired staff

- Complete final sessions of Institutions staff training on new policies and procedures and new facility
- Plan, coordinate, and execute staff moves to the new facility

##### Implement Basic Database Systems to Allow Program Evaluation and Data Analysis

- Design, develop, and implement an Adult data base system, with OBM report capability
- Coordinate data conversion to new system
- Begin programming to automate newly acquired Adult risk assessment tool
- Modify juvenile data system to build data extraction capacity and performance measure reports

##### Develop Department Management Team

- Implement a structured voluntary mentoring program
- Plan and develop training classes to increase focus on staff development

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of Training classes	--	133	183	135	135
Number of Background Investigations	--	45	82	40	40
Number of Restitution/Fine Accounts set-up	--	4,862	5,951	5,800	5,800
<b>How Well We Do It (Quality)</b>					
Number of applicants entering the Background Investigations process within five weeks	--	43	58	38	38
Percent of department budget allocated to Administrative Services <sup>(1)</sup>	25%	8.5%	6%	8%	8%
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of training class evaluations indicating job relevance	766 / 87%	1,210 / 79%	1,130 / 83%	1,215/80%	1,215/80%
Number and percent of Background Investigations completed in 9 weeks	--	43 / 95%	68 / 100%	10/25%	14/35%
Number and percent of customer survey respondents rating service good or better <sup>(2)</sup>	93%	96%	100%	90%	90%
Dollars recovered to offset cost of detained youth <sup>(3)</sup>	\$688,019	\$522,722	\$481,994	\$500,000	\$550,000

<sup>(1)</sup> Expenditures for department-wide training, background investigation, equipment leases, and service contracts are reflected in this figure

<sup>(2)</sup> Beginning in FY 2005-06 a countywide standard of 90% has been established for customer satisfaction

<sup>(3)</sup> Collection of the cost assessed to parents of detained youth for care and maintenance has been adversely impacted by a delay in implementing an automated collection system and workload considerations

## Administrative Services (3211P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	22.0	23.0	23.0	22.0	(1.0)	22.0
Funded FTE	22.0	23.0	23.0	22.3	(0.7)	22.3
 Total Requirements	4,399,677	4,383,309	4,924,589	5,461,403	536,814	5,117,746
Total Sources	3,068,550	3,947,145	3,189,747	4,347,387	1,157,640	4,347,387
Net County Cost	1,331,127	436,164	1,734,842	1,114,016	(620,826)	770,359
 NCC Breakdown						
Mandated Services			1,722,465	1,101,182	(621,283)	757,525
Non-Mandated Services			12,377	12,834	457	12,834

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost is \$1,114,016.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Current Year Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: Appropriations are included to cover increased salary and benefit costs for Deputy Probation Officers and Group Supervisors as specified in the Memorandum of Understanding (MOU) approved by the Board on May 9, 2006; retirement rate increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes; reductions in contract expenses; retirement rate increases; and an increase in Prop 172 Public Safety Sales Tax revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
38,172	504,870	0	0	466,698	0

#### 2. Administrative Reorganization

To improve Administrative oversight and effectiveness and better meet the needs of the department, a number of position changes are added to the Recommended Budget. The changes occur in the Administrative Services, Juvenile Supervision and Adult Supervision Programs. There is no change to the department position count or Net County Cost. The reorganization budget changes in the Administrative Service Program include: one Financial Services Manager II position and one Administrative Services Manager I are deleted and one Deputy Director of Administration is added.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(110,197)	0	0	(110,197)	(1)



**3. Increase in State Standards for Training in Corrections (STC)**

Revenue from the State for Standards for Training in Corrections (STC) has been increased as reimbursement for State training mandates. The new revenue is set aside in Reserves. A portion of the new revenue will cover the department's contribution for the Countywide Learning Content Management System.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
175,000	12,362	0	210,662	48,024	0

**4. Fiscal Staff Conversion**

One Accountant I position has been added to increase technical support in the Fiscal Services Unit. The position will be assigned to handle billings/receivable, IFAS monitoring and certain accounts analyses, accounting for care and maintenance and assisting the Accountant II and staff in the day to day activities of the unit. This position addition will be offset by the deletion of one Lead Fiscal Office Assistant. The Accountant position better meets the fiscal needs of the department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	10,104	0	0	10,104	0

**5. Criminal Justice Information System (CJIS) Project Management**

An Information Technology Manager position is added to the County Manager's Office to provide operational coordination and leadership for overall CJIS implementation. The position will manage the relationships between all CJIS partners and ensure that the strategies and direction provided by the CJIS Board, including migration off the County mainframe, are implemented. The District Attorney's Office, Sheriff's Office, Probation and the Court have included \$41,000 to offset the cost of the position to the County Manager's Office. This package represents the Probation Department's portion.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(41,000)	0	0	(41,000)	0
0	41,000	0	0	41,000	0

**6. Adjustment to Fund Balance**

Fund balance has been adjusted to include one time costs for the Youth Services Center that were appropriated in the prior year, have not been expended, and will be re-appropriated in the Adopted Budget. The total roll over is partially offset by lower savings generated in the prior year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
944,468	211,618	0	(302,605)	(1,035,455)	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,157,640	628,757	0	(91,943)	(620,826)	(1)

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

### 7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: Salaries and Benefits have been increased to include annualization of the negotiated increases, as well as merit increases and higher benefit costs. Services and Supplies have been decreased to remove one-time furnishing costs for the Youth Services Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(344,048)	0	0	(344,048)	0

### 8. Removal of Start-up Costs for the Youth Services Center

Funding for the one-time purchase of furnishings for the Administration Division in anticipation of the opening of the Youth Services Center have been removed. Fund Balance has been adjusted to this program and additional one time costs have been removed from affected programs throughout the department. There is no change to the Net County Cost at the department level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,108,416)	(377,979)	0	0	2,730,437	0

### TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,108,416)	(722,027)	0	0	2,386,389	0

## Court Services (3223P)

### Program Locator

#### County

Criminal Justice

Probation Department

Administrative Services

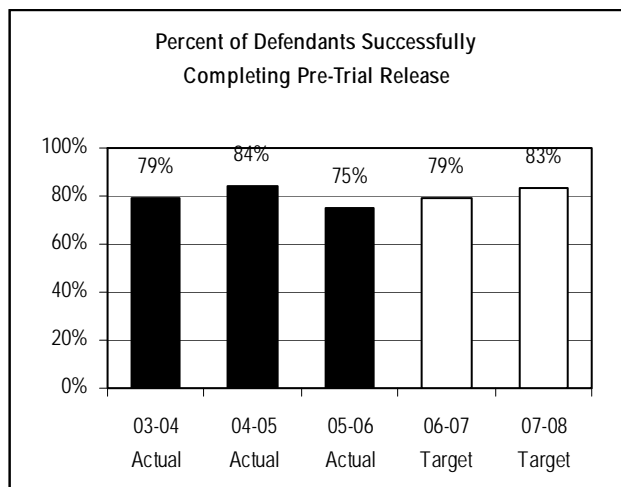
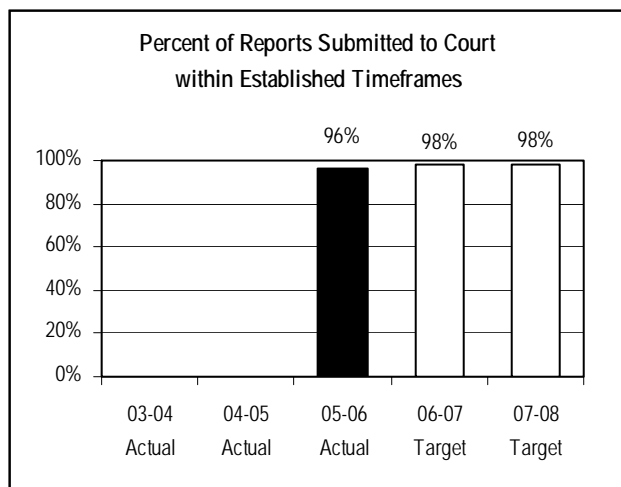
#### ► Court Services

Adult Supervision Services

Juvenile Supervision Services

Institutions Services

### Headline Measures



### Program Outcome Statement

The Court Services Units in the Adult and Juvenile Division have the mutual goal of providing thorough, timely, and impartial information to the Courts they serve. The intention of these reports is to provide the Court with criminal, social, educational, and family information that will facilitate the best judicial decision possible in pre-trial and pre-sentence matters for adults, and detention and pre-adjudication matters for juveniles.

### Services and Accomplishments

The Court Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by supporting the Court's efforts to protect the community, allow deserving youth and defendants the liberty to assist in their own defense, and impose the most appropriate sentence. Court Services also facilitates treatment that may be in process and encourages clients to participate in the Court process to display responsibility and accountability. Lastly, the unit provides the Court with recommended sentences including conditions of probation that maximize public safety, support crime victims, and provide structure to offenders and youth who have committed law violations.

The Court Services Adult Division also manages the Pre-Trial Unit. Defendants are considered for "Own Recognizance Release" through the use of risk-assessments.

The following were major accomplishments in the prior year:

- Implemented the use of a validated risk-needs assessment and case management tool used to support sentencing recommendations
- Began "cross-training" officers to become proficient in all Municipal and Superior Court document formats
- Juvenile Investigations Unit completed approximately 760 reports that were submitted to the Juvenile Courts and provided the Court with significant information to facilitate the Court's decisions.

### Story Behind Performance

A large part of the Court Services Unit's success is due to the on-going collaboration and reciprocal cooperation between unit management and the Court. The high quality of assessment, reporting and supervision is due to quality training and unit management. With the Court's willingness to be actively involved in workload issues, the Probation Department has been able to manage its resources to maintain quality reports in spite of staff reductions. In addition, juvenile intake referrals have decreased due to accelerated activities by the full operation of the Assessment Center and police diversion to community programs.

The Court Services Units are having difficulty meeting the demand for bilingual services necessary to meet the current needs of the Court. This has the side effect of limiting exposure of existing

bilingual staff to other phases and opportunities in the Probation Department. And additionally, bilingual staff are frequently asked to assist non-bilingual staff. Consequently non-English-speaking probationers are unable to fully benefit from probation when they are supervised by non-bilingual staff. Even with these limitations, the quality of this unit's efforts ensures that approximately 97% of all court documents meet or exceed department standards of legal viability, accuracy, impartiality, informative content and timeliness. Court referrals have risen at a rate of 6% over the last several years.

Court reliance upon Pretrial supervision services seemed to decrease at the close of the last fiscal year. As a result, one deputy probation officer position and one office support position were removed from the program to fill service deficits in other areas of the division. The program is now experiencing a modest increase in the demand for supervision services. If this upward trend continues, it will demonstrate a need to restore staff resources.

During this budget year both the quality and timeliness of Court reports will be studied. Current anecdotal information indicates that most reports are submitted within judicial guidelines and contain information substantive to the Court's decision. However, a process is now in place that formalizes the examination of these key issues and will guide both training and resource management.

This year will be difficult with many experienced staff and managers retiring. Succession planning will help, but the magnitude of the issue will leave a void in technical knowledge. However, this issue will present an opportunity to "think outside the box" and find more effective solutions to meet current needs.

Juvenile Investigation unit is challenged with a new supervisor and new staff that require training. Time along with training, will assist the new supervisor in providing support and guidance. The unit is responding well to training. The combination of a new supervisor and new staff has undoubtedly affected the number of reports requiring remedial action.

The Juvenile Division implemented a new assessment tool that is completed by the Investigations probation officers. This tool provides extensive case information. As a result, the maximum number of reports per month required of each officer was reduced from 14 to 12. This has helped officers adhere to mandated timelines. Over the next few years, it is hoped that competence with this new assessment tool and experienced officers in the Investigations Unit will increase the number of reports not requiring remedial action. As more cases are diverted from the formal juvenile justice system, investigation resources can be reallocated to provide supervision services. A reduction in the overall number of reports that are written should help maintain a high standard for getting reports to the Court on time.

#### **Major challenges over the next two years will be:**

- To assign staff to positions based on strengths
- To merge the Adult Division's Municipal and Superior Court Units into one multi-functional Court Services Unit
- To continue to monitor Pretrial service utilization

- To increase ability to respond to bi-lingual workload
- To implement an on-going training plan for new staff and managers
- To maximize use of the new juvenile assessment tool

#### **Program Objectives**

The Court Services Units will meet performance targets by doing the following:

##### Ensure 85% of All Pre-Trial and Court Ordered Reports are Completed Accurately and Submitted within Established Timeframes

- Monitor Court submissions
- Cross train municipal and superior court investigation staff
- Track and manage surges in investigation requests
- Train new staff in time management techniques

##### Work with Courts to Increase Use of Pre-Trial Services

- Conduct analysis of current practices
- Evaluate successful programs in other Counties
- Work with Court to implement utilization of valid release instrument

##### Provide Appropriate Training for All New Staff

- Monitor areas where remedial action was required
- Develop and provide additional support and training in this area

##### Complete Implementation of the New Juvenile Assessment Tool

- Provide training for all staff on completion of the assessment tool
- Provide training on Motivational Interviewing
- Use the assessment tool to support recommendations made to the Court

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of reports	5,456	5,364	3,491	2,990	3,080
Number of completed Pre-trial Services Investigations	10,416	9,796	10,857	11,682	12,850
Number of defendants granted pretrial release <sup>(1)</sup>	1,424	1,268	531	781	859
<b>How Well We Do It (Quality)</b>					
Number and percent of reports submitted to Court within established timeframes	---	---	2,966 / 96%	2,916 / 98%	3,012 / 98%
Number of reports per officer per year					
- Adult Courts	491	548	222	667	700
- Juvenile Courts	156	121	99	85	80
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of reports not requiring remedial action	4,632 / 84%	4,134 / 99%	2,953 / 94%	2,813 / 96%	2,921 / 97%
Number and percent of defendants successfully completing pretrial release <sup>(1)</sup>	1,182 / 79%	1,246 / 84%	1,029 / 75%	1,045 / 79%	1,149 / 83%

<sup>(1)</sup> Because considerable time can transpire between when a given defendant is granted release and completes release, there is not a direct relationship between these measures.

### Court Services (3223P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	61.0	58.0	58.0	58.0		58.0
Funded FTE	58.3	54.3	54.3	53.9	(0.4)	53.9
 Total Requirements	7,498,295	7,753,025	7,226,199	7,647,655	421,456	7,846,331
Total Sources	3,490,762	3,198,973	3,098,723	3,068,832	(29,891)	3,068,832
Net County Cost	4,007,533	4,554,052	4,127,476	4,578,823	451,347	4,777,499
 NCC Breakdown						
Mandated Services			4,127,476	4,578,823	451,347	4,777,499

## Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,578,823 or 59.9%, of which 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 \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: retirement rate increases; inclusion of merit increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; reductions in contract expenses; reductions in Title IV-E allocation; and increases in County service department charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(29,891)	421,456	0	0	451,347	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

### 2. Adjustments to Provide Current Level of Service

Budget adjustments have been made to meet performance targets: Salaries and Benefits have been increased to include annualization of the negotiated increases, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	198,676	0	0	198,676	0

## Adult Supervision Services (3227P)

### Program Locator

#### County

Criminal Justice

Probation Department

Administrative Services

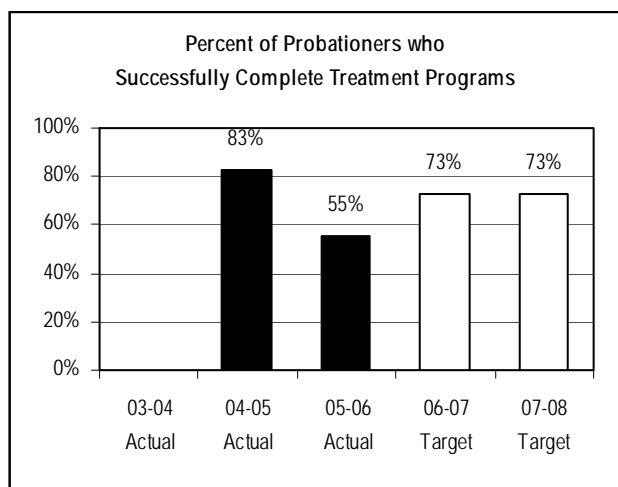
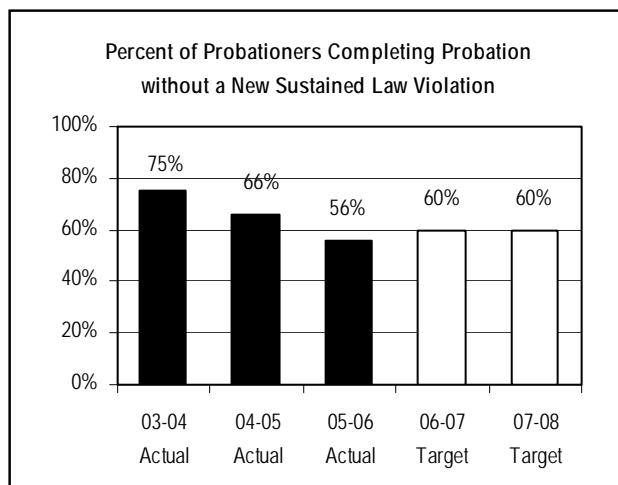
Court Services

#### ▷ **Adult Supervision Services**

Juvenile Supervision Services

Institutions Services

### Headline Measures



### Program Outcome Statement

The Adult Supervision Services Unit exists to enforce the conditions of probation and to give the probationer every available benefit of probation that will contribute to a positive lifestyle change to reduce the potential for recidivism.

### Services and Accomplishments

The Adult Supervision Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing nearly 2,200 probationers with specialized supervision programs, ranging from highly intensive levels of monitoring, chemical testing and treatment, to more general services requiring regular contact, treatment program participation, and regular progress reporting. This program supports and teams with the criminal intelligence network that allows all local law enforcement agencies within San Mateo County to operate in a highly efficient manner.

Adult Supervision Services includes the following services: Intensive Supervision, Sex Offenders, Violent Offenders, Drug Court, Bridges Program, Proposition 36, Mentally Ill Offenders and Deferred Entry of Judgment. In addition, the Adult Division utilizes a Computer Assisted Case Services Unit (formally known as CAST) to provide limited "case processing" services to probationers who do not present an immediate foreseeable public safety risk. This allows the services listed above the best possible use of limited supervision resources. Together, these programs provide supervision services that include: Community-based supervision, counseling, and treatment; pro-active intervention when instability or relapse is detected; chemical testing; electronic monitoring; referral to educational, vocational, and employment resources; and cognitive skills training (Bridges Program).

The following were major accomplishments in the prior year:

- Assisted in the formation of a multi-level law enforcement effort to reduce gang violence in San Mateo County
- Conducted anti-gang presentations in various schools and before several city government agencies
- Initiated collection of DNA samples from over 3,000 probationers who are required to provide them to the Department of Justice in compliance with Proposition 69
- Initiated implementation of a scientifically validated instrument to assess risk and identify service needs of adult probationers
- Incorporated the "Medi-Cal Administrative Activities" process into the division's core operations to increase department revenue

### Story Behind Performance

As a result of the supervision and treatment services provided by the Supervision Services Units, the percentage of probationers who successfully complete probation without committing new law violations exceeds that of the most recently published report by the

Bureau of Justice Statistics (2003) in all areas but Intensive Supervision. This exception may be due to serious and extensive criminal histories of those currently under intensive supervision and a lack of community resources for those in need of structure and vocational employment assistance. Given that the average grant of probation is nearly three years, it is difficult to ascertain whether the modest seven percent (7%) increase in the number of probationers completing probation without violations, is the result of supervision and treatment received this year, or over the entire duration of probation. What is certain is that this division experienced a high number of retirements, staff transfers, and frozen vacancies, making service continuity difficult. Vacancies and extended leaves resulted in a reduction of supervision capacity of high-risk offenders, while increasing the number referred to the unsupervised Computer Assisted Case Services unit. New and transferring officers require training to respond competently to their new assignments. Frozen positions require the remaining officers to respond to higher and fluctuating workloads that often create service gaps requiring the use of extra-help employees or overtime. Target measures are not likely to improve without additional staffing resources.

Substance abuse continues to be the dominant reason why adult offenders are on supervised probation. Fifty-one percent (51%) of probationers are on probation for some form of drug or alcohol abuse. Success rates for this population vary greatly depending on the program, with the highest success rates in structured programs like Drug Court and Bridges and the lowest in Prop 36 (33%). Even when a probationer is not convicted of a drug offense, drug or alcohol is often a component of their crime or criminal history. This fact requires this division to rely heavily upon chemical testing, community-based treatment programs, and vigilant attention to early signs of relapse. Also, because the illegal use of methamphetamine continues to be a dominant "drug of choice," officers are required to exercise greater caution to protect themselves from the hazards produced by the environments in which the drug is produced and the volatile behavior often exhibited by its chronic users. Substance abuse programs trends must be reviewed for a longer period of time to better determine program impact.

The average number of probationers on active supervision per officer modestly decreased due to department and court efforts to reduce referrals and increased transfers to the Computer Assisted Case Services Unit. Based upon current "workflow" and the increase in local violent gang activity, this reduction may be short term. The number of intensive supervision cases which include domestic violence, violent offenders, sex offenders, and the highest risk cases should remain consistent based on the number of officers available to provide supervision services at a 1:70 ratio. The result, or consequence, of the transfers is that higher-risk, less stable probationers are transferred in order to provide more supervision resources for highest risk probationers. This may result in higher recidivism rates among transferred probationers who will not be provided proactive supervision.

Gang violence and other violent offenders continue to deprive many citizens of the safe enjoyment of their communities. As a result, several city governments, and in some cases, members of the

County Board of Supervisors, have called upon the division to support and participate in gang suppression activities. These activities included searching for and locating offenders that were known to be armed participants in recent shootings and homicides.

To conserve existing supervision resources, officers continue to rely heavily upon regular collaboration with community-based treatment organizations and all levels of local and state law enforcement. Many officers are designated liaisons between the Adult Division's Supervision Services and several local, specialized law enforcement task forces.

With money allocated for the development of a data system it is hoped that all division service activities and performance data can be recorded and reported in an accurate manner. Until then, the division's data recovery and reporting processes remain obsolete and lack the flexibility to adjust to the changing needs of the department. Current plans call for the installation of a functional system during the third quarter of 2006.

#### **Major challenges over the next two years will be:**

- To develop and implement a new data system
- To utilize a scientifically validated instrument to accurately assess the public risk and service needs of probationers
- To increase bi-lingual Spanish speaking staff to match the increases in this population

#### **Program Objectives**

The Adult Supervision Services Unit will meet performance targets by doing the following:

##### Ensure at Least 73% of Probationers Complete Probation Without a New Sustained Law Violation

- Obtain and implement new case management system to better allocate department supervision resources and identify gaps and services
- Implement a validated risk assessment tool to better identify supervision service levels
- Utilize educational and vocational programs available for offenders in the County

##### Continue to Support and Utilize Collaboration and "Networking" with Community-Based Treatment Programs and Local Law Enforcement

- Continue participation on task force operations
- Work with treatment providers to focus on implementing more evidence based practices
- Continue participation on EPA Crime Task Force and the San Mateo County Gang Abatement Project

##### Continue to Provide the Most Current and Effective Case-Management Training Available

- Arrange specialized training in supervision of offenders who commit crimes of violence, identity theft, domestic violence, and substance abuse
- Continue to improve officer safety training and ensure safety equipment is up to date
- Provide motivational training to all probation staff



## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of probationers placed on relapse prevention supervision services <sup>(1)</sup>	1,701	1,437	1,878	1,548	1,548
Number of probationers placed on Intensive Supervision	3,708	1,479	923	1,200	1,200
Number of supervised offenders on CAST	5,552	4,504	3,596	4,000	4,000
<b>How Well We Do It (Quality)</b>					
Number and percent of probationers referred to treatment programs	--	2,564 / 29%	1,382 / 47%	2,000 / 50%	2,000 / 50%
Staff to client ratio	1:84	1:84	1:101	1:70	1:65
Percent of total adult probation caseload on CAST	65%	57%	43%	55%	55%
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of probationers completing probation without new sustained law violation	1,652 / 75%	526 / 66%	840 / 56%	840 / 60%	840 / 60%
Number and percent of probationers who successfully complete treatment program	N/A	409 / 65%	1,234 / 55%	951 / 65%	951 / 65%
Percent of CAST Offenders completing probation versus termination to California Department of Corrections or Jail	83%	65%	58%	65%	65%

<sup>(1)</sup> Prior year data omitted all outstanding CAST warrants.

## Adult Supervision Services (3227P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	94.0	97.0	97.0	101.0	4.0	101.0
Funded FTE	93.3	96.3	96.3	100.4	4.1	100.4
 Total Requirements	9,617,840	10,139,934	10,946,534	12,012,465	1,065,931	12,287,797
Total Sources	5,073,326	5,316,743	5,494,820	4,865,238	(629,582)	4,865,238
Net County Cost	4,544,514	4,823,191	5,451,714	7,147,227	1,695,513	7,422,559
 NCC Breakdown						
Mandated Services			5,451,714	7,147,227	1,695,513	7,422,559

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$7,147,227 or 59.5%, of which 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 \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: retirement rate increases; inclusion of merit increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; a reduction in Prop 172 Public Safety allocation for this Program Unit (due to department staffing reallocation); and loss of funding for the Bridges program and the REACT program (a Federally sponsored theft identity program in association with the Santa Clara County District Attorney's Office).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(677,606)	519,293	0	0	1,196,899	(1)

#### 2. Pathways Mental Health Court

Three new Deputy Probation Officer III positions have been added to address the needs of probationers with mental health diagnoses who require intensive supervision for mental health as well as criminal patterns, and for whom the monitoring of treatment plans and prescription drug use is critical. As members of the team staffing the Mental Health Court, these officers will be trained in distinguishing between mental health behavior and more purely criminal behavior; in supervising probationers who have dual or multiple diagnoses; and coordinating with health, mental health and substance abuse providers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	315,891	0	0	315,891	3

#### 3. Countywide Gang Task Force

One Program Services Manager I position has been added to the Countywide Gang Task Force & Intelligence / Investigations Unit. This position will provide technical expertise to the Gang Task Force and will coordinate the activities of the department to enhance gang monitoring

and suppression activities. This position will have command authority and direct personnel resources to optimally respond to gang activity countywide.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	118,480	0	0	118,480	1

#### **4. Administrative Reorganization**

To improve Administrative oversight and effectiveness and better meet the needs of the department, a number of position changes are added to the Recommended Budget. The changes occur in the Administrative Services, Juvenile Supervision and Adult Supervision Programs. There is no change to the department position count or Net County Cost. The reorganization budget changes in the Adult Supervision Program include the addition of one Management Analyst. The cost of this position is offset by reductions in other programs. There is not net increase to County cost at the department level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	107,419	0	0	107,419	1

#### **5. Increase in Supervision Fee Revenue**

Revenue from Supervision fees has been increased based on prior year-end actuals and the first quarter trend. The new revenue is set aside in Reserves. A portion of the new revenue will cover the department's contribution for the Countywide Learning Content Management System in the Administrative Services Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
48,024	0	0	0	(48,024)	0

#### **6. Redwood City Support Unit**

One Legal Word Processor II will be deleted and one Legal Office Specialist will be added to allow more flexibility and additional capacity to address the Adult clerical support workload in Redwood City.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	4,848	0	0	4,848	0

### **TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(629,582)	1,065,931	0	0	1,695,513	4

#### **FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

#### **7. Adjustments to Provide Current Level of Service**

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	275,332	0	0	275,332	0

## Juvenile Supervision Services (3253P)

### Program Locator

#### County

Criminal Justice

Probation Department

Administrative Services

Court Services

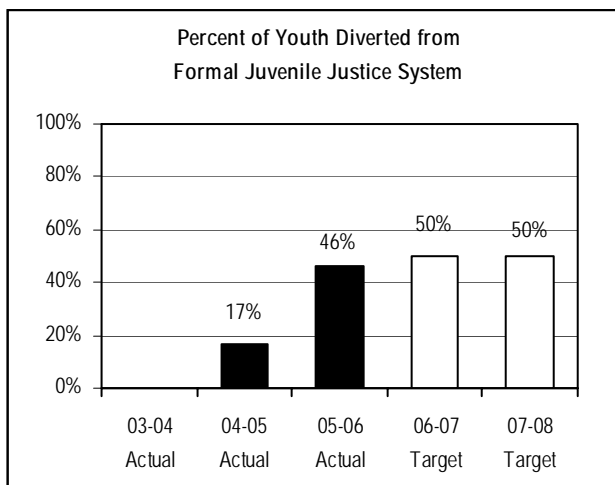
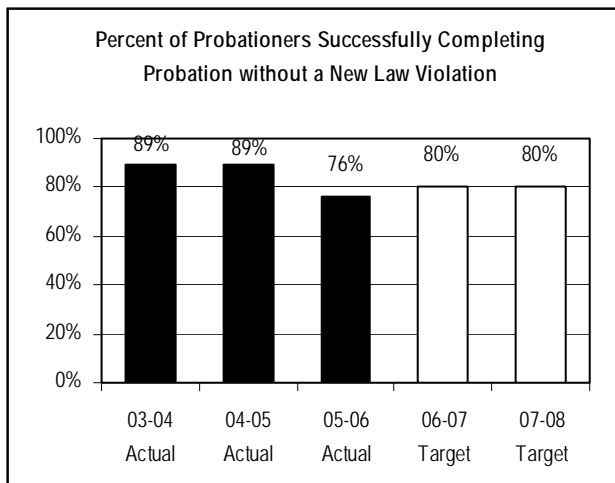
Adult Supervision Services



**Juvenile Supervision Services**

Institutions Services

### Headline Measures



### Program Outcome Statement

The Juvenile Supervision Program monitors youth placed on probation by the juvenile court by enforcing orders, coordinating services, and developing individualized case plans to track progress. Supervision officers work closely with the juvenile court, local law enforcement, and community treatment providers to reduce delinquency and recidivism, and hold youth accountable through the use of sanctions and incentives promoting pro-social values.

### Services and Accomplishments

Juvenile Supervision Services primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All and protects the community and reduces the incidence of juvenile crime by affecting changes in juvenile offenders' behavior and assisting them in making positive choices. The juvenile supervision program provides a wide range of services including truancy, diversion, and crisis intervention services on school campuses, screening and assessment, family preservation services, case management of youth in out-of-home placements, and intensive supervision of high-risk offenders. Assessment services focus on identifying both risk and protective factors that become the focus of case management. Intensive efforts for high-risk youth have focused on monitoring serious offenders, treating problems of substance and mental illness, maintaining family stability, and avoiding costly out-of-home placements.

The following were major accomplishments in the prior year:

- Implemented a validated assessment tool to evaluate the needs of the minors and more accurately create case intervention plans
- Collected DNA and palm prints from all qualifying minors per Prop 69 and developed procedures for ongoing collection
- Worked collaboratively with multiple agencies to develop expansion plan for Assessment Center Services at the new Youth Services Center
- Began implementation of alternative sanctions to detention including expanded use of Electronic Monitoring, Home Supervision and House Arrest; expansion of the Community Care Project; meeting with community partners to create new programming and building on existing programming
- Expanded the school-based Risk Prevention Program to all but one high school in San Mateo County and to additional middle schools in the South County
- Increased the number of youth served on diversion/prevention caseloads by 3%

### Story Behind Performance

The number of juveniles served on formal probation continues to decrease with the drop in the juvenile crime rate. This has afforded the division the opportunity to reach reasonable caseload numbers in specialized and intensive supervision assignments.

In an effort to protect the community and reduce the incidence of juvenile crime, the Juvenile Division has been incorporating evidenced based practices to more effectively facilitate positive change for juvenile offenders and their families. This begins in the Assessment Center (AC) with a new assessment tool. The pre-screening tool helps staff to more effectively direct new cases to where they will be best served. This is one reason for the increase in the number of youth served by prevention/diversion programs. The AC, with a staff that includes mental health workers and community care workers, maintains a caseload of youth who are diverted from the formal court process and handled informally for a short time. The number of school campuses served by the Risk Prevention Program (RPP) has also increased. With Probation Officers now on all but one high school and several middle school campuses throughout the entire County, the resources exist to monitor more juveniles on informal contracts through this diversion program. This accounts for the higher percentage of youth who have been diverted from the formal juvenile justice system.

In September of 2005, a new assessment tool was implemented to better evaluate the areas where a child and his/her family are doing well and where they need additional assistance. This tool has helped make more appropriate recommendations to the Court and develop case plans that are better suited to the needs of those involved. The family and child's progress is re-evaluated with this same tool at least every six months. This ensures that the case plans developed by the families and supported by probation officers are working, or modified in ways that may be more effective.

After reorganizing the Juvenile Division in December of 2004, juvenile supervision services are more regionalized and specialized units have been adjusted to adapt with the changing trends and needs of society. Therefore, some measurements are difficult to compare to prior year numbers. Along those lines, the youth referred to probation have more complicated issues. There has been an increase in gang membership and substance abuse issues that will require additional community resources to address. This may account for the lower percentage of youth completing probation without a new sustained law violation. Also, treatment services provided by mental health staff assigned to the Family Preservation Program (FPP) have been modified. These variables have impacted the level of service we can provide to the youth and their families.

Recent research indicates that the more time youth spend in custody, the more likely they are to re-offend. This is in contrast to previous research, which encouraged detention to get a child's attention. In response to the current findings, the department has looked for alternatives to detention and ways to make the time in detention more productive. The GIRLS camp has continued to provide a structured and supportive environment that includes gender specific programming. Many of the girls who would have gone to an out of home placement for an extended period of time, now spend about a third of that time in custody. This program is currently housed at the juvenile hall. With the construction of the new Youth Services Center (YCS), a group home type environment designed with evidenced based programming will be available.

With a commitment to a family-centered approach, significantly fewer youth were committed to out-of-home placements in the past year. Many of the gang affiliated youth are being now supervised by a new Intensive Unit, rather than the Family Preservation Program (FPP). Therefore, fewer youth are supervised through FPP and Placement. While the case numbers are down, the percentage of youth who are not removed from their homes or do not fail their placements, has remained fairly consistent.

There have been a number of changes in the past few years that could have contributed to the reduction in the number and percentage of probationers completing probation without new sustained law violations. A large number of experienced staff has recently retired. New staff is eager and dedicated but still lack experience and confidence. Also, new offenses of testing positive for drugs, which were previously handled as probation violations, are now being prosecuted as new law violations, in accordance with a request from the Deputy District Attorney.

A baseline measure for our diversion caseloads has been added. With the regionalization of our programs, our RPP officers have been given additional responsibilities to determine if youth have sustained a new law referral within 6 months of completing diversion. This will assist in the evaluation of the effectiveness of the pre-assessment tool, which determines who is appropriate for diversion, the success of a diversion program.

#### **Major challenges over the next two years will be:**

- To find new funding to sustain drug court treatment and the GIRLS Program
- To find funding to implement gang and substance abuse programming for Glenwood Aftercare
- To fully implement the new case assessment and case management tool
- To train new and current staff in case management techniques, the Probation criminal justice philosophy, alternatives sanctions, and best practices
- To develop and implement a performance based probation model
- To update and integrate new policies and procedures for new Youth Services Center
- To reduce the number of youth detained in Juvenile Hall for technical violations

#### **Program Objectives**

Juvenile Services will meet performance targets by doing the following:

##### Increase the Number of Youth Served on Diversion/ Prevention Caseloads by 3%

- Use informal contracts at Assessment Center as appropriate
- Maintain youth on RPP contracts
- Work with law enforcement and schools to provide high level of community outreach and prevention services

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Increase Number of Youth Not Re-Offending while on Probation

- Provide more youth with cognitive skill building classes
- Assess and classify all cases for appropriate supervision levels and targeted risk and protective factors
- By utilizing evidenced practices and more alternatives to detention to improve effectiveness of services
- Provide continuum of care for Glenwood youth transitioning from camp to community

Complete 85% of Case Plans within Divisional Timelines

- Increase usage of the information obtained from the new assessment tool
- Monitor and track reassessments at case transfer and 6 month intervals
- Enlist youth and family participation in plan development and goals

Reduce the Number of Youth Detained for Technical Violation by 50%

- Develop community based program
- Develop weekend program at multiple sites
- Increase utilization of community care

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of juveniles served on probation	3,112	3,167	2,467	2,403	2,331
Number of youth served under prevention/ diversion programs	--	487	1,256	1,250	1,300
<b>How Well We Do It (Quality)</b>					
Staff to client ratio <sup>(1)</sup> :	1:36	1:55			
- Specialized Units			1:14	1:15	1:15
- Regular Supervision			1:45	1:45	1:45
Percent of youth diverted from formal juvenile justice system	--	17%	46%	50%	50%
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of probationers completing probation without new sustained law violations	1,345 / 89%	1,373 / 89%	726 / 76%	600 / 85%	564 / 89%
Number and percent of youth referred to the family preservation and placement units who are not removed or replaced due to program failure <sup>(2)</sup>	764 / 93%	812 / 94%	--	--	--
Number and percent of youth referred who are not removed or replaced due to program failure:					
- Family Preservation	--	--	161 / 85%	148 / 85%	141 / 85%
- Placement	--	--	151 / 94%	142 / 94%	138 / 94%
Number and percent of diverted youth who complete informal contract and are not filed upon within six months of case closure	--	--	1,262 / 84%	1,250 / 85%	1,300 / 89%

<sup>(1)</sup> Beginning in FY 2005-06 Staff to Client ratios have been broken out to highlight Specialized Units vs. Regular Supervision.

<sup>(2)</sup> Beginning in FY 2005-06 the number and percent of youth who are not removed or replaced due to program failure have been broken out to highlight success rates for Family Preservation and Placement programs.

## Juvenile Supervision Services (3253P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	133.0	134.0	134.0	135.0	1.0	135.0
Funded FTE	125.5	129.3	129.3	131.3	1.9	131.3
 Total Requirements	14,985,769	15,378,946	16,745,476	17,450,070	704,594	17,139,162
Total Sources	14,819,189	12,098,177	12,841,685	12,918,407	76,722	12,918,407
Net County Cost	166,579	3,280,769	3,903,791	4,531,663	627,872	4,220,755
 NCC Breakdown						
Mandated Services			3,903,791	4,531,663	627,872	4,220,755

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,531,663 or 26.0%, of which \$4,531,663 or 100% 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 \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Current Year Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: retirement rate increases; inclusion of merit increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; reductions in contract expenses; a reduction in Title IV-E reimbursement; and a reduction in Juvenile Probation and Camps funding (formerly TANF) per the State of California's allocation estimate. In the prior year the Community Schools program was transferred from the Juvenile Division to the Institutions Division and the Home Detention / Camp Glenwood Aftercare program was transferred from the Institutions Division to the Juvenile Division.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
76,722	616,672	0	0	539,950	0

#### 2. Administrative Reorganization

To improve Administrative oversight and effectiveness and better meet the needs of the department, a number of position changes are added to the Recommended Budget. The changes occur in the Administrative Services, Juvenile Supervision and Adult Supervision Programs. There is no change to the department position count or Net County Cost. The reorganization budget changes in the Juvenile Supervision Program include the addition of one Management Analyst. The cost of this position is offset by reductions in this and other programs. There is not net increase to County cost at the department level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	43,810	0	0	43,810	1



**3. Hillcrest Juvenile Clerical Support Unit**

One Legal Word Processor II will be deleted and one Legal Office Specialist will be added to allow more flexibility and additional capacity to address the Juvenile clerical support workload at Hillcrest.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	4,848	0	0	4,848	0

**4. Risk Prevention Program**

Two Group Supervisor II positions are deleted from the Risk Prevention Program, and one Deputy Probation Officer III position will be added to the Risk Prevention Program-North and one Deputy Probation Officer III position will be added to the Risk Prevention Program-Central. This upgrading of position capacity ensures service consistency across the three RPP programs. In addition to case management services, the officers will be able to intervene as peace officers to help manage campus incidents, perform intake screening, make initial assessments, file juvenile court petitions, place minors on informal probation, and participate in school district truancy hearings.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	39,264	0	0	39,264	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
76,722	704,594	0	0	627,872	1

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 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.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	490,602	0	0	490,602	0

**6. Removal of Start-up Costs for the Youth Services Center**

Funding for the one-time purchase of furnishings for the Juvenile Division in anticipation of the opening of the Youth Services Center have been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(801,510)	0	0	(801,510)	0

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(310,908)	0	0	(310,908)	0

## Institutions Services (3283P)

### Program Locator

#### County

Criminal Justice

Probation Department

Administrative Services

Court Services

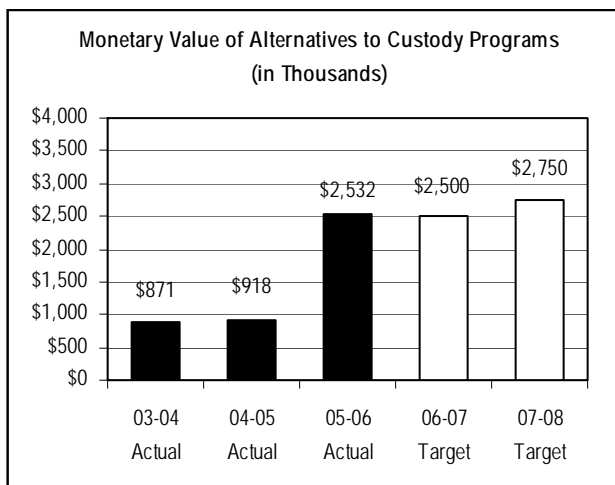
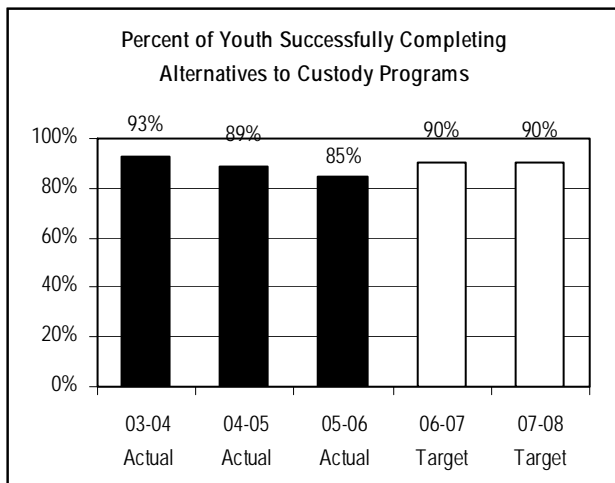
Adult Supervision Services

Juvenile Supervision Services



**Institutions Services**

### Headline Measures



### Program Outcome Statement

The Institutions Division 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 youth and residential and community supervision of delinquent youth in order to protect the community, reduce delinquency, and build families.

### Services and Accomplishments

Institutions Services primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by offering varying degrees of detention including secure custody, home supervision, electronic monitoring, weekend community work programs, and weekend therapeutic detention. Youth who are released to home supervision and electronic monitoring are supervised daily in the community. Community Care consists of supervised work service at different locations throughout the community on the weekends. The Camp Glenwood Boys Ranch is a 60 bed residential program that assists delinquent youth in changing harmful behaviors and improving their educational skills and abilities to successfully function in their families and communities.

The following were major accomplishments in the prior year:

- Completed Policies and Procedures for the new Youth Services Center
- Trained 120 staff for the Youth Services Center
- Installed Telestaff computerized staffing system
- Ongoing transition to the Youth Services Center

### Story Behind Performance

Institutions Services primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by offering varying degrees of detention including secure custody, home supervision, electronic monitoring, weekend community work programs, and weekend therapeutic detention. Youth who are released to home supervision and electronic monitoring are supervised daily in the community. Community Care consists of supervised work service at different locations throughout the community on the weekends. The Camp Glenwood Boys Ranch is a 60 bed residential program that assists delinquent youth in changing harmful behaviors and improving their educational skills and abilities to successfully function in their families and communities.

The following are major accomplishments in the current year:

- Completed Policies and Procedures for the new Youth Services Center
- Trained 120 staff for the Youth Services Center
- Installed Telestaff computerized staffing system
- Ongoing transition to the Youth Services Center

## Story Behind Performance

Throughout the last year, the juvenile hall operated at 113% of capacity and the camp facilities remained at full capacity with a waiting list for admission. The alternative to custody community service programs remained at a 50% reduction due to budget reductions. The existing program, which requires youth to transport themselves to designated work sites, limits the number and type of sites that can be served, but allows more youth to participate on each work crew, thereby lowering the cost of the program. The work program continues to be successful with an 88% completion rate and significant annual savings to the department. This success rate is lower than the 94% of last year due to a lower attendance rate resulting from youth having to transport themselves to the work sites. The work programs make a significant service contribution to local communities of around \$800,000 dollars. The target number for community care programs has been significantly increased with the intent to double the program as an alternative to detention. To further reduce detention costs, the department has continued to work with the Courts to expand the new electronic monitoring detention program, which became effective in September 2004, to include youth who were committed to juvenile hall by the Court. This has helped to further reduce the number of juveniles detained. Overall, the use of these alternatives to detention programs are projected to save almost 2 million dollars in detention costs. Due to the addition of an in-custody girls program and a trend by the Juvenile Court to restrict California Youth Authority commitments to only the most serious offenders, Juvenile Hall population still remains high. With the exception of one longer-term housing unit, the average length of stay at the juvenile hall is 14 days. The target hall population has been reduced 15% and the alternatives to custody programs increased the same to reflect the department's increased use of non-custodial sanctions.

Youth behavioral-improvement programming continues to be a priority at both facilities. This year the Institutions Division added a new "Youth needs" assessment tool that helps identify target issues. The Department also implemented a gender-specific girls program to address the increasing number of delinquent young women. Violent incidents continue to remain at extremely low levels as a result of staff training and effective programming.

The Camp Glenwood Boys Ranch is a secure facility that houses sixty boys. It remains full and has had a waiting list for almost a year. There has been some increase in the severity of delinquency of youth committed to the program as a result of the court's reticence to use the California Youth Authority (CYA) due to the CYA's poor success rates. To address this more difficult population camp staff provide daily Cognitive Skills Training program (COG) as well as behavioral and substance abuse programs. Use of this programming has shortened stays in the residential portion of the Glenwood program and made the program available to more problem youth each year. The total number of programs offered is less than the target due to the length of the programs offered and the reduced length of the camp commitment. However, there continues to be a waiting list for admission. Despite exceptional programming, the camp still lacks resources to provide substance abuse treatment for

a population that self-reports significant problems with drugs and alcohol. The Department is working with Human Service Agency, Alcohol and Drug to evaluate possible solutions.

The Glenwood furlough program has been brought to full staffing to support minors as they transition back to their communities from residential care. This critical two-month period is supervised by Camp staff and probation officers working closely to develop customized individual case plans involving school and community providers who work to ensure that behavioral changes made at Camp are sustained at home. A trend of a drop in felonies committed once a minor has completed the residential and furlough portions of the Glenwood program is expected to continue as the result of this program. Following completion of furlough, graduates are transferred to aftercare probation services, and their success rates are reported in the Juvenile Supervision Services Program.

### Major challenges over the next two years will be:

- To complete the Youth Services Center and transition of staff, Courts and youth to the new Juvenile Hall facility
- To continue to reduce the Juvenile Hall population by further developing alternatives to pre-court detention and further expansion of home supervision with electronic monitoring program to post-adjudication youth
- To develop and plan for programming, staffing, and opening the Margaret Kemp Girls Ranch
- To expand staff development and transfer opportunities to provide more consistent staffing to all programs and reduce reliance on on-call staff and overtime
- To identify funding to add substance abuse treatment to residential and aftercare components of the Glenwood program

### Program Objectives

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

#### Reduce Juvenile Hall Population by 15%

- Expand electronic monitoring for post-adjudicated youth
- Collaborate with the Court to allow staff discretion in controlling Hall and program populations
- Open new Girls Ranch facility to reduce number of girls in the Juvenile Hall
- Fully implement the new assessment tool to help reduce the number of juveniles initially detained while maintaining community safety
- Double capacity of community care program
- Create community based alternatives to detention for both pre and post adjudicated youth

#### Ensure Staff Provide Sufficient Self-Improvement Programs 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

Increase the Number of Juveniles who Annually Complete the Camp Glenwood Program by 5%

- Use individualized case programming to expedite behavioral change, reducing the time required in the residential phase
- Enhance furlough supervision to expedite school and job placement and reduce time spent in this phase
- Enhance administrative process to ensure juveniles move through each phase as quickly as possible

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Average daily hall population	177	175	176	160	150
Number of youth placed in alternatives to custody programs	823	726	913	989	989
Number of youth referred to Camp Glenwood Residential Program	150	154	186	180	180
<b>How Well We Do It (Quality)</b>					
Number and percent of youth starting Community Care Programs within two weeks of Court referral	501 / 99%	212 / 56%	124 / 33%	475 / 85%	480 / 87%
Number of treatment programs delivered by staff to Glenwood youth	--	53	45	30	30
Ratio of annual number of violent incidents to the annual number of detention days	60 : 56,130	74 : 63,354	85 : 66,834	55 : 58,400	50 : 54,750
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of youth moved from detention to electronic monitoring	--	240 / 20%	325 / 19%	350 / 29%	350 / 29%
Monetary value of alternatives to custody programs <sup>(1)</sup>	\$871,742	\$918,256	\$2,531,694	\$1,950,000	\$2,000,000
Number and percent of youth successfully completing Alternatives to Custody Programs	469 / 93%	332 / 89%	691 / 85%	805 / 90%	855 / 90%

<sup>(1)</sup> FY 2005-06 increase is due to higher hall cost and new cost-formula for participants.

## Institutions Services (3283P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	119.0	151.0	151.0	152.0	1.0	152.0
Funded FTE	116.8	139.4	139.4	148.0	8.6	148.0
 Total Requirements	15,743,265	17,662,910	18,708,215	21,941,706	3,233,491	20,589,539
Total Sources	9,068,449	8,863,256	9,667,205	9,698,317	31,112	9,698,317
Net County Cost	6,674,816	8,799,654	9,041,010	12,243,389	3,202,379	10,891,222
 NCC Breakdown						
Mandated Services			9,041,010	12,243,389	3,202,379	10,891,222

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$12,243,389 or 55.8%, of which \$12,243,389 or 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 \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Current Year Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: retirement rate increase; negotiated salary and benefits increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes, including positions associated with the new Youth Services Center; reductions in contract expenses; and an increase in Prop. 172 Public Safety Sales Tax Revenue, and position split that occurred mid-year in the Assessment Center to allow for job-sharing.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
31,112	3,233,491	0	0	3,202,379	1

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

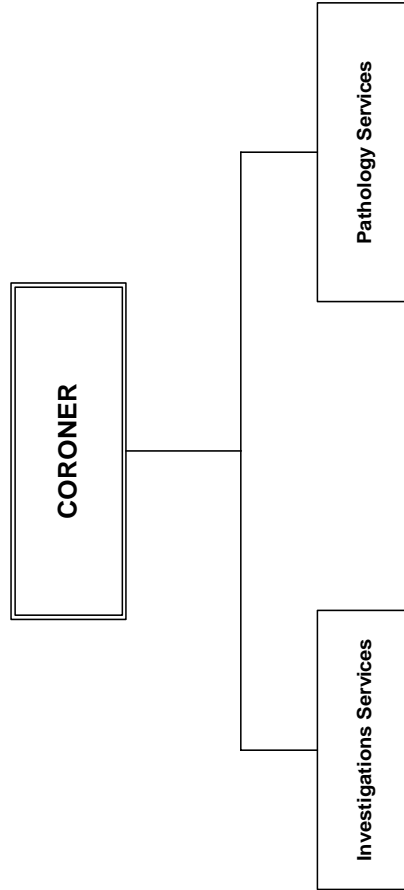
#### 2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: Salaries and Benefits have been increased due to merit increases and higher benefit costs. Services and supplies have been decreased due to the removal of one-time costs associated with the opening of the new Youth Services Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(1,352,167)	0	0	(1,352,167)	0

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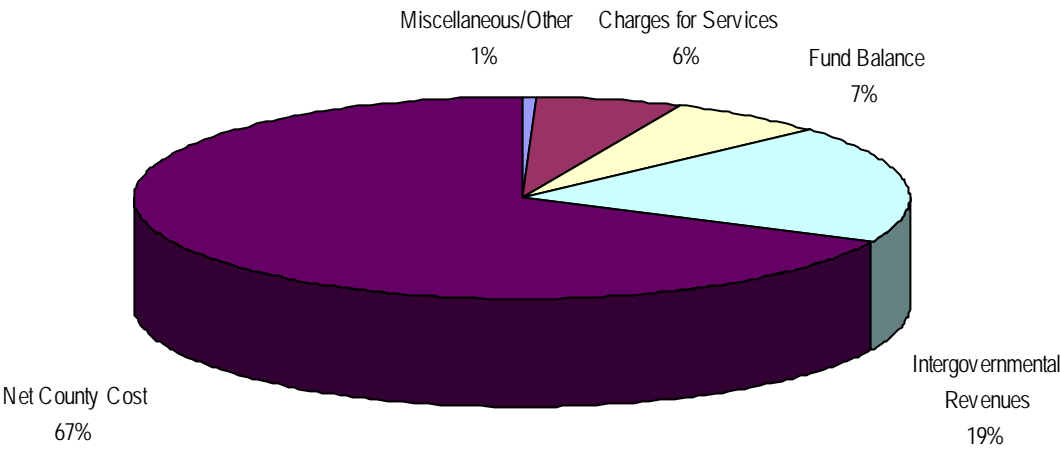
## CORONER'S OFFICE



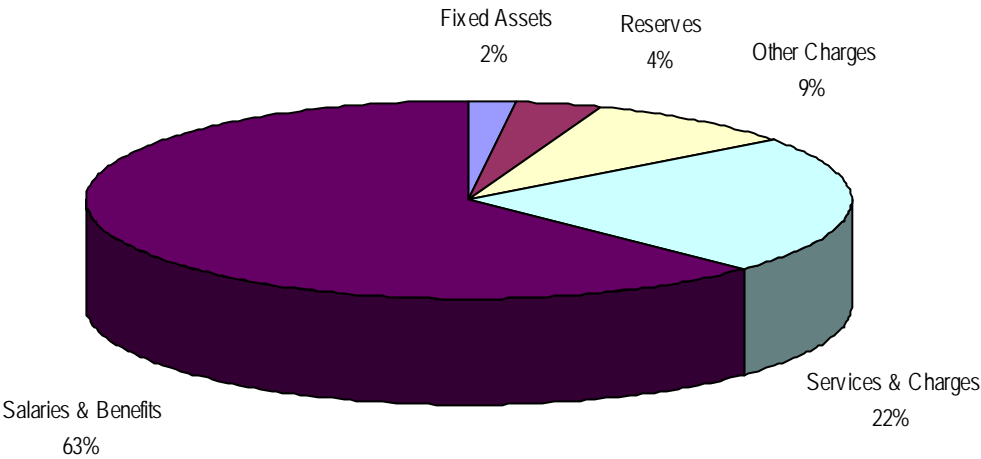


Coroner's Office

FY 2006-07 Adopted Sources



FY 2006-07 Adopted Requirements



## Department Locator

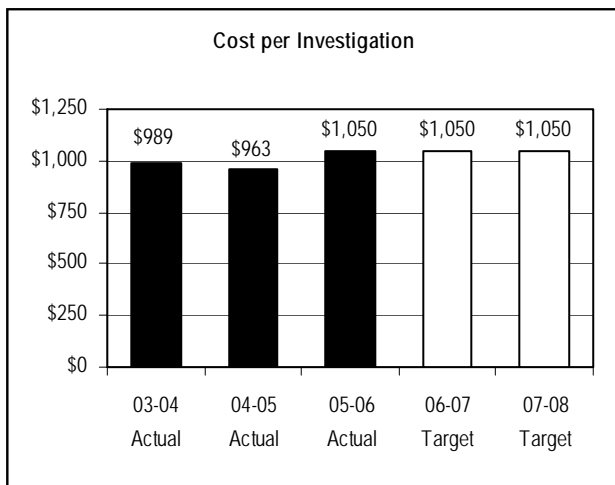
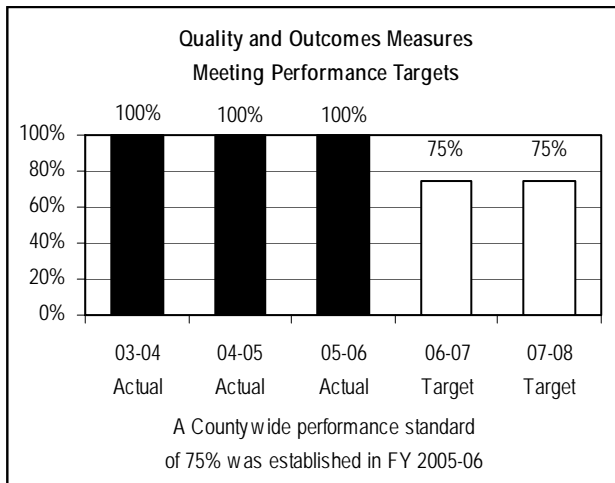
### County

#### 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 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 (Fiscal Years 2000 - 2005)

### PEOPLE

#### Ensure Basic Health and Safety for All

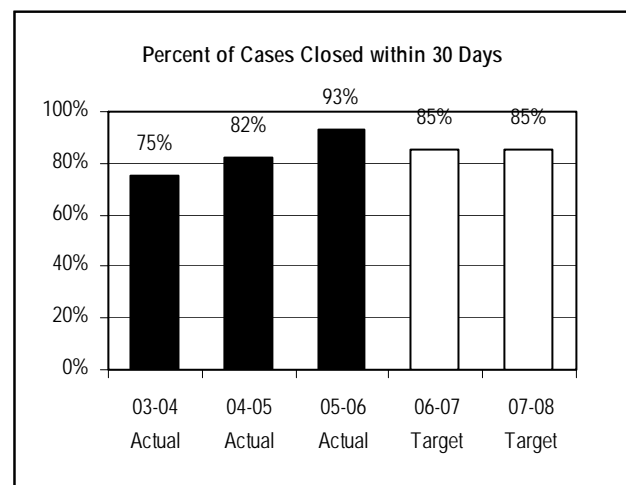
##### • Community Outreach and Public Education

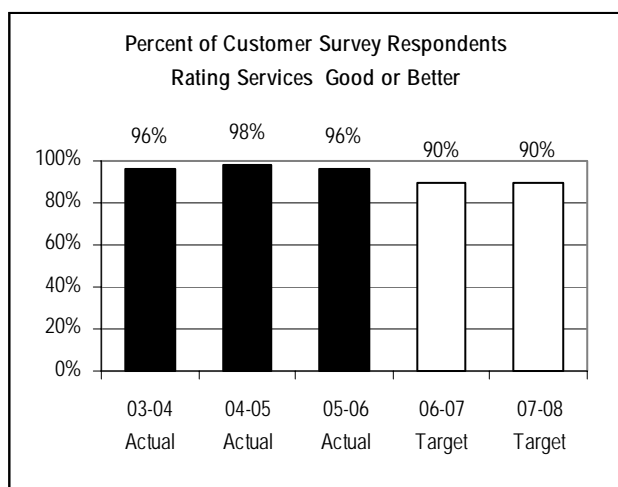
Developed disaster preparedness and education plans to better inform the public of what to do in case of a major disaster or emergency. The department has made improvements to the website to better inform the public of resources that are available to them in their time of need. In addition, medical professionals, law enforcement personnel and other first responders have been educated on the roll and duties of the Coroner and what information that is needed at the time a death is reported to expedite the ability to either clear the decedent for removal to a funeral home or expedite a response to the scene.

##### • Cold Case Identification

Initiated efforts to identify decedents in cold cases. Through expanded use of the department website to gather needed information and improved DNA technology, the department anticipates an increase in the number of cold cases identifications.

## Headline Measures





## Services and Accomplishments

The Coroner's Office contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety to All by responding to calls for service, inquiring into and determining the circumstances, manner, mode and cause of all violent, sudden or unusual deaths. Deputy Coroners conduct thorough investigations into a death upon the request of law enforcement agencies, medical personnel, the funeral industry, and families and provide information to families as to why autopsies are performed, how to contact a funeral home and other available services. The Pathology Team determines cause of death by performing forensic examinations for all deaths that are within the full 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.

The following were major accomplishments in the prior year:

- Installed new Coroner's Case Management System
- Improved the time it takes to make Coroner's reports available to decedents' families
- Completed 100% of homicide pathology cases within three days and 95% of all other pathology cases within one day
- Continued to improve disaster preparedness by taking delivery of three disaster trailers and personal protective packages and beginning work on a Department Operations Center plan
- Began to educate the public on how to care for the deceased in the event of a disaster. Care for the deceased was a major problem in the aftermath of Hurricane Katrina
- Published Coroner's Digest of Rules and Regulations to address questions about what to do in the event of a death

## Story Behind Performance

Quick turnaround time remains a top priority for the Coroner's Office as it helps families achieve closure on the death more quickly and assists law enforcement in moving forward with their investigations. The Coroner's Office has achieved results in this area by increasing the percent of cases closed within 30 days of death from 75% of cases in FY 2003-04 to an estimated 85% in FY 2005-06. This

increase is largely the result of improvements to the process for completing Investigations case reports. The Pathology Division continues to provide rapid turnaround on all homicide and non-homicide cases. In FY 2005-06 the Pathology Division anticipates having 100% of homicide cases ready for release within three days and 95% of all non-homicides ready for release within one day. To continue to provide this high level of service, the San Mateo County Coroner's Office continues to maintain a 7 day-a-week pathology operation. Marin, Santa Clara, Alameda and San Francisco counties operate a five day a week pathology operation, which can result in three or more days before an examination takes place, thus delaying family plans and increasing the grieving process for the survivors.

There has been a 53% increase in caseload since 2000. This increase is attributed to the growing and aging population in San Mateo County and a greater awareness by doctors about the types of cases that should be reported to the Coroner's Office. The Department has been able to maintain staffing levels despite the increase in caseload through internal process improvements and improved turnaround time.

In the current year, the Coroner's Office successfully identified two unknown decedents and returned them to their loved ones, helping bring closure to the families who did not know whether their loved ones were dead or alive, only that they were missing. This process is often lengthy because the turnaround time for DNA from the State is close to a year from the time a sample is submitted. Since February 2006 the Coroner's Office has revisited all current and open unidentified cases and should have them all posted on the Coroner's Office website by the end of the fiscal year.

Preparation for Disaster Preparedness has continued to be a priority with the acquisition of three new disaster trailers that will be stocked and stored at strategic locations throughout the county in the event of a disaster. A mobile morgue has been ordered and should arrive close to the end of the current year. A large number of Personal Protective Kits were delivered; these are designed to completely cover the Deputy Coroner or first responder for biohazard protection. One Deputy Coroner was sent to Disaster Preparedness training in Maryland using grant funding through the Office of Emergency Services. A Citizen's Guide to Mass Disaster Fatality Management pamphlet is now available on the website to assist with the handling of a decedent in the event of a disaster; this was an issue identified in the aftermath of Hurricane Katrina. The Coroner's Office has acquired a removal van for use in some of the day-to-day deaths, primarily from hospitals or highways or in the event of a disaster. The Deputy Coroners have been outfitted with and trained in the use of self-contained breathing apparatus for use when needed.

The Coroner's Office has been working on the implementation of a new Case Management System. This new system will have greater functionality, providing greater security and case tracking.

Over the course of the past couple of years, there has been an increasing number of families with a strong need to view their deceased loved one prior to removal to a funeral home. This need can be based on cultural tradition or simply a disbelief that the death has occurred. A study by Public Works regarding the feasibility of

remodeling the morgue to include a viewing area has been conducted and will be implemented in the coming year.

## Major Issues to be Addressed

### Ensure Basic Health and Safety for All

- Lack of public viewing area at the morgue
- Aging and out of date equipment at the morgue
- Need for increased disaster preparedness planning and public education on what to do in the case of emergency
- Increasing caseload

## Department Objectives

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

### Close at Least 85% of All Cases Reported to the Coroner's Office within 30 Days

- Maintain Pathology turnaround times for all cases
- Use the new case management system can enhance case processing efficiencies

### Complete Major Disaster Preparedness Plan

- Continue to work with the Office of Emergency Services to identify grant funding for equipment and supplies for use in case of a large scale of emergency
- Continue to work with local fire departments for training, shared resources, and storage of disaster trailers for distribution throughout the county once they are completed
- Continue to research and implement additional disaster preparedness projects as they arise

### Maintain Customer Satisfaction Rating of 90% or higher

- Continue to respond to reported deaths within 15 minutes
- Work to secure funding for an additional Deputy Coroner position to continue to provide a high level of service with the 53% increase in caseload since 2000
- Continue to have a quick turnaround time on all full coroner's case decedents
- Continue to provide a high level of service while keeping the needs of the survivors in mind
- Continue to close 85% of all cases within 30 days to make reports available to families

### Explore Possibility of Morgue Complex Remodel to Include Viewing Area

- Secure additional space in the proximity of the morgue to allow for the addition of a viewing area
- Secure funding to cover the costs of a remodel, equipment and furniture replacement and upgrade

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of deaths reported to the Coroner's Office	2,850	3,150	3,182	3,200	3,200
Number of cases receiving clinical inspections	50	61	89	70	70
Number of cases receiving full autopsy	384	502	434	475	480
Number of cases requiring an investigator on site	518	583	572	550	560
<b>How Well We Do It (Quality)</b>					
Average number of cases taken per deputy coroner per month <sup>(1)</sup>	34	38	38	38	38
Percent of calls responded to within 15 minutes <sup>(2)</sup>	78%	94%	95%	96%	96%
Percent of calls where the removal service arrives on scene within 30 minutes	80%	80%	88%	85%	85%
Percent of Pathology cases for which an autopsy is conducted	11.5%	11.1%	15%	14.8%	15%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of cases closed within 30 days	75%	82%	93%	85%	85%
Percent of survey respondents rating services as good or better <sup>(3)</sup>	96%	98%	96%	90%	90%

<sup>(1)</sup> A Deputy Coroner works two 20 hour shifts per week or approximately 8 shifts per months.

<sup>(2)</sup> Includes telephone call-backs

<sup>(3)</sup> Beginning FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction

Coroner's Office (3300B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	10,902	11,039	11,000	11,100	100	11,100
Intergovernmental Revenues	500,822	502,384	502,384	515,344	12,960	515,344
Charges for Services	160,896	170,117	152,000	166,500	14,500	166,500
Miscellaneous Revenue	17,328	28,053	5,100	7,100	2,000	7,100
<b>Total Revenue</b>	<b>689,948</b>	<b>711,593</b>	<b>670,484</b>	<b>700,044</b>	<b>29,560</b>	<b>700,044</b>
Fund Balance	206,714	183,732	183,732	179,676	(4,056)	179,676
<b>TOTAL SOURCES</b>	<b>896,662</b>	<b>895,325</b>	<b>854,216</b>	<b>879,720</b>	<b>25,504</b>	<b>879,720</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,637,405	1,687,807	1,599,696	1,713,100	113,404	1,730,806
Services and Supplies	477,281	535,470	584,811	615,954	31,143	615,954
Other Charges	214,826	224,224	217,955	250,967	33,012	244,917
Fixed Assets	12,438	27,250	38,000	50,000	12,000	
<b>Net Appropriations</b>	<b>2,341,949</b>	<b>2,474,751</b>	<b>2,440,462</b>	<b>2,630,021</b>	<b>189,559</b>	<b>2,591,677</b>
Contingencies/Dept Reserves	164,162	103,180	103,180	103,180		103,180
<b>TOTAL REQUIREMENTS</b>	<b>2,506,111</b>	<b>2,577,931</b>	<b>2,543,642</b>	<b>2,733,201</b>	<b>189,559</b>	<b>2,694,857</b>
<b>NET COUNTY COST</b>	<b>1,609,449</b>	<b>1,682,606</b>	<b>1,689,426</b>	<b>1,853,481</b>	<b>164,055</b>	<b>1,815,137</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	14.9	14.9	15.0	0.0	15.0

## FY 2006-07 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$25,504 or 3.5% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Licenses, Permits and Franchises

There is an increase of \$100 in this funding source to reflect historic trends.

#### Intergovernmental Revenues

There is an increase of \$12,960 in this funding source due to a projected increase in Public Safety Sales Tax (Prop. 172) revenue.

#### Charges for Services

There is an increase of \$14,500 in this funding source due to an increase in removal fees in April 2006.

#### Miscellaneous Revenue

There is an increase of \$2,000 in this funding source based on historic trends.

#### Fund Balance

There is a decrease of \$4,056 in this funding source based on lower than anticipated year-end savings.

### TOTAL REQUIREMENTS

Total Requirements increased by \$189,559 or 7.3% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$113,404 in this expenditure category due to an increase in the County's contribution to employee retirement, increased costs in benefits and a small increase to the overtime budget to send the Deputy Coroners to training to meet mandatory training requirements set forth by Peace Officers Services and Training.

#### Services and Supplies

There is an increase of \$31,143 in this expenditure category due to an increase in pathologists contracts and forensic laboratory costs.

#### Other Charges

There is an increase of \$33,012 in this expenditure category due to increased cost of radios and rent, including lot space to store disaster trailers obtained for disaster preparedness and to hold a hazardous materials sealant machine. A one-time expense of \$6,050 to remodel the existing morgue for viewing room expansion and the new office to replace the space being taken over by the viewing room has also been included. Rent for the new space has been added.

#### Fixed Assets

There is a net increase of \$12,000 in this expenditure category for the purchase of a Bio Seal machine for mass casualty disaster handling.

#### Contingencies/Departmental Reserves

There is no change to Reserves. The department's Reserves represents 4% of Net Appropriations exceeding the County's 2% Reserves policy requirement.

### NET COUNTY COST

There is an increase of \$164,055 or 8.9% in this Department's General Fund allocation. Major adjustments to Net County Cost include the purchase of a Bio Seal machine, the increase in pathology costs and the cost to remodel the morgue to create a viewing area.

## FY 2007-08 Budget Overview

### TOTAL SOURCES

No change

### TOTAL REQUIREMENTS

Total Requirements decreased by \$38,514 from the FY 2006-07 to the FY 2007-08 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$17,536 in this expenditure category for negotiated benefits increases.

Other Charges

There is a decrease of \$6,050 in this expenditure category due to the removal of one-time costs associated with the morgue viewing space remodel.

Fixed Assets

There is a decrease of \$50,000 in this expenditure category due to the removal of a one-time appropriation for the purchase of a Bio Seal machine that will better prepare the department for handling mass casualties in the case of a disaster.

**NET COUNTY COST**

There is a net decrease of \$38,514 in this Department's General Fund allocation. The decrease is due to the removal of appropriations for the purchase of a Bio Seal machine and the morgue remodel. The decrease is partially offset by negotiated increases for staff benefits.

## Coroner's Office (3300B)

### Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	14.9	14.9	15.0	0.0	15.0
<b>Total Requirements</b>	2,506,111	2,577,931	2,543,642	2,733,201	189,559	2,694,857
<b>Total Sources</b>	896,662	895,325	854,216	879,720	25,504	879,720
<b>Net County Cost</b>	1,609,449	1,682,606	1,689,426	1,853,481	164,055	1,815,137

**NCC Breakdown**

<b>Mandated Services</b>			1,689,426	1,853,481	164,055	1,815,137
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**Program Net County Cost**

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,853,481 or 67.1%, of which \$1,853,481 or 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 \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

**FY 2006-07 Program Funding Adjustments**

The following are significant changes from the FY 2005-06 Current Year Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets as follows: reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year labor increases; negotiated increase in the contracts for Pathologist services; deletion of one-time equipment purchases; adjustments to operating costs; and an increase to Public Safety Sales Tax (Prop 172) and charges for services revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
25,504	133,059	0	0	107,555	0

**2. Bio Seal Machine for Disaster Preparedness**

A Bio Seal machine will be purchased to increase disaster preparedness and keep the County eligible for federal relief by meeting current standards of preparedness. The funding adjustment supports the department's priority of disaster preparedness by ensuring the safe handling



of multiple decedents that may be contagious or contaminated as the result of an Avian Flu outbreak, natural disaster, or a terrorist type attack.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	50,000	0	0	50,000	0

### 3. Morgue Remodel

The department is remodeling the morgue to incorporate a family viewing space to meet the needs of decedent family members who request the ability to view their loved ones prior to release. This funding adjustment supports the department's mission of providing services in a courteous manner that respects the needs of the involved families.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	6,500	0	0	6,500	0

#### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
25,504	189,559	0	0	164,055	0

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets as follows: Salaries and Benefits have been increased to include merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	17,536	0	0	17,536	0

### 5. Removal of One-Time Cost of Bio Seal Machine

Funding for one-time cost of a Bio Seal machine has been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(50,000)	0	0	(50,000)	0

### 6. Removal of One-Time Cost of Morgue Remodel

Funding for the one-time cost to remodel the morgue to incorporate family viewing space has been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(6,500)	0	0	(6,500)	0

#### TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(38,514)	0	0	(38,514)	0

# *Community Services*

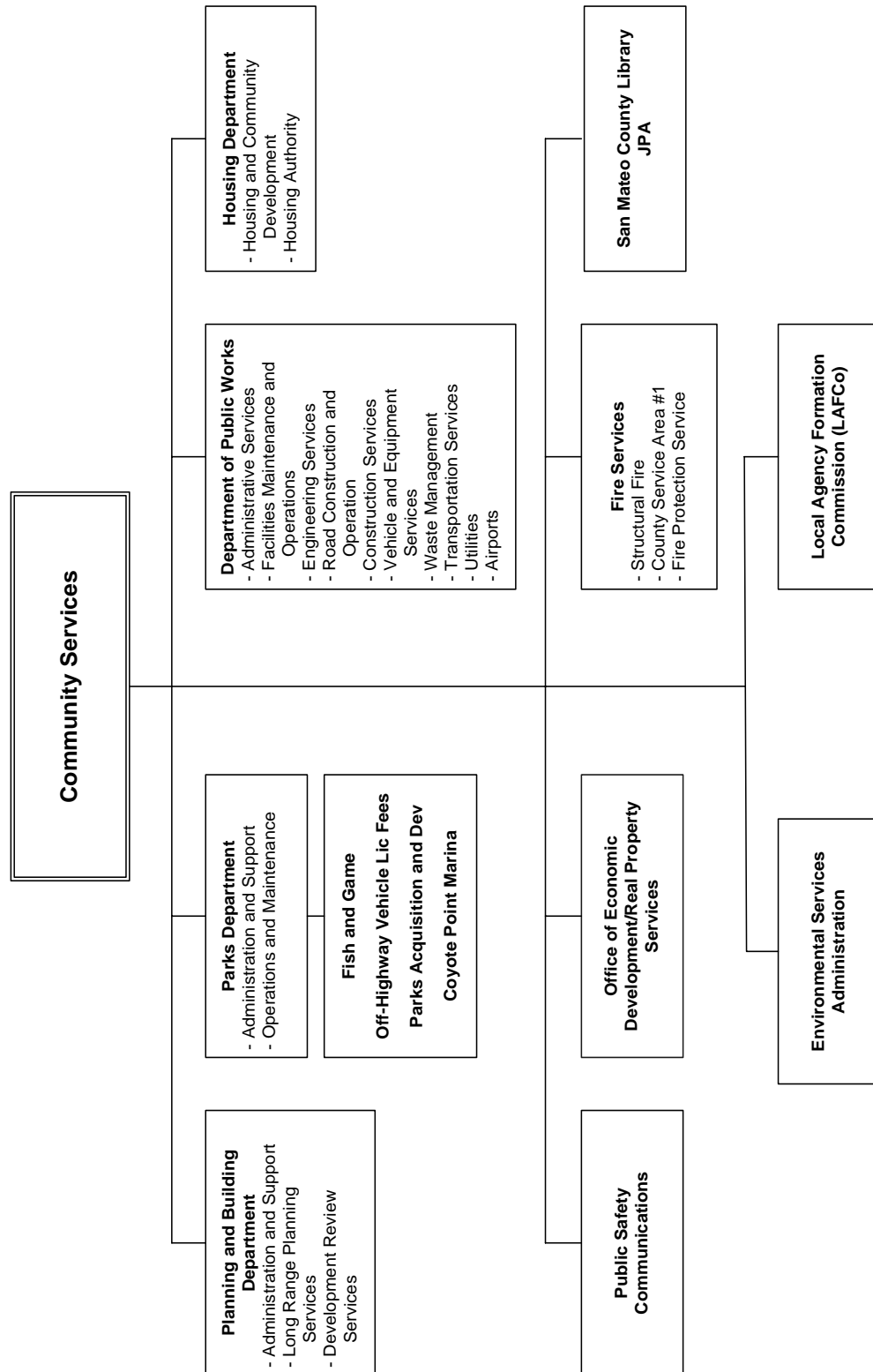


*Adopted Budget*  
*FY 2006-07*  
*FY 2007-08*



People	<p><b>Realize the potential of our diverse population.</b></p> <ol style="list-style-type: none"> <li>1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.</li> <li>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.</li> </ol> <p><b>Provide equal access to educational opportunity.</b></p> <ol style="list-style-type: none"> <li>3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.</li> <li>4. Residents have many educational and training opportunities beyond high school.</li> </ol> <p><b>Ensure basic health and safety for all.</b></p> <ol style="list-style-type: none"> <li>5. Residents have access to healthcare and preventive care.</li> <li>6. Children grow up healthy in safe and supportive homes and neighborhoods.</li> <li>7. Maintain and enhance the public safety of all residents and visitors.</li> <li>8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.</li> </ol>
Place	<p><b>Offer a full range of housing choices.</b></p> <ol style="list-style-type: none"> <li>9. Housing exists for people at all income levels and for all generations of families.</li> </ol> <p><b>Redesign our urban environment to increase vitality, expand variety and reduce congestion.</b></p> <ol style="list-style-type: none"> <li>10. Public transportation choices that are convenient, affordable, accessible and safe.</li> <li>11. New housing is clustered with jobs and commercial services along transportation corridors.</li> <li>12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.</li> </ol> <p><b>Preserve and provide people access for our natural environment.</b></p> <ol style="list-style-type: none"> <li>13. Fixing the boundary between open space and development protects the quality of the natural environment.</li> <li>14. Important natural resources are preserved and enhanced through environmental stewardship.</li> <li>15. Residents have nearby access to green space, such as parks and recreational opportunities.</li> </ol>
Prosperity	<p><b>Create opportunities for every household to participate in our prosperity.</b></p> <ol style="list-style-type: none"> <li>16. Residents hold the majority of jobs created in the county.</li> <li>17. All households experience real gains in income.</li> </ol> <p><b>Sow the seeds of our future prosperity.</b></p> <ol style="list-style-type: none"> <li>18. San Mateo County attracts and maintains leading-edge industries.</li> <li>19. The skill level of new workers rises with improved K-12 education and training options.</li> </ol>
Partnerships	<p><b>Responsive, effective and collaborative government.</b></p> <ol style="list-style-type: none"> <li>20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.</li> <li>21. County employees understand, support and integrate the County vision and goals into their delivery of services.</li> <li>22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.</li> </ol> <p><b>Leaders work together across boundaries to preserve and enhance our quality of life.</b></p> <ol style="list-style-type: none"> <li>23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.</li> <li>24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.</li> <li>25. Residents express their support for regional, collaborative approaches to issues.</li> </ol>

# COMMUNITY SERVICES



## Community Services

### FY 2006-07 and 2007-08 All Funds Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>General Fund Budgets</b>						
Office of Economic Development	2,946,350	2,343,830	3,394,867	3,168,421	(226,446)	3,180,550
Public Safety Communications	6,604,591	6,537,654	6,875,586	8,244,429	1,368,843	7,842,002
Environmental Services Administration	404,843	403,617	386,393	364,000	(22,393)	366,732
Local Agency Formation Commission	183,406	93,627	111,756	186,397	74,641	187,723
Fire Protection Services	6,347,077	6,582,932	5,955,610	6,304,275	348,665	5,956,777
Planning and Building Department	6,258,192	8,232,106	9,884,708	13,286,830	3,402,122	12,439,176
Parks Department	6,809,074	7,491,775	7,649,475	7,979,406	329,931	8,007,275
Department of Public Works	17,913,057	17,679,179	18,211,943	17,102,144	(1,109,799)	16,626,755
Vehicle and Equipment Services	372,307	374,098	391,925	216,520	(175,405)	219,743
Utilities	982,240	1,163,051	1,258,982	1,539,741	280,759	1,279,646
Housing & Community Development	9,873,261	11,141,652	13,850,149	12,920,953	(929,196)	12,722,413
<b>Total General Fund</b>	<b>57,339,850</b>	<b>60,506,372</b>	<b>66,320,487</b>	<b>69,556,855</b>	<b>3,236,368</b>	<b>67,329,403</b>
<b>Non-General Fund Budgets</b>						
Structural Fire	6,784,197	5,345,180	5,451,458	5,800,124	348,666	5,452,626
County Service Area #1	2,994,991	3,381,750	3,118,480	2,813,970	(304,510)	2,813,970
County Library	22,180,244	24,105,315	22,267,073	24,008,772	1,741,699	24,232,141
Fish and Game	88,692	90,707	90,489	86,809	(3,680)	86,809
Off-Highway Vehicle License Fees	319,312	308,398	325,343	249,249	(76,094)	249,249
Parks Acquisition and Development	5,068,397	5,910,301	7,266,404	8,877,493	1,611,089	8,877,493
Coyote Point Marina	2,468,825	2,690,510	2,397,990	2,440,594	42,604	2,440,594
Department of Public Works	112,429,995	110,142,995	105,998,790	105,376,416	(622,374)	86,178,397
Road Construction and Operations	21,823,412	22,886,562	22,114,302	23,450,862	1,336,560	20,384,677
Construction Services	3,985,570	3,870,804	4,487,455	4,868,859	381,404	4,801,473
Vehicle and Equipment Services	13,362,366	14,433,463	11,999,168	12,203,833	204,665	10,687,003
Waste Management	17,294,841	16,840,444	16,509,478	14,501,776	(2,007,702)	9,181,509
Transportation Services	5,099,547	4,157,108	4,413,572	3,263,712	(1,149,860)	2,210,041
Utilities	45,835,082	43,224,450	38,751,984	38,611,668	(140,316)	34,753,827
Airports	5,029,177	4,730,163	7,722,831	8,475,706	752,875	4,159,867
Housing Authority	69,877,487	65,430,252	67,448,901	65,840,892	(1,608,009)	65,840,892
<b>Total Non-General Fund</b>	<b>222,212,141</b>	<b>217,405,408</b>	<b>214,364,928</b>	<b>215,494,319</b>	<b>1,129,391</b>	<b>196,172,171</b>

Community Services  
FY 2006-07 and 2007-08 All Funds Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Total Requirements	279,551,990	277,911,780	280,685,415	285,051,174	4,365,759	263,501,574
Total Sources	274,710,420	272,183,856	271,904,200	274,314,994	2,410,794	252,761,606
Net County Cost	4,841,570	5,727,923	8,781,215	10,736,180	1,954,965	10,739,968
AUTHORIZED POSITIONS						
Salary Resolution	628.0	645.0	645.0	652.0	7.0	652.0
Funded FTE	605.8	622.61	619.2	633.3	14.1	633.3

## Office of Economic Development (1220B)

### Program Locator

#### County

#### Community Services

#### ▷ Economic Development/Real Property Services

Public Safety Communications

Environmental Services Administration

Fire Services

Local Agency Formation Commission

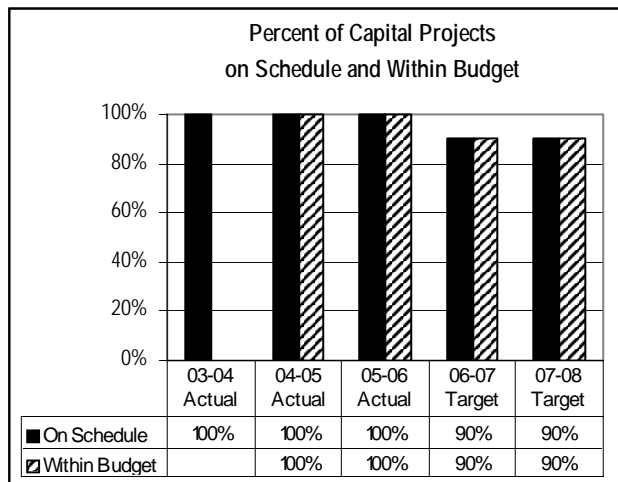
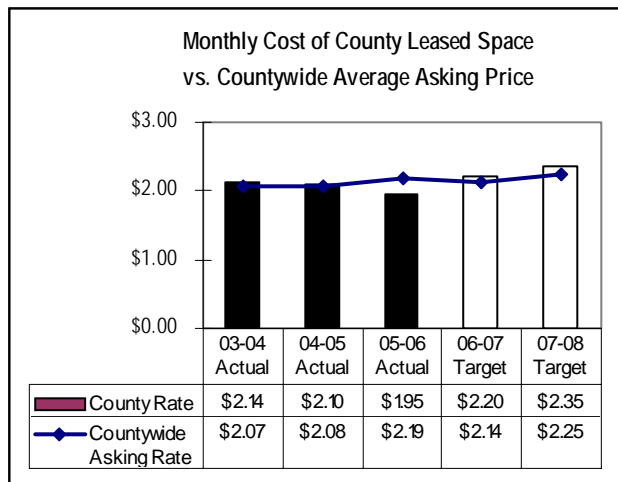
Planning and Building Department

Parks Department

Department of Public Works

Housing Department

### Headline Measures



### Program Outcome Statement

Economic Development/Real Property Services 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

Economic Development/Real Property Services contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by managing major capital projects and working closely with County departments to define leased facility needs, identifying appropriate alternatives, negotiating leases on competitive terms and administering those agreements throughout the term of lease.

The following are major accomplishments in the current year:

- Continued construction of the 295,285 square foot Youth Services Center in San Mateo
- Negotiation of a major rent reduction in extending the lease for Central County Mental Health

### Story Behind Performance

During FY 2005-06, asking rates for office space countywide have stabilized and are beginning to show signs of recovery. Renegotiation of expiring long-term lease commitments, particularly a Mental Health facility at La Selva in San Mateo, has recently reduced the County's average annual leased rate from \$25.20 to \$23.04, which is lower than the countywide asking rate of \$25.68. As leases expire, staff continue to negotiate long-term leases to ensure the County takes advantage of the current market for its leased facilities. Relocation and consolidation of Health Department facilities in Central County and a new Public Health Clinic in North Fair Oaks are significant targets for the current and coming year.

Capital Projects provides project management of the Youth Services Center Project, which will include a Juvenile Hall, Girl's Camp, Receiving Home, Community School, and Group Homes. Total project costs have been increased to \$155 million, primarily due to increased prices for materials, fuel and lack of competitive construction trade bidders. A utility rebate of \$2.1 million will offset a portion of the increased costs.

### Major challenges over the next two years will be:

- To negotiate terms of the transfer of the Hall of Justice to the State Administrative Office of the Courts
- To secure flexible long-term leases at or below market rate
- To assemble a site for the construction of a new office at County Center
- To control costs in view of accelerated construction inflation due to steel and fuel prices

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## Program Objectives

Economic Development/Real Property Services 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
- Participate in the preliminary planning stages of the Maple Street Correction Facility, which includes the Women's Correctional Center

### Maintain Annual Leased Space Costs at \$25.68 or Lower

- 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 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of leases managed					
- County tenant	65	66	72	657	67
- County landlord	110	112	118	112	112
Area of County tenant leased space managed (sq. ft.)	455,944	469,914	469,057	478,771	485,000
Number of capital projects administered	1	1	1	1	1
<b>How Well We Do It (Quality)</b>					
Monthly cost of:					
- County leased space	\$2.14	\$2.10	\$1.95	\$2.20	\$2.35
- Countywide average market rate (sq.ft.)	\$2.07	\$2.08	\$2.19	\$2.14	\$2.25
Percent of capital projects on schedule	100%	100%	100%	90%	90%
Percent of capital projects within budget	---	100%	100%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of customers satisfied with services (1)					
- Real Property	---	90%	90%	90%	90%
- Capital Projects (data development)	---	---	---	90%	90%

(1) A Countywide customer satisfaction performance standard of 90% was established in FY 2005-06.

## Office of Economic Development (1220B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>Salary Resolution</b>	5.0	5.0	5.0	5.0		5.0
<b>Funded FTE</b>	5.0	5.0	5.0	5.0		5.0
<b>Total Requirements</b>	2,946,350	2,343,830	3,394,867	3,168,421	(226,446)	3,180,550
<b>Total Sources</b>	3,206,942	2,532,355	3,394,867	3,148,489	(246,378)	3,160,400
<b>Net County Cost</b>	(260,592)	(188,524)		19,932	19,932	20,150

### 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; the annualization of negotiated labor increases and reductions in other operating costs to partially offset increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(251,468)	(710,250)	458,782	0	0	0

### 2. Lease for Lebsack Property

Funding is included for the six-month lease agreement for the Lebsack office building. Although structured as a lease, the transaction is effectively an option to purchase the property with the added benefit of immediate use of the facility. All rent paid to the landlord under the terms of the lease will be credited to the purchase price at the close of escrow.

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

### 3. Retirement Rate Increase

Net County Cost increased as a result of increases in retirement rates. Costs will be fully offset later in the fiscal year through revenue reimbursements in Capital Projects and charges to users utilizing leased facilities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	19,932	0	0	19,932	0

### 4. Adjustment to Fund Balance

An increase in Fund Balance has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,090	0	0	5,090	0	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(246,378)	(660,318)	428,782	5,090	19,932	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and negotiated labor increases, retirement rate increases, and reimbursement revenue. The cost of retirement rate increases will be fully offset later in the fiscal year through revenue reimbursements in Capital Projects and charges to users utilizing leased facilities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
11,911	12,129	0	0	218	0

Office of Economic Development (1220B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	175,972		355,372	397,808	42,436	397,808
Charges for Services	109,116	(74,885)	50,000	50,000		50,000
Interfund Revenue	2,649,015	2,412,211	2,857,785	2,563,881	(293,904)	2,575,792
Miscellaneous Revenue	53,516	63,319				
<b>Total Revenue</b>	<b>2,987,618</b>	<b>2,400,645</b>	<b>3,263,157</b>	<b>3,011,689</b>	<b>(251,468)</b>	<b>3,023,600</b>
Fund Balance	219,324	131,710	131,710	136,800	5,090	136,800
<b>TOTAL SOURCES</b>	<b>3,206,942</b>	<b>2,532,355</b>	<b>3,394,867</b>	<b>3,148,489</b>	<b>(246,378)</b>	<b>3,160,400</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	583,538	583,816	675,213	697,724	22,511	709,853
Services and Supplies	88,176	255,586	277,047	277,047		277,047
Other Charges	11,270,883	10,836,037	11,527,093	10,844,264	(682,829)	10,844,264
<b>Gross Appropriations</b>	<b>11,942,597</b>	<b>11,675,439</b>	<b>12,479,353</b>	<b>11,819,035</b>	<b>(660,318)</b>	<b>11,831,164</b>
Intrafund Transfers	(9,028,530)	(9,357,659)	(9,117,492)	(8,688,710)	428,782	(8,688,710)
<b>Net Appropriations</b>	<b>2,914,067</b>	<b>2,317,780</b>	<b>3,361,861</b>	<b>3,130,325</b>	<b>(231,536)</b>	<b>3,142,454</b>
Contingencies/Dept Reserves	32,283	26,050	33,006	38,096	5,090	38,096
<b>TOTAL REQUIREMENTS</b>	<b>2,946,350</b>	<b>2,343,830</b>	<b>3,394,867</b>	<b>3,168,421</b>	<b>(226,446)</b>	<b>3,180,550</b>
<b>NET COUNTY COST</b>	<b>(260,592)</b>	<b>(188,524)</b>		<b>19,932</b>	<b>19,932</b>	<b>20,150</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

## Public Safety Communications (1240B)

### Program Locator

#### County

#### Community Services

#### Economic Development/Real Property Services

#### ► Public Safety Communications

#### Environmental Services Administration

#### Fire Services

#### Local Agency Formation Commission

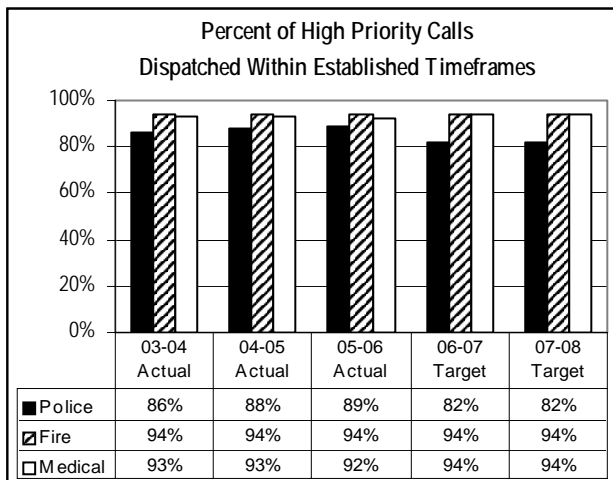
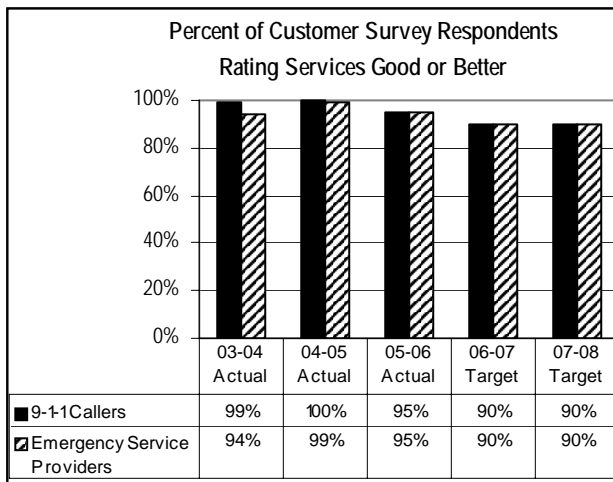
#### Planning and Building Department

#### Parks Department

#### Public Works

#### Housing

### Headline Measures



### 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 Communication (PSC) primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Health and Safety For All by providing 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:

- Secured funding to replace the Computer Aided Dispatch hardware
- Installed a digital paging central system which increases the accuracy and reliability of the County paging system
- Developed a countywide "Active Shooter Communications Protocol"
- Participated in a countywide law enforcement supervisor's training
- Assumed dispatch for the EMS phlebotomy car and Mental Health SMART car
- Assumed full law communications and dispatch responsibilities for the City of Millbrae
- Enhanced web-based operations in the Dispatch Center
- Conducted an RFP process and awarded a contract to study the feasibility and cost for a regional emergency back-up facility for Law Enforcement communications
- Produced a Dispatch Operations Report for distribution to customer agencies
- Developed instructional pamphlets to educate elderly and bilingual residents on what to expect when they call 9-1-1 for police, fire and medical services

### Story Behind Performance

In FY 2004-05, PSC handled over 650,000 calls, of which 69,500 were high priority calls. Program staff dispatched 88% of high priority police calls, 94% of high priority fire calls and 93% of high priority medical calls within established time frames. 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.

Customers consistently rate the services provided by PSC as good or excellent. In FY 2004-05, 99% of 9-1-1 callers and emergency services providers surveyed rated services provided by PSC as good or excellent. PSC's high customer satisfaction is attributable to the quality of services provided to the public and other customers by

highly trained dispatchers. The Center was awarded certification as a nationally recognized "Center of Excellence" in Emergency Medical Dispatch for ensuring quality patient care and efficient resource utilization. PSC will continue to strive to achieve high customer survey ratings and implement customer feedback. 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 implement technology improvements in the 9-1-1 system

**Program Objectives**

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 Time Frames

- Upgrade the automated telephone system to support state-of-the-art operations including mapping and wireless 9-1-1 callers
- Conduct a feasibility and cost study for a regional emergency back-up facility for Law Enforcement communications
- Conduct a feasibility and cost study for a training simulation for computer aided dispatch system

Achieve Customer Satisfaction Ratings of 90% or Better

- Develop a systematic Quality Assurance Program for Law Enforcement Dispatch
- Implement a Disaster Preparedness and Contingency Plan for Public Safety Communications

Reduce Number of Information Calls by 6%

- Develop a "9-1-1 for Kids" program targeted at pre-school and grade-schoolers

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Total number of calls received <sup>(1)</sup>	634,044	650,683	542,157	665,700	665,700
Total number of all calls processed annually by category of:					
- High priority	63,578	69,529	73,138	71,250	71,250
- Other dispatched	200,348	181,261	174,939	186,300	186,300
- Informational	370,118	399,893	315,845	384,600	384,600
<b>How Well We Do It (Quality)</b>					
Percent of customer survey respondents rating overall services good or better: <sup>(2)</sup>					
- By 911 callers	99%	100%	99%	90%	90%
- By emergency service providers	94%	99%	100%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of high priority calls dispatched within established time frames:					
- Police	86%	88%	89%	82%	82%
- Fire	94%	94%	94%	94%	94%
- Medical	93%	93%	92%	94%	94%

<sup>(1)</sup> Although call processing times have exceeded the target for Police calls in FY 2003-04 and FY 2004-05, the calls remain the most difficult to dispatch rapidly. 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. The target will be monitored to determine if upward adjustments should be made in future years.

<sup>(2)</sup> A Countywide customer service performance standard of 90% was established in FY 2005-06.

## Public Safety Communications (1240B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	57.0	56.0	56.0	58.0	2.0	58.0
Funded FTE	55.0	53.6	53.6	55.7	2.1	55.7
 Total Requirements	6,604,591	6,537,654	6,875,586	8,244,429	1,368,843	7,842,002
Total Sources	5,712,051	5,855,482	5,751,058	6,682,055	930,997	6,322,055
Net County Cost	892,541	682,172	1,124,528	1,562,374	437,846	1,519,947
 NCC Breakdown						
A-87 Cost Plan			36,226	16,137	(20,089)	16,137
Mandated Services			856,874	1,272,342	415,468	1,348,470
Non-Mandated Services			231,428		(231,428)	

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,562,374 or 18.9%. Of this amount, 100% includes Mandated services with no specified maintenance of effort (MOE) as well as the following Non-Mandated Services: unrecovered costs of providing services. 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes; negotiated labor increases; and retirement rate increases; Workers' Compensation increases to reflect new methodology; and increases to operating costs to include appropriations for mileage allowance and other general office expenses, partially offset by reduction in automation and telephone costs. Decreases in Intrafund Transfers reflect an accounting change, which moves one source of funding from this account to the Charges for Services account. Revenues have been increased to reflect Prop 172 receipts and contractual agreements with users of dispatching services. The Net County Cost has increased to reflect labor increases, partially offset by Prop 172 receipts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
118,441	416,528	20,030	0	318,117	0

#### 2. Communications Improvements

Several law communications agreements, including Millbrae and East Palo Alto, have been adjusted. Revenues from these sources will be used to cover the following: 1) addition of one Supervising Communications Dispatcher and 10% differential for two Supervising Communications Supervisors (approved by the Board on April 4, 2006); 2) addition of overtime expenses to cover increased call volume during peak periods including special details and law mutual aide dispatching; 3) replacement of PCs in conjunction with dispatching system upgrade;

4) purchase of two Motorola radios to be used as back up in case of console failure; and 5) facilities/disaster preparedness improvements. The addition of staffing and technology and facilities improvements will enable Public Safety Communications to continue to meet its target of dispatching high priority calls within established time frames. There is no impact to the Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
452,556	452,556	0	0	0	1

### 3. 9-1-1 System and Expansion Project

The state has earmarked revenues for the replacement of 9-1-1 systems throughout the state. The County expects to receive funds to partially offset the cost of replacing its more than five year old system. The benefits of the new system will include greater reliability, ability to add wireless 9-1-1 and caller ID on selected telephone lines. The system may also include GIS mapping workstations if monies are available from the state. The Public Safety Communications Center will need to be updated, including expansion of the equipment room to accommodate the new system however, state funding will not be enough to cover these costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
360,000	479,729	0	0	119,729	0

### 4. Information Technology Technician Position

An information Technology Technician will be added to assist Public Safety Communication with the implementation of several new and ongoing projects, including relocation of the Systems Management Unit, 9-1-1 System and Expansion Project, CAD/MSS upgrade and hardware replacement, installation of GIS software to County 9-1-1 system and installation of GroupWise for all dispatch staff. Costs associated with this position will be fully offset with a reduction in other salary and benefits expenses, primarily overtime.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	76,314	0	0	76,314	1
0	(76,314)	0	0	(76,314)	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
930,997	1,348,813	20,030	0	437,846	2

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases and higher benefits costs. Other adjustments include the elimination of one-time purchases and projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	77,302	0	0	77,302	0



**6. 9-1-1 System and Expansion Project**

One-time costs for the 9-1-1 system and expansion project have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(360,000)	(479,729)	0	0	(119,729)	0

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(360,000)	(402,427)	0	0	(42,427)	0

**Public Safety Communications (1240B)**  
**General Fund**

**FY 2006-07 and 2007-08 Budget Unit Summary**

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	2,493,801	2,507,035	2,501,581	2,926,117	424,536	2,566,117
Charges for Services	3,019,036	3,184,948	3,116,463	3,617,036	500,573	3,617,036
Interfund Revenue	59,620	20,514	20,514	21,402	888	21,402
Miscellaneous Revenue	139,593	142,985	112,500	117,500	5,000	117,500
<b>Total Revenue</b>	<b>5,712,051</b>	<b>5,855,482</b>	<b>5,751,058</b>	<b>6,682,055</b>	<b>930,997</b>	<b>6,322,055</b>
<b>TOTAL SOURCES</b>	<b>5,712,051</b>	<b>5,855,482</b>	<b>5,751,058</b>	<b>6,682,055</b>	<b>930,997</b>	<b>6,322,055</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	6,137,487	6,001,841	6,354,335	7,138,540	784,205	7,244,540
Services and Supplies	239,617	312,124	266,156	424,946	158,790	335,162
Other Charges	376,234	371,043	423,918	449,736	25,818	421,093
Fixed Assets		9,412	10,000	390,000	380,000	
<b>Gross Appropriations</b>	<b>6,753,338</b>	<b>6,694,419</b>	<b>7,054,409</b>	<b>8,403,222</b>	<b>1,348,813</b>	<b>8,000,795</b>
Intrafund Transfers	(148,747)	(156,765)	(178,823)	(158,793)	20,030	(158,793)
<b>TOTAL REQUIREMENTS</b>	<b>6,604,591</b>	<b>6,537,654</b>	<b>6,875,586</b>	<b>8,244,429</b>	<b>1,368,843</b>	<b>7,842,002</b>
<b>NET COUNTY COST</b>	<b>892,541</b>	<b>682,172</b>	<b>1,124,528</b>	<b>1,562,374</b>	<b>437,846</b>	<b>1,519,947</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	57.0	56.0	56.0	58.0	2.0	58.0
Funded FTE	55.0	53.6	53.6	55.7	2.1	55.7

## Environmental Services Administration (3500B)

### Program Locator

#### County

#### Community Services

Economic Development/Real Property Services

Public Safety Communications

#### ► Environmental Services Administration

Fire Services

Local Agency Formation Commission

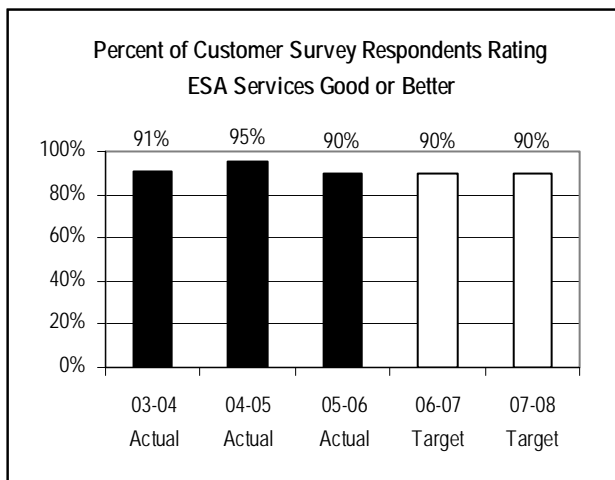
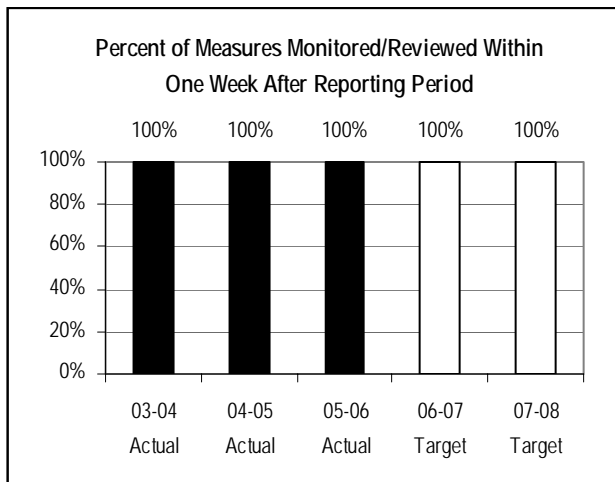
Planning and Building Department

Parks Department

Public Works

Housing

### 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 primarily contributes to the goals of the Shared Vision 2010 commitment to be Responsive, Effective and Collaborative Government by providing management and oversight of eight diverse Divisions: Agricultural Commissioner/ Sealer, Animal Control Services, County Library, County Fire Protection, Local Agency Formation Commission, Parks, 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 are major accomplishments in the current year:

- Recruited, placed and trained key division head positions of Parks Director and Planning and Building Director
- Guided Planning and Building Division through response and initial implementation of three phases of the Planning and Building Task Force Report
- Recruited and trained a new Executive Secretary
- Guided Parks through succession planning for many key supervisory and ranger positions
- Provided guidance and standardized procedures to the divisions throughout the budget development process
- Continued community outreach efforts through direct contact with constituents and speaking at public meetings to increase Agency visibility and facilitate communication with these groups and their involvement in various Agency projects and issues
- Began an Agency-wide facilities survey to determine agency needs and priorities to modernize ESA facilities in order to improve staff ability to provide public service in a safe and efficient environment

### Story Behind Performance

ESA has transitioned through many major changes in the last several years, facing budget reductions and high staff turnover, particularly Division Heads and supervisory staff. In FY 2005-06, two new Department Heads, the Parks Director and the Planning and Building Director, joined the Agency. Many more retirements have occurred throughout the Agency, resulting in a loss of institutional knowledge. This has resulted in gaps in staffing, particularly in the Parks Division, as vacant positions are filled and new staff are trained, but also presents an opportunity to bring new perspectives

and experience to the Agency. A challenge over the next year will be to continue recruitments and hire and train new staff throughout the Agency.

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 and discussing concerns and trends with Division Heads. This process serves to identify early on any potential performance concerns, and it creates opportunities to address these issues. For example, ESA Administration identified concerns regarding permit processing times and the number of permits issued in the Development Review Program and began work with the Planning and Building Department and the Planning and Building Task Force to examine opportunities to increase efficiency. Administration staff has been working with Planning and Building staff on implementing the recommendations of the Task Force. Staff has also been working closely with UC Cooperative Extension staff to improve data collection methods on the division's performance measures, resulting in several improved performance measures that will be implemented this year.

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. For example, Parks customer surveys are helpful in focusing limited resources on the areas customers comment on, such as restroom maintenance. Due to improved distribution methods, increased surveys have been returned, resulting in better data to track customer satisfaction. Even with recent fiscal reductions, the Agency is achieving a high level of customer satisfaction with customers rating services as good or better 90% of the time. Staff also worked with UC Cooperative Extension staff to develop a new written survey and a plan to customize and distribute the survey for the Extension's various programs.

**Major challenges over the next two years will be:**

- To continue to pursue new sources of revenue such as a long-term funding solution for Parks through working with the Parks for the Future Committee
- To implement the recommendations of the Planning and Building Task Force
- To work with the Department of Housing and Department of Planning and Building's Long Range Planning Program to strengthen opportunities related to long range planning, redevelopment and economic development in the incorporated areas
- To improve customer satisfaction Agency-wide
- To guide facility improvements as deemed necessary throughout the Agency, such as those of County Fire

**Program Priorities**

The Environmental Services 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 to ensure staff understand and adhere to budget deadlines and procedures
- Continue to meet with Division Heads on a regular basis to ensure progress is made on performance measures and help Division Heads set priorities within their divisions

Achieve an Overall Agency-wide Customer Satisfaction Rating of at least 90%

- Coordinate a clean-up of ESA facilities to ensure all facilities show the best possible presentation to the public through minor improvements such as painting and cleaning
- Establish a master filing system to improve organization methods for all divisions
- Update ESA's Policies and Procedures Guide to ensure consistent application of ESA policies
- Create a central list of ESA commissions, boards and committee members and terms to ensure the public is represented at public meetings, and that the volunteers who work in partnership with ESA are adequately welcomed and thanked for their service
- Develop a policy regarding media inquiries to best represent the Agency and County government
- Explore staff recognition events to create a positive atmosphere amongst all staff
- Continue to increase survey responses, examine prior survey distribution methods, and explore additional incentive programs such as Parks day pass incentive

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of budget units monitored	15	15	15	15	15
Number of performance measures monitored (all Divisions)	96	89	89	89	89
<b>How Well We Do It (Quality)</b>					
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%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of all Environmental Services Agency performance measures meeting targets	55%	60%	64%	75%	75%
Percent of customer survey respondents rating Environmental Services Agency services good or better <sup>(1)</sup>	91%	95%	90%	90%	90%

<sup>(1)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

## Environmental Services Administration (3500B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	3.0	3.0	3.0	2.0	(1.0)	2.0
Funded FTE	2.7	2.7	2.7	2.3	(0.4)	2.3
<b>Total Requirements</b>	404,843	403,617	386,393	364,000	(22,393)	366,732
<b>Total Sources</b>	23,746	12,426	11,957	19,692	7,735	19,692
<b>Net County Cost</b>	381,097	391,192	374,436	344,308	(30,128)	347,040
<b>NCC Breakdown</b>						
Non-Mandated Services			374,436	344,308	(30,128)	347,040

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$344,308 or 100%. Of this amount, 100% is discretionary. This discretionary amount includes Non-Mandated Services currently provided with no maintenance-of-effort or local match requirement. ESA Administration will continue to facilitate the transfer of existing ESA departments to their new County departments as recommended in the County Organizational Review through early FY 2006-07.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; reductions to Worker's Compensation charges due to a change in methodology; increases in retirement contributions; increases to retiree health costs; increases to internal service charges; increases to the Divisions' contribution to Administration's costs via intrafund transfers; decrease in fund balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,323)	69,973	(24,612)	0	48,684	0

### 2. Arts Funding

Funding and remaining Fund Balance for the Arts Commission and Arts Partner has been transferred to Parks Administration, which currently administers the arts program. Appropriations for Arts Commission costs and Arts Partner costs have been moved, as well as the offsetting Intrafund Transfer for Arts Partner costs. Administration's Net County Cost has decreased and Parks' Net County Cost has increased by a corresponding amount.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
11,058	(41,023)	44,000	81	(8,000)	0

### 3. County Reorganization

Under the County Organizational Review, budget adjustment have been made to reflect the transfer of one filled Administrative Services Manager I position from the Environmental Services Agency to Health Administration. The ASM I position will no longer provide administrative support to the Parks Department. Funding remains for the Director and Executive Secretary positions as they will be deleted during FY 2006-07 after the completion of the reorganization implementation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(89,451)	18,720	(81)	(70,812)	(1)

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
7,735	(60,501)	38,108	0	(30,128)	(1)

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to reflect an increase in employee benefits and retirement contributions offset by an increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	2,732	0	0	2,732	0

Environmental Services Administration (3500B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Interfund Revenue		427				
Miscellaneous Revenue	406	242	200	200		200
<b>Total Revenue</b>	<b>406</b>	<b>669</b>	<b>200</b>	<b>200</b>		<b>200</b>
Fund Balance	23,340	11,757	11,757	19,492	7,735	19,492
<b>TOTAL SOURCES</b>	<b>23,746</b>	<b>12,426</b>	<b>11,957</b>	<b>19,692</b>	<b>7,735</b>	<b>19,692</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	428,617	459,153	434,434	413,518	(20,916)	416,250
Services and Supplies	12,049	53,122	63,384	22,551	(40,833)	22,551
Other Charges	17,098	18,118	16,695	17,943	1,248	17,943
<b>Gross Appropriations</b>	<b>457,763</b>	<b>530,392</b>	<b>514,513</b>	<b>454,012</b>	<b>(60,501)</b>	<b>456,744</b>
Intrafund Transfers	(63,466)	(135,209)	(136,554)	(98,446)	38,108	(98,446)
<b>Net Appropriations</b>	<b>394,297</b>	<b>395,183</b>	<b>377,959</b>	<b>355,566</b>	<b>(22,393)</b>	<b>358,298</b>
Contingencies/Dept Reserves	10,546	8,434	8,434	8,434		8,434
<b>TOTAL REQUIREMENTS</b>	<b>404,843</b>	<b>403,617</b>	<b>386,393</b>	<b>364,000</b>	<b>(22,393)</b>	<b>366,732</b>
<b>NET COUNTY COST</b>	<b>381,097</b>	<b>391,192</b>	<b>374,436</b>	<b>344,308</b>	<b>(30,128)</b>	<b>347,040</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	3.0	3.0	2.0	(1.0)	2.0
Funded FTE	2.7	2.7	2.7	2.3	(0.4)	2.3

## Structural Fire (3550B)

### Program Locator

County

Community Services

Fire Services

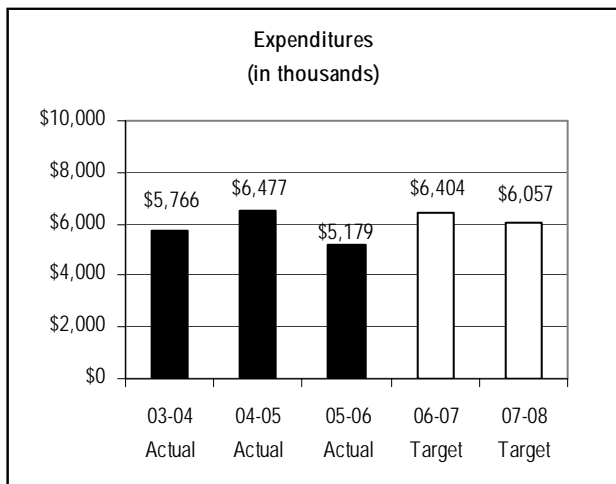
**Structural Fire**

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 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: an increase in secured property tax revenue based on projections; a reduction in unsecured property tax revenue due to a decline in assessed valuation in the unincorporated area and a downward adjustment for estimated amount related to a legal settlement with various airlines over post-September 2001; an increase in Fund Balance due to prior year unspent Fire Protection contract appropriation; the elimination of interest earnings following the

elimination of Reserves; and a decrease in plan checking revenue due to less demand for these services.

Revenue/Sources	216,819
Appropriations	416,819
Intrafund Transfers	0
Reserves	0
Net County Cost	200,000
Positions	0

#### 2. New Interfund Revenue

New revenue generated via the Health Services Department for reimbursement for Advanced Life Support provided to County residents.

Revenue/Sources	200,000
Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	(200,000)
Positions	0

#### 3. Augmented General Fund Contribution

Increased contract costs with the California Department of Forestry have required an augmentation of a one-time General Fund contribution to offset operating costs for the provision of fire protection services in the unincorporated area that is funded from the Structural Fire Fund.

Revenue/Sources	536,279
Appropriations	536,279
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

#### 4. Fund Balance Adjustment

Fund Balance has been reappropriated due to a remaining encumbrance from FY 2005-06. Reappropriation will reflect actual fire protection contract expenditures.

Revenue/Sources	(604,434)
Appropriations	(604,434)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

#### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	348,664
Appropriations	348,664
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

#### FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to remove one-time General Fund contributions and reappropriations.

Revenue/Sources	(347,498)
Appropriations	(347,498)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0



Structural Fire (3550B)  
Structural Fire Protection Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	4,582,046	4,463,829	4,490,405	4,633,907	143,502	4,822,688
Use of Money and Property	105,834	51,427	79,460	32,000	(47,460)	32,000
Intergovernmental Revenues	319,095	47,541	65,000	39,748	(25,252)	39,748
Charges for Services	145,974	125,014	175,000	145,000	(30,000)	145,000
Interfund Revenue		286,140	286,140	736,279	450,139	200,000
Miscellaneous Revenue	117,291	64,774	49,000	46,683	(2,317)	46,683
<b>Total Revenue</b>	<b>5,270,240</b>	<b>5,038,727</b>	<b>5,145,005</b>	<b>5,633,617</b>	<b>488,612</b>	<b>5,286,119</b>
Fund Balance	1,513,956	306,453	306,453	166,507	(139,946)	166,507
<b>TOTAL SOURCES</b>	<b>6,784,196</b>	<b>5,345,180</b>	<b>5,451,458</b>	<b>5,800,124</b>	<b>348,666</b>	<b>5,452,626</b>
<b>REQUIREMENTS</b>						
Services and Supplies	6,377,744	5,178,673	5,451,458	5,800,124	348,666	5,452,626
Other Charges	100,000					
<b>Net Appropriations</b>	<b>6,477,744</b>	<b>5,178,673</b>	<b>5,451,458</b>	<b>5,800,124</b>	<b>348,666</b>	<b>5,452,626</b>
Non-General Fund Reserves	306,453	166,507				
<b>TOTAL REQUIREMENTS</b>	<b>6,784,197</b>	<b>5,345,180</b>	<b>5,451,458</b>	<b>5,800,124</b>	<b>348,666</b>	<b>5,452,626</b>

## County Service Area #1 (3560B)

### Program Locator

#### County

#### Community Services

#### Fire Services

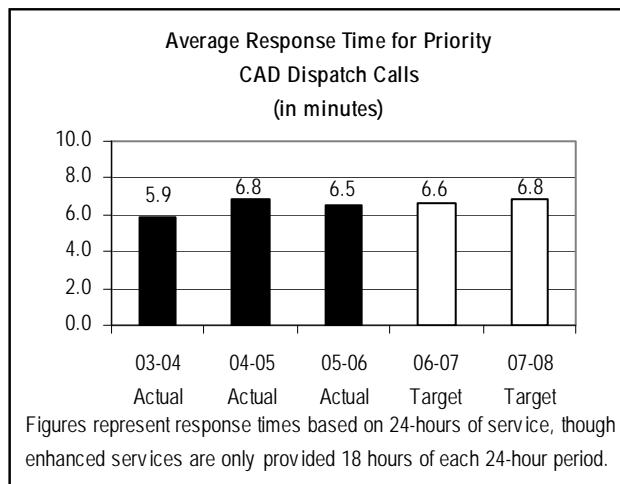
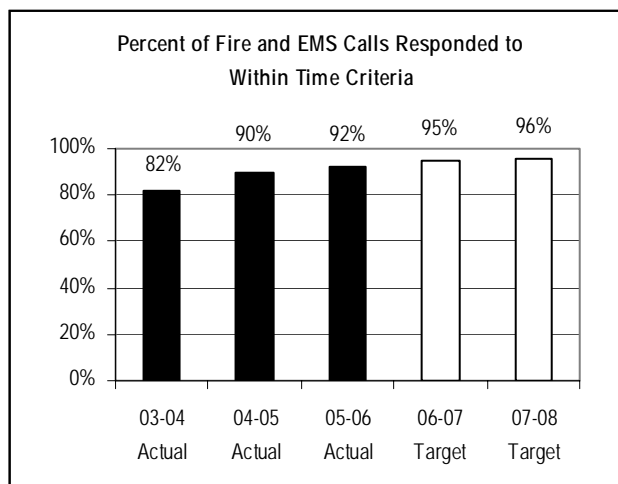
#### Structural Fire



#### County Service Area #1

#### Fire Protection Services

### Headline Measures



### 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) primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing enhanced police and fire protection services to the area of unincorporated San Mateo County situated west of the City of San Mateo and east of Highway 280. These 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 and Fire Protection (CDF) firefighters 24-hours, seven days a week, and dedicated Sheriff's patrol coverage is provided on an 18-hour, seven day per 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 are major accomplishments in the current year:

- Inspected 100% of the residences in CSA #1 for an accumulation of excessive dead and dying vegetation through County Fire, targeting areas that border open space lands
- Advised residents on such topics as smoke detectors, fire extinguishers, and other home related safety items
- Worked with local residents to stencil curbside addresses on sidewalks, which assists with the quick identification of addresses and helps to reduce response times
- Continued outreach to community residents including education to school children, informational forums for adults, and health checkups
- Continued to support ongoing youth programs in the CSA #1 area through the Sheriff's Activities League, including sponsoring after-school sports and dance programs at the Highlands Recreation Center and the annual youth vs. Deputy basketball tournament, and participation in the annual CSA July 4<sup>th</sup> parade, carnival and fireworks display
- Maintained efforts to create familiarity with assigned Sheriff's Patrol officers by continuing to have Deputies participate in homeowner association meetings, assist school crossing guards, and regularly meeting with school officials
- Conducted a meeting in January 2006 with citizen stakeholder groups, including representatives from all key homeowner

associations in CSA#1, to improve visibility and community involvement and continued to provide information on a weekly basis for a regular column in the Highlands Newsletter

- Engaged a USDA Wildlife Services Specialist through the Sheriff's Office to identify and track a mountain lion that had been spotted near inhabited areas by Service Area residents

### Story Behind 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. CDF counts each incident individually and reflects the units assigned. 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 of care based on the urban, rural, or remote aspects of the area. Fire staff attempt to respond to as close to 100% of calls as possible in accordance with nationwide standards, and a target of at least 95% has been set as an achievable goal for FY 2006-07 and 2007-08 due to back-to-back queuing that can negatively impact response time.

From FY 2003-04 to FY 2004-05, there was a moderate increase in response time for priority police dispatch calls reflecting changing policies regarding "Code Three" responses, which are now limited to crimes/ disturbances in progress or imminent, for the roadway safety of officers and the public, as well as increased traffic congestion in the Highlands areas due to new housing developments. Response times have stabilized, and are now expected to increase very moderately over time, as traffic patterns in the Service Area evolve. Significant crime-related incidents in the Highlands area patrolled by the Sheriff's Office have remained fairly stable for the last three years, while countywide, major crime activities have increased since FY 2003-04. The strong presence of the Sheriff's patrol service in CSA#1 actively discourages criminal activity. A community and homeowners' associations meeting facilitated by the Sheriff's Office in January 2006 clarified that the two primary concerns of residents in the Highlands Service Area are increased traffic congestion and traffic-related incidents and concern over the community and law enforcement impacts of the opening of the County Youth Services Center in the Summer of 2006.

### Major challenges over the next two years will be:

- To repair and renovate the Belmont Fire Station, for which a funding source is still being explored
- To maintain an efficient level of service for the community while carefully monitoring expenditures for Fire personnel and operating costs
- To facilitate the provision of increased traffic enforcement services in the Highlands, through an examination with County Counsel, of the Sheriff's authority to provide expanded traffic enforcement in County Service Areas, with specific focus on County Service Areas One and Eight
- To respond to anticipated additional enforcement requirements with the opening of the expanded Youth Services Center Campus on Tower Road adjacent to the Highlands in June 2006

### 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 95% of the Time

- Continue to refine response time criteria so that accurate and useful data can be attained. Research is currently being conducted on ways in which to adapt existing software capabilities to interface with incident response data provided by municipal jurisdictions

#### Provide Community Residents with CPR and AED Training

- Procure Automatic External Defibrillation training devices, textbooks, and new CPR mannequins for training courses for CSA #1. Staff has been accredited through the American Safety and Health Institute

#### Achieve an Average Response Time of Six and a half Minutes or Less for Priority CAD Dispatch Calls

- Continue to 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 calls

#### Respond to Law Enforcement Service Priorities Identified by Service Area Residents and Leaders in Community Forums

- Participate in the Youth Service Center Campus Project Committee to help ensure adequate security services will be provided, and to plan and prepare for and mitigate any traffic-related impacts from the campus
- Install Mobile Data Terminals in Sheriff's patrol cars servicing the highlands, to facilitate enhanced law enforcement information and appropriate incident response
- Provide motorcycle patrol services in the Service Area to facilitate traffic control and enforcement at critical times and locations
- Expand budgetary performance reporting, in order to separate out and report law enforcement and traffic workload data

#### Achieve an Overall Customer Satisfaction Rating of at least 90% for Police Services

- Continue to provide fire department education and outreach programs at community events which currently include fire and life safety classes, seminars and talks as requested by service organizations, elementary schools, and social groups
- Continue to distribute customer satisfaction surveys and informational brochures and to garner community feedback at all County Fire public information functions and at all career and volunteer stations
- Support the Highlands Recreation Center youth program with an annual SAL contribution of \$5,000, and additionally to
- sponsor the annual youth basketball tournaments
- Provide traffic control and participate actively in the annual Highlands July 4<sup>th</sup> parade, fireworks and celebration

- 
- Continue to submit a weekly informational column in the community newsletter
  - Continue to work with schools in the CSA area to ensure proactive traffic enforcement during morning pick-up/ afternoon drop-off periods and to protect children and volunteer school crossing guards from speeding motorists
  - Conduct abandoned vehicle and parking citation enforcement in the Highlands with increased frequency, staff resources allowing
  - Hold annual community meetings with CSA residents and key homeowners association representatives to identify concerns and help assign priorities for law enforcement services
  - Assist residents in the development and expansion of disaster preparedness Community Emergency Response Teams (CERT's), utilizing the resources of the County Office of Emergency Services
  - Continue to assign the best-qualified Deputies and maintain stability of personnel assigned to patrol in the Highlands

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of calls responded to: <sup>(1)</sup>					
- Fire-related incidents	44	86	43	62	65
- Other incidents	270	504	242	335	340
Number of dispatched and self-initiated crime-related calls, incidents, and investigations <sup>(2)</sup>	1,521	1,331	1,850	1,185	1,165
<b>How Well We Do It (Quality)</b>					
Percent of fire and emergency medical service calls responded to within time criteria established by County Emergency Medical Services	82%	90%	92%	95%	96%
Average response time for Sheriff's priority CAD dispatch calls (in minutes) <sup>(3)</sup>	5.9	6.8	6.5	6.6	6.8
Number of community meetings held with CSA #1 residents to establish service priorities	1	0	1	1	1
<b>Is Anyone Better Off? (Outcome)</b>					
Annual number of DOJ or CAD-reported significant crimes:					
- CSA #1 (CAD-reported)	52	60	30	61	63
- San Mateo County (DOJ statistics)	19,158	23,843	24,704	24,320	25,995
Percent of customer survey respondents rating Fire Protection services good or better <sup>(4)</sup>	0%	0%	0%	90%	90%
Percent of customer surveyed through CARES and annual CSA#1 meeting rating Sheriff's services as good or better <sup>(5)</sup>	92%	95%	99%	90%	90%

<sup>(1)</sup> Figures represent those calls responded to solely by the CDF/County Fire Department, and are not representative of calls for service that may have been responded to by other agencies such as the San Mateo City Fire Department and South County Fire Authority.

<sup>(2)</sup> 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).

<sup>(3)</sup> Figures represent response times based on 24-hours of service; enhanced services are only provided 18 hours of each 24-hour period.

<sup>(4)</sup> 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.

<sup>(5)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

## County Service Area #1 (3560B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Total Requirements	2,994,991	3,381,750	3,118,480	2,813,970	(304,510)	2,813,970
Total Sources	2,994,991	3,381,749	3,118,480	2,813,970	(304,510)	2,813,970

### 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: an increase in property tax revenue based on projections; an increase to the Sheriff's contract to cover increased personnel costs; a downward adjustment to fund balance and increase in Reserves; and a reduction in expenditure for Fire Protection contract costs that were inflated in FY 2005-06 by the inclusion of the last quarter of the FY 2004-05 contract payment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(312,801)	(789,775)	0	476,974	0	0

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

No change.

## County Service Area #1 (3560B)

## County Service Area #1 Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	1,597,988	1,692,454	1,683,806	1,827,627	143,821	1,827,627
Use of Money and Property	42,118	35,827	32,300	35,000	2,700	35,000
Intergovernmental Revenues	13,965	14,380	13,893	14,000	107	14,000
Charges for Services	92,183	92,183	93,000	93,000		93,000
Miscellaneous Revenue	20,455					
<b>Total Revenue</b>	<b>1,766,708</b>	<b>1,834,843</b>	<b>1,822,999</b>	<b>1,969,627</b>	<b>146,628</b>	<b>1,969,627</b>
Fund Balance	1,228,283	1,546,906	1,295,481	844,343	(451,138)	844,343
<b>TOTAL SOURCES</b>	<b>2,994,991</b>	<b>3,381,749</b>	<b>3,118,480</b>	<b>2,813,970</b>	<b>(304,510)</b>	<b>2,813,970</b>
<b>REQUIREMENTS</b>						
Services and Supplies	1,230,860	2,537,385	2,782,928	1,993,100	(789,828)	1,993,100
Other Charges	26	22	100	153	53	153
Fixed Assets	217,199					
<b>Net Appropriations</b>	<b>1,448,085</b>	<b>2,537,407</b>	<b>2,783,028</b>	<b>1,993,253</b>	<b>(789,775)</b>	<b>1,993,253</b>
Non-General Fund Reserves	1,546,906	844,343	335,452	820,717	485,265	820,717
<b>TOTAL REQUIREMENTS</b>	<b>2,994,991</b>	<b>3,381,750</b>	<b>3,118,480</b>	<b>2,813,970</b>	<b>(304,510)</b>	<b>2,813,970</b>

## Fire Protection Services (3580B)

### Program Locator

County

Community Services

Fire Services

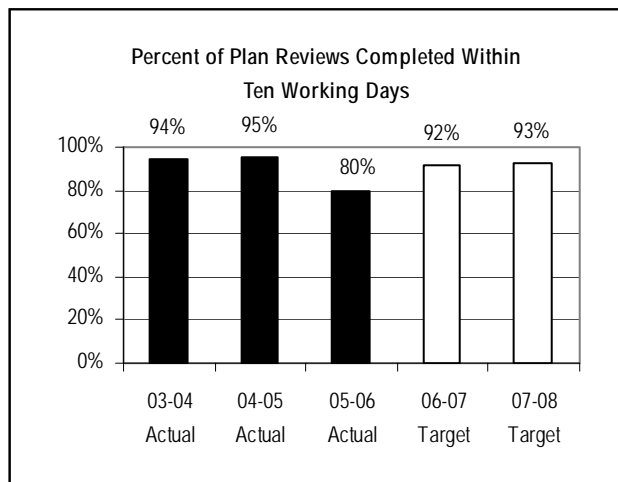
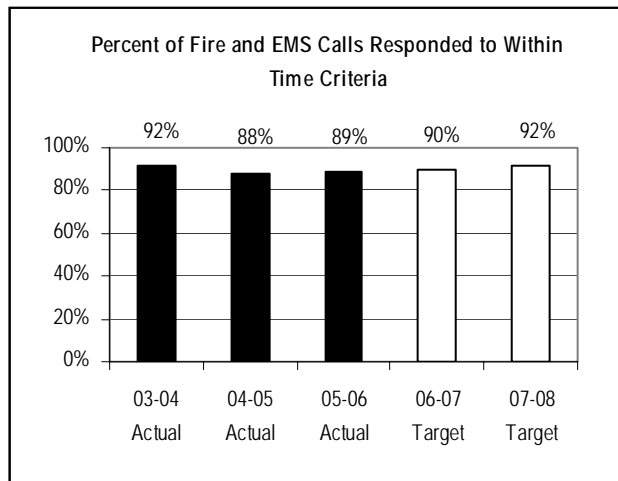
Structural Fire

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 Fire Protection Services Program, which is staffed by the California Department of Forestry (CDF) on a contract basis, contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by 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 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 are major accomplishments in the current year:

- Transferred all dispatching for County-related emergency services to Public Safety Communications.
- Updated aging radio communications equipment
- Placed into service three new thermal imaging cameras for the fire stations of Pescadero, La Honda, and Skylonda
- Upgraded all County Fire Department self-contained breathing apparatus to the state-of-the-art high-flow type
- Equipped all County Fire Department engines with rapid intervention crew equipment that is used to rescue down and/or trapped firefighters at the scenes of emergency incidents
- Conducted two vegetation management control burns were conducted in the Pescadero Hwy 35 areas, treating over 200 acres
- Conducted over 2,200 hours of training on subjects such as fire control, emergency medical services, and hazardous materials and pump operations training
- Continued work to adopt the California Uniform Fire Code for the unincorporated lands with County Fire jurisdiction, which will



facilitate coordination with the County's city departments that have already adopted the current code

- Distributed over 350 customer satisfaction surveys and informational brochures describing fire protection services to County residents

### Story Behind 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 of care Countywide based on the urban, rural, or remote aspects of the area. Fire staff attempt to respond to as close to 100% of calls as possible in accordance with nationwide standards, and a target of 95% has been set as an achievable goal for FY 2006-07 and FY 2007-08. The reason for less than 100% accuracy is due to back-to-back queuing that can negatively impact response 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. County Fire Department inspectors have been working on the County adoption of the California Uniform Fire Code that allows for a standardization of codes within the County because all of the cities have adopted it in the past. Additionally, for the last two years, County Fire Marshals have reviewed plans within ten working days 90% or more of the time, ensuring not only builder satisfaction with the planning process but their overall safety as well.

In the spring of 2005, staff discovered a significant revenue shortfall due to the unanticipated drop in unsecured tax revenues from the San Francisco Airport. As a result, Reserves and General Fund monies were used to close the gap. In order to meet future revenue requirements, County Fire staff have been researching several options to reduce costs and have been in active discussions with possible partners seeking mutually beneficial collaborations. These possible partnerships can be of a benefit to the San Mateo County Fire Department by sharing resources thus reducing expenditures for each agency and increasing overall efficiency and effectiveness. In addition, County Fire has been seeking a renegotiation of the Agreement with American Medical Response (AMR) for Advanced Life Support (ALS) services. The current contract with AMR, County Fire, and the County drastically under funds the ALS program for the San Mateo County Fire Department. County Fire and administrative staff will be actively engaged in discussions with AMR and the ALS JPA to fairly reimburse the County Fire Department for its ALS activities.

### Major challenges over the next two years will be:

- To pursue avenues for mutually beneficial arrangements with other fire agencies to help reduce operational costs.

- To work with the County Advanced Life Support (ALS) Joint Powers Authority (JPA) and American Medical Response ambulance company (AMR) to secure equitable funding for San Mateo County Fire.
- To prioritize a list of repairs needed on fire facilities and effectuate as many as fiscally feasible
- To replace the aging Skylonda Fire Station
- To complete the adoption process for the California Uniform Fire Code for CDF/County Fire jurisdictional areas
- To continue to provide efficient service levels given declining tax revenues and increasing operating costs

### 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
- Complete the adoption process for the County implementation of the California Uniform Fire Code
- Assign personnel to process the reviews in a timely manner

#### Investigate Ways to Reduce Overall Costs

- Explore the possibilities of partnering with neighboring fire agencies to develop mutually beneficial arrangements to share resources
- Carefully monitor expenditures for fuel and equipment maintenance

#### Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Continue to provide fire department education and outreach programs at community events which currently include fire and life safety classes, seminars and talks as requested by service organizations, elementary schools, and social groups
- Continue to distribute customer satisfaction surveys and informational brochures and to garner community feedback at all County Fire public information functions and at all career and volunteer stations

#### Continue to Improve Existing Facilities

- 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
- Place into service the new quarters for the Skylonda Fire Station

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of calls responded to:					
- Fire-related incidents	6,121	330	94	100	110
- Other incidents	2,029	1,854	772	500	510
Number of plans reviewed and checked	422	411	485	410	420
<b>How Well We Do It (Quality)</b>					
Percent of fire and emergency medical service calls responded to within time criteria established by County Emergency Medical Services	92%	88%	89%	90%	92%
Percent of plan reviews completed within 10 working days of submittal of all required documents	94%	95%	80%	92%	93%
<b>Is Anyone Better Off? (Outcome)</b>					
Number of fire related deaths and injuries	2	0	0	0	0
Percent of customer survey respondents rating Fire Protection services good or better <sup>(1)</sup>	0%	0%	0%	90%	90%

Fire Protection Services (3580B)  
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>Total Requirements</b>	6,347,077	6,582,932	5,955,610	6,304,275	348,665	5,956,777
<b>Total Sources</b>	6,347,077	6,582,932	5,955,610	6,304,275	348,665	5,956,777

## 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: an increase in the fire protection services contract with the California Department of Forestry (CDF) due to increased personnel and operating costs, and an increase in Interfund Revenue from the Structural Fire Fund due to elimination of Fund Balance used to cover outstanding prior-year Fire Protection contract costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
898,099	898,099	0	0	0	0
(504,153)	(504,153)	0	0	0	0

### 2. Replacements of Lifepak Defibrillator Units

Appropriations have been increased to purchase two Lifepak defibrillator units in order to replace equipment that is nearing the end of its life expectancy and soon to be obsolete.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
55,000	55,000	0	0	0	0

### 3. Adjustment to Fund Balance

Unrealized Fund Balance resulted in reduced contract appropriations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(100,281)	(100,281)	0	0	0	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
348,665	348,665	0	0		0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: a decrease in the fire protection services contract with the California Department of Forestry (CDF) due to decrease in Interfund Revenue from the Structural Fire Fund and elimination of Fixed Asset purchase of two Lifepak defibrillator units.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(347,498)	(347,498)	0	0	0	0

Fire Protection Services (3580B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Interfund Revenue	6,347,077	5,178,673	5,451,457	5,800,122	348,665	5,452,624
<b>Total Revenue</b>	6,347,077	5,178,673	5,451,457	5,800,122	348,665	5,452,624
Fund Balance		1,404,259	504,153	504,153		504,153
<b>TOTAL SOURCES</b>	6,347,077	6,582,932	5,955,610	6,304,275	348,665	5,956,777
<b>REQUIREMENTS</b>						
Salaries and Benefits				1,552	1,552	1,552
Services and Supplies	4,595,919	6,416,183	5,799,798	6,047,172	247,374	5,754,674
Other Charges	240,361	166,748	155,812	200,551	44,739	200,551
Fixed Assets	106,538			55,000	55,000	
<b>Net Appropriations</b>	4,942,818	6,582,932	5,955,610	6,304,275	348,665	5,956,777
Contingencies/Dept Reserves	1,404,259					
<b>TOTAL REQUIREMENTS</b>	6,347,077	6,582,932	5,955,610	6,304,275	348,665	5,956,777

## Local Agency Formation Commission (3570B)

### Program Locator

#### County

##### Community Services

Economic Development/Real Property Services

Public Safety Communications

Environmental Services Administration

Fire Services

#### ► Local Agency Formation Commission

Planning and Building Department

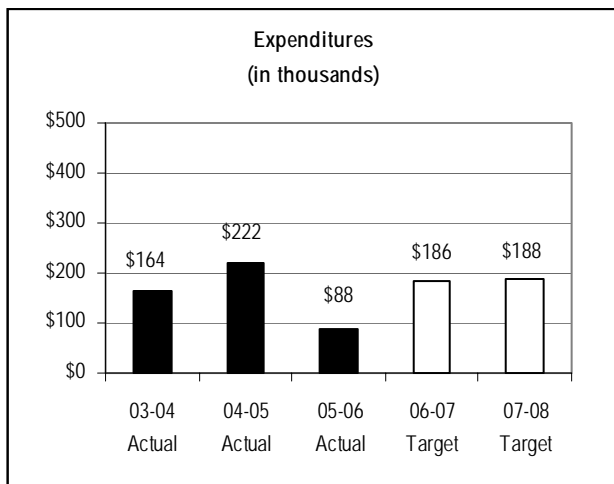
Parks Department

Department of Public Works

Department of Housing

### 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 program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$76,780, and represents the County's contribution to LAFCo. The General Fund revenue is displayed as an Intrafund Transfer. The contribution expenditure is appropriated in the Memberships and Contribution's Unit of the County Manager's Office.

### FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: increase of commissioner stipend and County Counsel charges for return to monthly meeting cycle; increase in retirement contributions; increase in consulting for one-time study; adjustment in intrafund transfer for County Contribution to LAFCo budget; and increase in intergovernmental revenues for city and independent special district contributions to LAFCo budget.

Revenue/Sources	64,191
Appropriations	30,221
Intrafund Transfers	42,277
Reserves	(8,307)
Net County Cost	0
Positions	0

#### 2. County Reorganization Adjustments

Budget adjustments have been made to reflect salary and benefit increases for the Principal Management Analyst position as recommended in the County Organizational Review. Costs will be absorbed through contributions from the County, member cities and special districts.

Revenue/Sources	10,450
Appropriations	22,684
Intrafund Transfers	(5,225)
Reserves	(7,009)
Net County Cost	0
Positions	0

### TOTAL FY 2006-07 FUNDING ADJUSTMENTS

Revenue/Sources	74,641
Appropriations	52,905
Intrafund Transfers	37,052
Reserves	(15,316)
Net County Cost	0
Positions	0

## FY 2007–08 Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made as follows: salaries and benefits have been increased to include salary increases and commissioner stipend for monthly commission meetings. County, City and Special District shares have been increased to reflect increased appropriations.

Revenue/Sources	884
Appropriations	1,326
Intrafund Transfers	(442)
Reserves	0
Net County Cost	0
Positions	0

Local Agency Formation Commission (3570B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	100,070	126,886	126,680	153,560	26,880	154,444
Charges for Services	26,749	5,665	20,000	20,000		20,000
Interfund Revenue			4,000	6,502	2,502	6,944
<b>Total Revenue</b>	<b>126,819</b>	<b>132,551</b>	<b>150,680</b>	<b>180,062</b>	<b>29,382</b>	<b>181,388</b>
Fund Balance	56,586	(38,924)	(38,924)	6,335	45,259	6,335
<b>TOTAL SOURCES</b>	<b>183,405</b>	<b>93,627</b>	<b>111,756</b>	<b>186,397</b>	<b>74,641</b>	<b>187,723</b>

**REQUIREMENTS**

Salaries and Benefits	138,293	150,289	142,953	176,089	33,136	177,415
Services and Supplies	11,744	12,238	38,975	46,019	7,044	46,019
Other Charges	72,292	38,597	28,344	41,069	12,725	41,069
<b>Gross Appropriations</b>	<b>222,330</b>	<b>201,124</b>	<b>210,272</b>	<b>263,177</b>	<b>52,905</b>	<b>264,503</b>
Intrafund Transfers		(113,832)	(113,832)	(76,780)	37,052	(76,780)
<b>Net Appropriations</b>	<b>222,330</b>	<b>87,292</b>	<b>96,440</b>	<b>186,397</b>	<b>89,957</b>	<b>187,723</b>
Contingencies/Dept Reserves	(38,924)	6,335	15,316		(15,316)	
<b>TOTAL REQUIREMENTS</b>	<b>183,406</b>	<b>93,627</b>	<b>111,756</b>	<b>186,397</b>	<b>74,641</b>	<b>187,723</b>

**NET COUNTY COST**

1

**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

#### Community Services

Economic Development/Real Property Services

Public Safety Communications

Environmental Services Administration

Fire Services

Local Agency Formation Commission

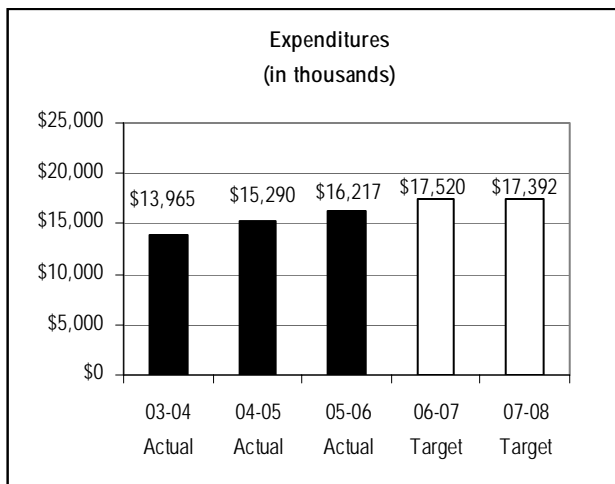
#### ► County Library

Planning and Building Department

Parks Department

Department of Public Works

Department of Housing



### 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 2006-07 Adopted Budget which is funded by the General Fund is \$138,242 or <1%, 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.

### FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 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 through October 2006; an adjustment in anticipation of increasing position costs for the remaining portion of the fiscal year; increases in retirement contributions; elimination of one-time appropriation associated with materials enhancements provided in the prior year; elimination of one-time purchases for furniture and equipment for the new Belmont Library; an increase in Services and Supplies to reflect support costs distributed to the branch libraries; modest adjustments to reflect average price increases in good and services and other service charges; elimination of one-time fixed asset purchases; an adjustment in Intrafund Transfers to reflect support costs that are applied to branch libraries; and an increase in reserves for items identified as future capital purchases. Budgeted revenues from secured property tax have been adjusted based on actual receipts in the current year and continued anticipated growth in prices and appraised property values. Revenue from unsecured property taxes has been reduced due to settlement of airline litigation.

Revenue/Sources	6,262
Appropriations	8,765,044
Intrafund Transfers	(9,079,391)
Reserves	290,000
Net County Cost	(248,376)
Positions	0

#### 2. Use of Fund Balance for Materials Enhancement

A portion of Fund Balance carried forward to FY 2006-07 will be used for the one-time purchase of materials to enhance library collections including printed materials for adults and children, audio and digital materials, and world language materials.

Revenue/Sources	700,000
Appropriations	700,000
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0



**3. Use of Fund Balance for Equipment and Consulting Needs**

A portion of Fund Balance carried forward to FY 2006-07 will be used for the one-time purchase of self-check machines totaling \$45,000 to be placed at the Portola Valley and Millbrae branch libraries. Self-check equipment allows library users of all ages the convenience of quickly checking out materials on their own. Additionally, \$20,000 will be appropriated for one-time equipment needs identified at the branches. An appropriation of \$30,000 has also been set aside for consulting costs associated with the development of the Library Strategic Plan.

Revenue/Sources	95,000
Appropriations	95,000
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

**4. Enhancement of Centrally Planned Programming Activities**

Appropriation for centrally planned programming is increased to \$50,000. Traditionally, programs and events offered at branch libraries have been planned in individual branches and presented once. In FY 2005-06 centralized programming was implemented to reduce time spent on program planning and increase the number of programs offered system-wide. Programs are now presented in multiple sites, thereby increasing the amount of programming offered while reducing staff time devoted to planning and implementation. In FY 2005-06, 21 programs were planned centrally and resulted in 44 programs executed system-wide. Additionally, 163 programs were implemented at the branch level.

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

**5. Use of Reserves for County Retirement Contributions**

County retirement rate increases approved by the Retirement Board are offset with Reserves.

Revenue/Sources	0
Appropriations	217,767
Intrafund Transfers	0
Reserves	(217,767)
Net County Cost	0
Positions	0

**6. Use of Reserves for One-time Equipment and Service Delivery Enhancements**

A portion of Reserves will be used to provide enhanced library services and include an appropriation of \$10,000 for centrally planned programming activities, \$50,000 for collections at the North Fair Oaks Library, \$25,000 for a staff vehicle to be used by staff who maintain computer equipment throughout the system, \$630,000 for self-check machines, staff check-in units, and sortation equipment.

Revenue/Sources	0
Appropriations	715,000
Intrafund Transfers	0
Reserves	(715,000)
Net County Cost	0
Positions	0

**7. Final Fund Balance Adjustment**

Fund Balance and Reserves are adjusted based on actuals from FY 2005-06, minor adjustments have been made to cost-applied charge accounts and Intrafund Transfers to reflect anticipated cost.

Revenue/Sources	920,415
Appropriations	(32,550)
Intrafund Transfers	10,289
Reserves	1,191,052
Net County Cost	248,376
Positions	0

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**TOTAL FY 2006-07 FUNDING ADJUSTMENTS**

Revenue/Sources	1,741,699
Appropriations	10,262,494
Intrafund Transfers	(9,069,102)
Reserves	548,307
Net County Cost	0
Positions	0

**FY 2007–08 Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: an increase in property taxes based on anticipated continued growth in prices and appraised property values, an increase in anticipated salary and benefit costs, elimination of one-time purchases including library collections, consulting costs, a staff vehicle and self-service equipment, adjustments to cost applied charges, an increase in projected furniture and equipment costs in anticipation of opening a new library in Portola Valley, additional appropriation to replace the Bookmobile, modest adjustments to reflect average price increases in good and services and other service charges, an adjustment to Capital Reserves to reflect funding set aside for future equipment purchases, and the balance to Reserves.

Revenue/Sources	223,369
Appropriations	(1,444,863)
Intrafund Transfers	635,635
Reserves	1,032,597
Net County Cost	0
Positions	0

County Library (3700B)  
County Library Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	13,750,057	14,858,140	13,245,250	14,114,161	868,911	14,282,000
Use of Money and Property	159,678	253,502	153,000	153,500	500	156,500
Intergovernmental Revenues	717,597	553,480	616,664	576,800	(39,864)	576,800
Charges for Services	727,897	623,886	725,070	702,000	(23,070)	749,000
Interfund Revenue	341,234	240,565	240,565	138,242	(102,323)	143,772
Miscellaneous Revenue	539,581	686,217	397,000	435,269	38,269	435,269
<b>Total Revenue</b>	<b>16,236,044</b>	<b>17,215,791</b>	<b>15,377,549</b>	<b>16,119,972</b>	<b>742,423</b>	<b>16,343,341</b>
Fund Balance	5,944,200	6,889,524	6,889,524	7,888,800	999,276	7,888,800
<b>TOTAL SOURCES</b>	<b>22,180,244</b>	<b>24,105,315</b>	<b>22,267,073</b>	<b>24,008,772</b>	<b>1,741,699</b>	<b>24,232,141</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	9,521,823	9,829,547	10,479,243	11,090,839	611,596	11,304,700
Services and Supplies	4,638,543	5,217,045	5,513,014	14,470,121	8,957,107	13,325,819
Other Charges	1,055,484	999,060	1,132,638	1,213,966	81,328	1,259,544
Fixed Assets	74,870	170,863	112,537	725,000	612,463	165,000
<b>Gross Appropriations</b>	<b>15,290,720</b>	<b>16,216,515</b>	<b>17,237,432</b>	<b>27,499,926</b>	<b>10,262,494</b>	<b>26,055,063</b>
Intrafund Transfers				(9,069,102)	(9,069,102)	(8,433,467)
<b>Net Appropriations</b>	<b>15,290,720</b>	<b>16,216,515</b>	<b>17,237,432</b>	<b>18,430,824</b>	<b>1,193,392</b>	<b>17,621,596</b>
Contingencies/Dept Reserves	6,669,524	7,300,000	4,469,641	4,727,948	258,307	5,470,545
Non-General Fund Reserves	220,000	588,800	560,000	850,000	290,000	1,140,000
<b>TOTAL REQUIREMENTS</b>	<b>22,180,244</b>	<b>24,105,315</b>	<b>22,267,073</b>	<b>24,008,772</b>	<b>1,741,699</b>	<b>24,232,141</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	124.0	128.0	128.0	128.0		128.0
Funded FTE	108.2	111.7	111.7	111.5	(0.2)	111.5

Planning and Building (3800B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	3,475,170	4,239,539	3,142,049	3,302,595	160,546	3,214,703
Fines, Forfeitures and Penalties	54,026	44,230	50,000	40,000	(10,000)	40,000
Intergovernmental Revenues	57,909	57,909	212,474	57,909	(154,565)	57,909
Charges for Services	2,687,563	2,336,200	2,385,057	2,288,356	(96,701)	2,288,356
Interfund Revenue	152,431	302,143	160,595	324,385	163,790	127,481
Miscellaneous Revenue	486,287	359,893	436,528	704,994	268,466	479,940
<b>Total Revenue</b>	<b>6,913,386</b>	<b>7,339,915</b>	<b>6,386,703</b>	<b>6,718,239</b>	<b>331,536</b>	<b>6,208,389</b>
Fund Balance	618,172	2,360,294	2,360,294	4,303,422	1,943,128	3,959,315
<b>TOTAL SOURCES</b>	<b>7,531,558</b>	<b>9,700,209</b>	<b>8,746,997</b>	<b>11,021,661</b>	<b>2,274,664</b>	<b>10,167,704</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	4,262,323	4,816,568	5,136,590	6,019,781	883,191	6,124,031
Services and Supplies	2,938,637	3,362,159	4,471,533	5,100,423	628,890	4,010,996
Other Charges	554,490	686,706	717,337	892,959	175,622	892,959
Other Financing Uses		1,114	195,000	800,000	605,000	125,000
<b>Gross Appropriations</b>	<b>7,755,451</b>	<b>8,866,547</b>	<b>10,520,460</b>	<b>12,813,163</b>	<b>2,292,703</b>	<b>11,152,986</b>
Intrafund Transfers	(2,115,431)	(2,400,135)	(2,401,446)	(3,130,906)	(729,460)	(2,318,383)
<b>Net Appropriations</b>	<b>5,640,020</b>	<b>6,466,412</b>	<b>8,119,014</b>	<b>9,682,257</b>	<b>1,563,243</b>	<b>8,834,603</b>
Contingencies/Dept Reserves	618,172	1,765,694	1,765,694	3,604,573	1,838,879	3,604,573
<b>TOTAL REQUIREMENTS</b>	<b>6,258,192</b>	<b>8,232,106</b>	<b>9,884,708</b>	<b>13,286,830</b>	<b>3,402,122</b>	<b>12,439,176</b>
<b>NET COUNTY COST</b>	<b>(1,273,366)</b>	<b>(1,468,103)</b>	<b>1,137,711</b>	<b>2,265,169</b>	<b>1,127,458</b>	<b>2,271,472</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	45.0	54.0	54.0	54.0		54.0
Funded FTE	44.8	53.8	51.5	53.7	2.2	53.7

## Administration and Support (3810P)

### Program Locator

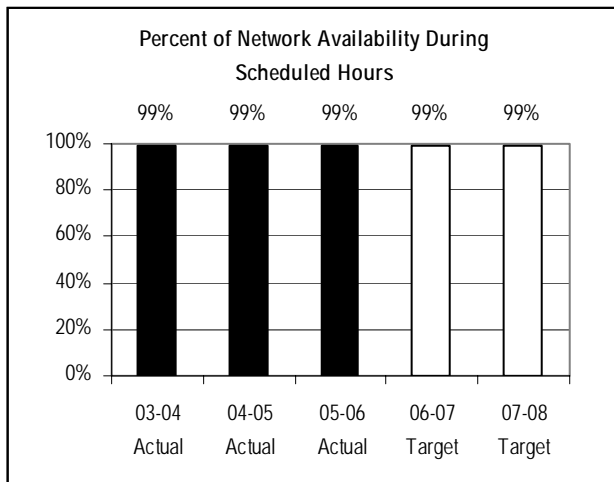
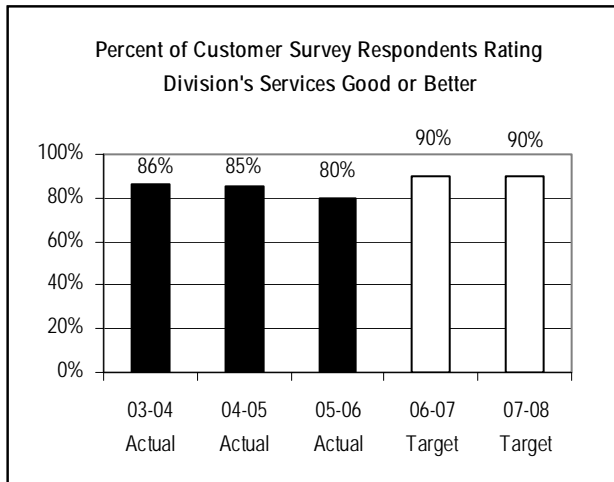
County

Community Services

Planning and Building Department

▷ **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 Department 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

The Administration and Support Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by offering direction and support to the Planning and Building Department'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 provided to the Planning Commission, Zoning Hearing Officer, Coastside Design Review and Bayside Design Review meetings. Fiscal and administrative support is also provided to the Structural Fire Fund, Fire Protection and CSA#1 budget units and the Airport/Community Roundtable.

The following are major accomplishments in the current year:

- Presented to the Board of Supervisors the Division's responses to Phases One, Two and Three of the Planning and Building Task Force Report that, among other outcomes, resulted in the addition of eight new positions, a return to a five-day work week with increased hours of public service, and preparation of a work plan to complete a comprehensive re-evaluation of the County's regulatory codes pertaining to the Division's work
- Contracted with three planning consultancy firms and a plan-checking firm to expedite the backlog of planning project applications and building permit plan checks
- Completed procurement of consulting services for the preparation of the Pilarcitos Quarry Environmental Impact Report to provide the Planning Commission and Board of Supervisors with information regarding the environmental consequences of the project to enable them to make a decision on how to proceed in this matter
- Replaced the servers and upgraded the application software for the e-Connect on-line permit tracking system and the voice response inspection scheduling system, and automated the Assessor's parcel update into the permit tracking system database

## Story Behind Performance

The beginning of FY 2005-06 the Division witnessed the appointment of a new Director of Planning and Building to head the Department. One of the primary responsibilities the new Director was given was to respond to the Planning and Building Task Force Report, which was issued on June 21, 2005. The Report addressed concerns about the Planning and Building Department including the length of time it takes for planning entitlements and building permits to be reviewed and acted upon; duplication of effort within the Division; accuracy of the information dispersed by the Division; coordination with outside agencies; workload; staffing levels and employee morale. As called for in the Report, the Director responded to the recommendations in three phases: 1) development of an internal improvement plan, which addressed proposed improvements regarding work load and staffing levels; 2) development of a public service improvement plan, which addressed steps that can be taken to improve the service the Division provides; and 3) development of a work plan for the comprehensive update of regulatory policies and codes.

The Division has started implementing the recommendations approved by the Board of Supervisors in September and December 2005 regarding the internal improvement plan and the public service improvement plan. Those improvements included filling eight new positions in the Development Review Program and Long Range Planning Program so that a project level of between 30 and 40 projects per Planner can be met and provision of advancement opportunities within the Division. Various operational improvements, returning to a five-day work week, and a comprehensive remodel of the second floor are also planned.

The original plan slated for completion in FY 2005-06 to redesign the Development Review Center was replaced with a comprehensive vision to remodel all of the second floor of 455 County Center on which the Division is located. Expanding the plan to encompass the whole floor was essential to provide sufficient office space for additional personnel and to reconfigure common areas to better serve the public. The project is expected to be completed in FY 2006-07 with the reopening of the second floor.

An integral part of the Administration and Support Program is the provision and maintenance of a reliable and progressive computing environment to ensure uninterrupted network availability and optimum automation resources with which staff execute their work. The Division's automated permit processing and tracking software, Permit\*Plan Advantage, was again upgraded along with its companion e-Connect on-line system and voice response system. Preliminary work has begun to install and test its e-Apply and e-Pay components to allow customers to obtain routine permits via a web-browser, although the actual implementation will be delayed due to the disruption caused by the Division's remodeling project.

The further development and utilization of the County's Geographic Information System (GIS) and its integration with Permit\*Plan Advantage continue to be a priority. The most current projects have been the creation of numerous spatial data graphs, charts, tables and maps employing the Countywide Transportation Plan, Census

and Housing Studies, and Address Reconciliation and the transference of the ABAG-distributed Hazards Mitigation Map series into (24) maps now available on the Division's website and in the GIS system as new layer data. The Graphics Section also works closely with the County GIS Committee to assist in implementing the system Countywide and enabling the distribution and maintenance of an almost entirely digital system of maps.

### Major challenges over the next two years will be:

- To implement remaining changes recommended by the Planning and Building Task Force
- To continue to provide staff with the resources required to perform their work in a well-maintained and efficient office environment while carefully controlling expenditures
- To maximize the utilization of the County's Geographic Information System (GIS) and contributing to further development of the system
- To provide online ability to the public to apply and pay for routine permits and to schedule and cancel building permit inspections
- To improve user accessibility and content of the Division's website
- To maintain service and staffing levels

### Program Priorities

The Planning and Building Administration and Support Program will meet performance targets by doing the following:

#### Implement Recommendations of the Planning and Building Task Force

- Continue to implement and evaluate the new operational procedures arising from the recommendations formulated by the Planning and Building Task Force to improve the quality of service provided by the Division, such as increased use of pre-application meetings, schedules for submittal dates and hearing dates, standardized review periods for outside agencies, and updated application submittal checklists

#### Provide a Well-Maintained Working Environment

- Complete the remodeling of the Division's premises to provide adequate workstations and areas for all staff that are designed to meet current ergonomic and ADA standards.
- Continue to keep the common areas and workstations in a clean and orderly condition and to transfer older or inactive records on a regular basis to off-site storage

#### Maintain 99% Availability of Network During Scheduled Hours and Implement Technology Improvements

- Continue to replace servers, desktops and printers as warranties expire and upgrade network operating system and
- desktop software as older versions become obsolete to ensure a stable and well-integrated computing environment
- Maintain Permit\*Plan Advantage in its most current version and add capabilities to the e-Connect system
- Link the GIS and Permit\*Plan databases to enable staff to query data regarding parcel, census and other land use information

when processing applications and complete the digitization of the land use and agricultural preserve layers

- Provide Graphics staff with additional training in the Geomedia/ GIS software that will assist in improved GIS mapping capabilities and utilization
- Expand and improve the Division's web site to provide better information regarding activities and achievements as well as accessibility to informational material

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- 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

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of service requests processed for:					
- Word processing	3,320	3,500	3,717	3,575	3,600
- Graphics	998	1,000	1,170	1,065	1,078
Number of public hearing items agendized	240	210	284	230	235
<b>How Well We Do It (Quality)</b>					
Percent of service requests completed by due date:					
- Word Processing	100%	100%	100%	100%	100%
- Graphics	99%	98%	98%	98%	98%
Percent of letters of decision mailed by three working days of hearing date	96%	100%	100%	100%	100%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of customer survey respondents rating services good or better <sup>(1)</sup>	86%	85%	80%	90%	90%
Percent of time network is available during scheduled hours	99%	99%	99%	99%	99%

<sup>(1)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

### Administration and Support (3810P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	13.0	13.0	13.0	13.0		13.0
Funded FTE	12.9	12.8	12.7	12.8		12.8
<b>Total Requirements</b>	429,878	1,573,353	2,294,706	3,973,226	1,678,520	3,973,226
<b>Total Sources</b>	708,121	2,164,678	2,150,889	3,762,054	1,611,165	3,762,054
<b>Net County Cost</b>	(278,243)	(591,325)	143,817	211,172	67,355	211,172
<b>NCC Breakdown</b>						
Non-Mandated Services			143,817	211,172	67,355	211,172



## Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$211,172 or 9%, of which 100% is discretionary. This discretionary amount includes Discretionary Services comprised of the remaining uncommitted funding for the Midcoast Groundwater Study, operating costs to provide service to the public on Fridays and retiree health benefits.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Budget to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and retiree health benefits; increases in retirement contribution rates; reductions to Workers' Compensation charges due to a change in methodology; decrease in contract funding; increases in service charges for ISD, Public Works, County Counsel, and Risk Management; and increased reimbursement from Development Review Services and Long Range Planning Services via Intrafund Transfer to cost apply centralized costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
886	(419,573)	(729,460)	0	(1,149,919)	0

### 2. Planning and Building Department Remodel

The remodel project supports the program priorities of providing a well-designed and well-maintained working environment and achieving an overall customer satisfaction rate of at least 90%. Additional funding has been added to expand the original Development Review Center public area remodel project to encompass the entire floor occupied by the Planning and Building Department to better accommodate the public and provide ergonomically correct work stations for all staff.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	800,000	0	0	800,000	0

### 3. Adjustment to 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
1,610,279	0	0	1,838,879	353,600	0

### 4. Return to Five-Day Work Week

In response to the Planning and Building Task Force Report approved by the Board of Supervisors, the Division is returning to a five-day work week. The additional appropriation covers the annual cost of reopening the 2nd floor of the County Office Building on Fridays and is funded from the General Fund.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	63,674	0	0	63,674	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,611,165	569,101	(729,460)	1,838,879	67,335	0

## FY 2007–08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: Salaries and Benefits have been increased to include higher benefit costs; increased software maintenance costs have been included; and one-time funding for Planning and Building Department remodel is eliminated due to completion of the project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(812,523)	812,523	0	0	0

## Long Range Planning Services (3830P)

### Program Locator

#### County

#### Community Services

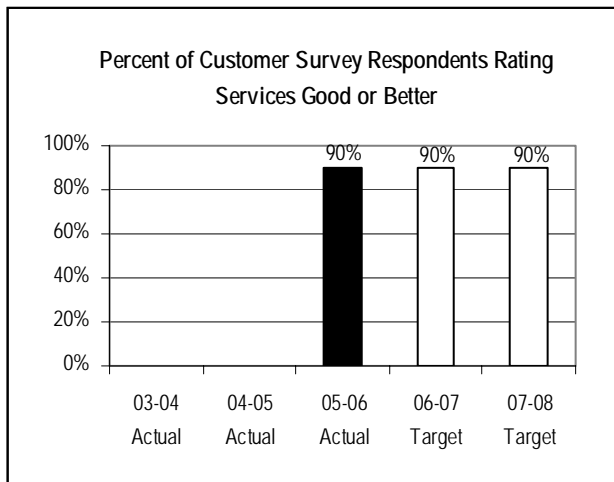
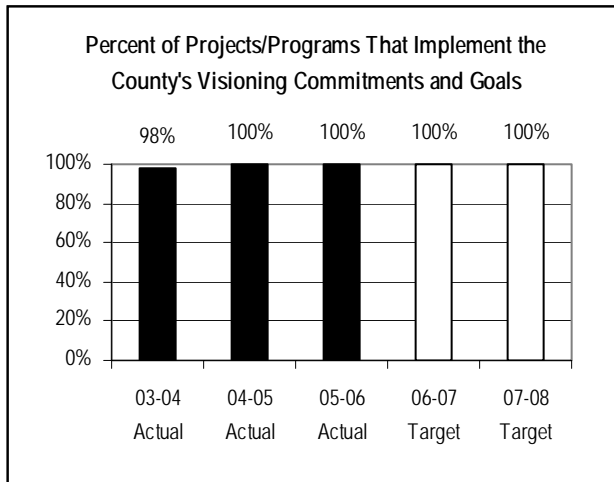
#### Planning and Building Department

#### Administration and Support

#### ▷ Long Range Planning Services

#### Development Review Services

### Headline Measures



### Program Outcome Statement

The Long Range Planning Services 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. The Program also administers the Code Compliance function to ensure that development complies with departmental regulations.

### Services and Accomplishments

The Long Range Planning Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to Redesign our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion by maintaining and updating the County's General Plan, developing area and specific land use plans, revising zoning regulations, providing 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 staffing the San Francisco International Airport/Community Roundtable.

The following were major accomplishments in the prior year:

- Completed the housing portion of Phase III of the Country Club Park Noise Insulation Program that successfully insulated four houses from aircraft noise
- Submitted a grant application on behalf of C/CAG to receive a \$300,000 grant to prepare a comprehensive update of the airport/land use compatibility plan for the environs of San Francisco International Airport
- Brought forward for approval by the Planning Commission and the Board of Supervisors amendments to the Local Coastal Program for the urban Midcoast specifying the maximum level of development of the area and sewer, water, and road capacity needed to adequately serve that level of development
- Brought forward for adoption by the Board of Supervisors new zoning regulations to limit house size in Emerald Lake Hills in an effort to make new and remodeled houses compatible in size with existing development and to improve the design quality of new houses
- Began work on the El Camino Real Incentive Program to revitalize the corridor with more economically viable land uses and to improve mobility
- Started developing policy to implement the recommendations of the Groundwater Study for the urban Midcoast
- Began on behalf of C/CAG a Housing Needs Assessment Study to determine how much housing will be needed in 2020 to accommodate job growth
- Added a new position, C/CAG and Special Projects Manager, to work on C/CAG and other special projects within the Division as a result of the Planning and Building Task Force Report

## Story Behind 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 potential projects implement commitments and goals. If they do, then each project is classified as to which commitment or goals it implements, and the amount of time spent on each project is monitored during the fiscal year. Additionally, projects with immediate deadlines are given higher priority than projects with less specified completion dates.

All projects are undertaken with extensive public participation that varies from project to project depending on the need for public involvement necessary to achieve successful public input. For example, the Local Coastal Program amendment project involved 15 workshops, six Planning Commission meetings, and nine Board of Supervisors meetings over a two and one-half year period.

The Planning Commission and the Board of Supervisors approved amendments to the Local Coastal Program (LCP) for the urban Midcoast. These amendments quantified growth potential and infrastructure capacity and align rate of growth with development constraints. Staff continued to work on updating the Countywide Transportation Plan (CTP) and the El Camino Real Incentive Program that include "Smart Growth" land use components. These projects 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. This project will be completed in the next two years.

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 reducing congestion will increase from 19% to 25%.

### Major challenges over the next two years will be:

- To produce quality planning projects such as the Countywide Transportation Plan and new zoning regulations for urban unincorporated areas with a limited staff
- To readjust project priorities as needed without significant disruption of completing ongoing projects
- To solicit public participation in the development of new zoning regulations for urban unincorporated areas and CTP projects to ensure the greatest amount of political consensus and the successful adoption of public policy changes by conducting more workshops and public meetings
- To complete Phase III of the Midcoast Groundwater Study

## 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 Vision, Commitments and Goals

- Complete the final phase of the Midcoast Local Coastal Program (LCP) Update project, including updating the definition and

mapping of sensitive habitats and wetlands and a comprehensive evaluation of methods to provide affordable housing in the Midcoast

- Complete the Countywide Transportation Plan (CTP) update and the El Camino Real Incentive Program
- 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 by holding more meetings with Board members

### Achieve An Overall Customer Satisfaction Rating of at Least 90%

- Continue to increase public participation in planning programs to ensure consensus and facilitate adoption of public policy by conducting more workshops and public meetings
- Improve efforts to distribute more surveys to evaluate Long Range Planning projects and activities by gaining better rate of survey returns

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of minor projects/programs in development (less than one year)	5	10	9	9	9
Number of major projects/programs in development (one year or more)	6	9	5	5	5
<b>How Well We Do It (Quality)</b>					
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%	7%	3%	4%	4%
- Reduce traffic congestion	23%	47%	37%	40%	40%
- Preserve and enhance the natural environment and increase recreational opportunities	3%	14%	8%	9%	9%
- Enhance the built environment	28%	9%	26%	29%	29%
- Reduce airport noise	27%	24%	26%	18%	18%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of projects/programs that implement the County's Visioning Commitments and Goals	98%	100%	100%	100%	100%
Percent of customer survey respondents rating services good or better <sup>(1)</sup>	---	---	90%	90%	90%

<sup>(1)</sup> The division did not survey customers in FY 2003-04. A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

## Long Range Planning Services (3830P)

### Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	5.0	8.0	8.0	8.0		8.0
Funded FTE	5.0	8.0	6.4	8.0	1.5	8.0
 Total Requirements	1,048,983	1,264,718	1,293,959	2,011,418	717,459	1,552,662
Total Sources	488,575	519,547	515,634	968,648	453,014	504,299
Net County Cost	560,408	745,172	778,325	1,042,770	264,445	1,048,363
 NCC Breakdown						
Mandated Services			85,616	166,843	81,227	167,738
Non-Mandated Services			692,709	875,927	183,218	880,625

#### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,042,770 or 52%, of which 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 updates of various zoning regulations and a portion of cost-applied charges for administration.

#### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes; reductions to Workers' Compensation charges due to a change in methodology; increase in retirement contributions; decrease in extra help expenditures; increases in general liability insurance charges, consulting contract expenses; funding for the Airport Noise Insulation Project and in-house administrative services charges; and the addition of fund balance to offset expenses not covered by revenues and the General Fund.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
356,027	632,081	0	0	279,054	0

##### 2. El Camino Real Incentive Program

The City/County Association of Governments (C/CAG) is funding a new program to provide significant financial incentives to the 14 jurisdictions along the El Camino Real if they conduct planning studies to upgrade the appearance of the street, provide more housing and jobs in the corridor, and increase transit usage. The coordination of this program supports the performance target of ensuring that 100% of projects and programs implement the County's Visioning Commitments and Goals, including redesigning the urban environment to increase vitality, expand variety and reduce congestion.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
50,000	0	0	0	(50,000)	0

**3. Provision of Planning Assistance to Housing Department**

Provision of part-time planner assistance to collaborate with the Department of Housing in the implementation of the Housing Element of the General Plan, including increasing affordable housing opportunities, supports meeting the performance target of working on projects and programs that contribute to the Visioning Goal of offering a full range of housing choices for people at all income levels.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
55,026	0	0	0	(55,026)	0

**4. Addition of Code Compliance Officer**

A Code Compliance Officer I has been added to decrease response time required for code enforcement. The position will assist current code compliance officers in reducing workloads and providing quicker investigations of reported code violations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	93,417	0	0	93,417	0

**5. Adjustment to Fund Balance**

Fund Balance has been re-appropriated in order to complete the Federal Aviation Administration/San Francisco International Airport Noise Insulation Project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
88,630	88,630	0	0	0	0

**6. Deletion of an Unclassified Planner**

An Unclassified Planner I has been eliminated due to position funding being eliminated by the City/County Association of Governments (C/CAG).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(96,669)	(96,669)	0	0	0	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
453,014	717,459	0	0	264,445	0

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: Salaries and Benefits have been increased to include higher benefit costs funded by the General Fund; Services and Supplies have been decreased reflecting a reduction in In-House Administrative Services charges due to completion of the floor remodel project; and Fund Balance to cover operating costs has been reduced.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(267,445)	(261,852)	0	0	5,593	0

**8. Elimination of Funding for Airport Noise Insulation Project**

Funding provided by the San Francisco Airport Commission and the Federal Aviation Administration to insulate eligible properties in the unincorporated Country Club Park area is eliminated due to project completion. .

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(196,904)	(196,904)	0	0	0	0

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(464,349)	(458,756)	0	0	5,593	0



## Development Review Services (3840P)

### Program Locator

#### County

#### Community Services

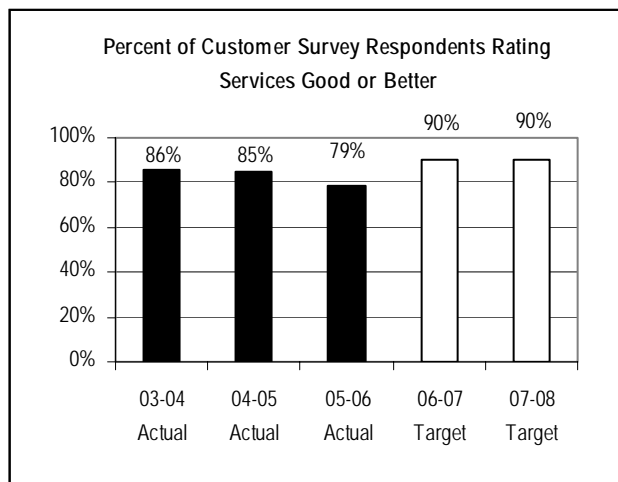
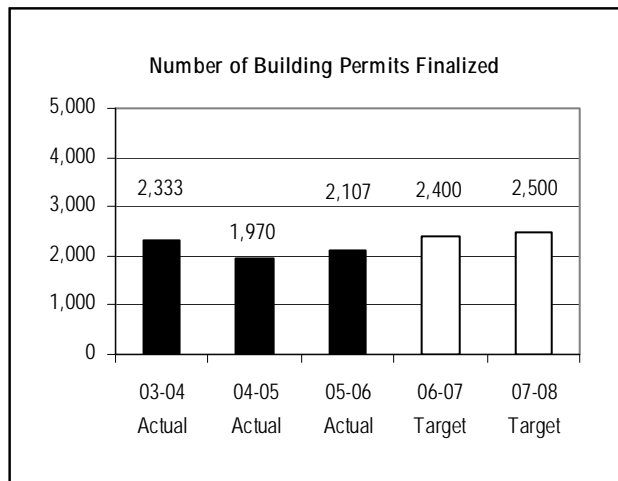
#### Planning and Building Department

#### 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, which consists of the Current Planning and Building Inspection Sections, primarily contributes to the goals of the Shared Vision 2010 commitment to Redesign our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion by providing information and guidance regarding regulation compliance and assistance to customers at the Development Review Services Counter who are seeking planning and building permits.

The following were major accomplishments in the prior year:

- **Organizational Improvements:** The outcome of the implementation of the Division's first two phases of the June 2005 Board of Supervisors Task Force report recommendations included reclassifying the Development Review Services Manager to Deputy Director of Planning and Building, promoting two Planners to Senior Planners, hiring two additional Planners; a Planning Technician; a Building Permit Coordinator, a Building Plans Specialist and a Building Permit Technician and reinstating a paid internship. Other results have been reducing per Planner project work loads to 40 projects or less; temporarily re-assigning Long-Range Planners to assist the Current Planning Section; hiring contract planners and contract plan checking services to reduce the Planning and Building permits backlog; and implementing an extensive training program for new Planning staff
- **Public Service Improvements:** Returning to a five-day workweek has resulted in improving the public's opportunities to meet with staff and submit plans and documents for entitlements, as well as increasing opportunities for the public to meet with staff for pre-application meetings. Also introduced have been a pre-application checklist, a standardized review period by outside agencies, and meetings with design review committees to set standardized review periods
- **Updated and submitted State-mandated review of Williamson Act Subventions Program**
- **Assisted the Systems Administrator in upgrading the permit tracking system to provide greater flexibility and efficiency for processing and tracking permits**

### Story Behind Performance

Implementing the Board of Supervisors' June 2005 Planning and Building Task Force recommendations continues to be the focus of

the Development Review Services Program. The internal reorganizing of staff and the hiring of additional professional staff and consultants has provided an overall improvement in customer service. We will continue to meet or exceed the County-wide standard of 90% customer satisfaction in the coming fiscal year now that staffing is to budgeted levels. Customer satisfaction is directly related to having adequate staffing and training new staff. The ability to serve customers within 20 minutes or less is also expected to increase with additional counter staff and a Building Permit Coordinator to oversee counter coverage during hours of operation.

In the last fiscal year, three planning consulting firms and one plan checking consulting firm were contracted to provide permit processing services, thus reducing the backlog of pending applications with the Current Planning and Building Inspection Sections. Moreover, with the additional staffing, processing applications within four months has improved. It is anticipated this will continue to improve as new staff become fully trained. To this end, the Development Review Services Program has initiated an extensive and comprehensive training program for all new Planning staff.

**Major challenges over the next two years will be:**

- To complete processing of permits within shorter time frames
- To reduce Development Review Center customer wait times
- To maintain an overall customer satisfaction rating of 90%
- To reduce the duplication of efforts within the Division
- To implement a fast track system for specific types of permits
- To reduce workloads to less than 40 cases per Planner
- To implement reasonable review times for permits by outside agencies

**Program Priorities**

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

**Achieve An Overall Customer Satisfaction Rating of at Least 90%**

- Continue to develop and modify internal processes for adjusting the Development Review Center's counter staffing levels for counter service by utilizing the new Building Permit Coordinator
- Work to improve the express service process for both simple building permit applications and picking up building permits ready for issuance by closely monitoring the Development Review Center sign-in sheet for these express -type permits. When the full complement of a Building Permit Coordinator and three Building Permit Technicians are available at the counter, one of the four staff will target these express permits and process them ahead of the larger and more time-consuming permits
- Ensure all new staff participate in a comprehensive training program
- Ensure staff are consistent in processing applications and providing information to the public and applicants

**Issue 2,500 Building Permits and Improve Permit Processing**

- 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 update and improve the Division's website, easy-to-understand brochures, handouts, and forms
- Continue with the expired permit notification program that advises permit holders that delinquent permits must be finalized

**Maintain Staffing Levels and Provide Training to Both New and More Experienced Staff**

- Ensure staffing is maintained at current budgeted levels by coordinating with Employee and Public Services to keep current recruitment lists for position vacancies
- Further improve the training program for enhancing employees' understanding of current and future regulations by conducting multi-unit (Current Planning, Building Inspection, Long Range Planning, and Code Compliance) staff meetings

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of building permits issued	2,394	2,200	2,189	2,500	2,600
Number of customers seen at the Development Review Center	14,448	13,000	15,500	17,000	18,000
<b>How Well We Do It (Quality)</b>					
Percent of customers served at the Development Review Center within 20 minutes	64%	75%	66%	80%	85%
Percent of planning permits requiring a public hearing processed within four months	26%	18%	24%	40%	50%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of customer survey respondents rating services good or better <sup>(1)</sup>	86%	86%	79%	90%	90%
Number of building permits finalized	2,333	2,100	2,107	2,400	2,500

<sup>(1)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

### Development Review Services (3840P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>Salary Resolution</b>	27.0	33.0	33.0	33.0		33.0
<b>Funded FTE</b>	26.9	33.0	32.4	33.0	0.6	33.0
<b>Total Requirements</b>	4,779,331	5,394,034	6,296,043	7,302,186	1,006,143	6,913,288
<b>Total Sources</b>	6,334,862	7,015,984	6,080,474	6,290,959	210,485	5,901,351
<b>Net County Cost</b>	(1,555,531)	(1,621,950)	215,569	1,011,227	795,658	1,011,937
<b>NCC Breakdown</b>						
<b>Mandated Services</b>			189,952	849,430	659,478	850,027
<b>Non-Mandated Services</b>			25,617	161,797	136,180	161,910

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,011,227 or 14%, of which 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 minor assignments projects requested by the Board of Supervisors, Planning Commission and other agencies, special development projects, CEQA Handbook revisions, resource planning and Zoning Ordinance review.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reduction in retiree health benefits; annualization of mid-year position changes; reductions to Workers' Compensation charges due to a change in methodology; deletion of one-time contract expenses and revenues; increases in charges for insurance; and increase in centralized internal service charges. Due to a stable local economy and continuing strong demand for construction activity in the County, anticipated revenues derived from permit fees will help offset increased operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
75,190	657,200	0	0	582,010	0

### 2. Funding for Planning and Building Staff Assistance

In response to the Planning and Building Task Force Report approved by the Board, appropriation is being provided from the General Fund to cover costs of hiring contract planners, a contract structural engineering firm and a planning intern to assist in clearing the backlog of planning projects and plan checks.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	188,600	0	0	188,600	0

### 3. Final Fund Balance Adjustment

A portion of Fund Balance has been transferred to Administration and Support Program to offset a decrease in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(164,338)	0	0	0	164,338	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(89,148)	657,200	0	0	746,348	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: Salaries and Benefits have been increased to include merit increases and higher benefit costs; Services and Supplies have been decreased reflecting a reduction in In-House Administrative Services costs due to elimination of one-time expenditures; one-time revenue for contracts administered on behalf of developers has been eliminated; and use of Fund Balance to cover operating costs has been removed. .

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(389,608)	(389,608)	0	0	0	0

Parks Department (3900B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	7,419	7,295	6,000	6,000		6,000
Use of Money and Property	89,509	91,775	87,350	87,061	(289)	87,061
Charges for Services	1,129,897	1,164,654	1,267,368	1,266,776	(592)	1,266,776
Interfund Revenue	136,334	191,822	227,499	288,867	61,368	288,867
Miscellaneous Revenue	67,645	86,460	35,970	28,970	(7,000)	28,970
<b>Total Revenue</b>	<b>1,430,802</b>	<b>1,542,007</b>	<b>1,624,187</b>	<b>1,677,674</b>	<b>53,487</b>	<b>1,677,674</b>
Fund Balance	448,084	363,794	363,794	283,128	(80,666)	283,128
<b>TOTAL SOURCES</b>	<b>1,878,886</b>	<b>1,905,801</b>	<b>1,987,981</b>	<b>1,960,802</b>	<b>(27,179)</b>	<b>1,960,802</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,002,929	5,373,446	5,692,387	5,974,539	282,152	6,052,408
Services and Supplies	828,974	942,147	829,640	899,846	70,206	899,846
Other Charges	807,809	1,017,593	977,417	957,958	(19,459)	957,958
Fixed Assets	31,330	8,557				
Other Financing Uses				50,000	50,000	
<b>Gross Appropriations</b>	<b>6,671,043</b>	<b>7,341,744</b>	<b>7,499,444</b>	<b>7,882,343</b>	<b>382,899</b>	<b>7,910,212</b>
Intrafund Transfers				(54,997)	(54,997)	(54,997)
<b>Net Appropriations</b>	<b>6,671,043</b>	<b>7,341,744</b>	<b>7,499,444</b>	<b>7,827,346</b>	<b>327,902</b>	<b>7,855,215</b>
Contingencies/Dept Reserves	138,031	150,031	150,031	152,060	2,029	152,060
<b>TOTAL REQUIREMENTS</b>	<b>6,809,074</b>	<b>7,491,775</b>	<b>7,649,475</b>	<b>7,979,406</b>	<b>329,931</b>	<b>8,007,275</b>
<b>NET COUNTY COST</b>	<b>4,930,187</b>	<b>5,585,974</b>	<b>5,661,494</b>	<b>6,018,604</b>	<b>357,110</b>	<b>6,046,473</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	55.0	55.0	55.0	56.0	1.0	56.0
Funded FTE	54.8	54.8	54.8	55.9	1.1	55.9

## Administration and Support (3910P)

### Program Locator

County

Community Services

Parks Department

▷ **Administration and Support**

Operations and Maintenance

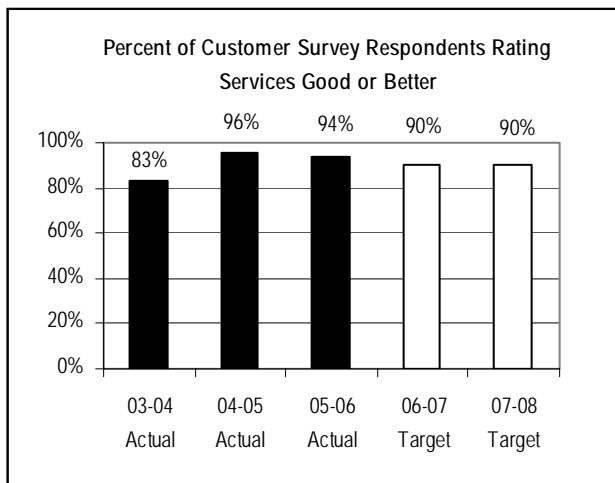
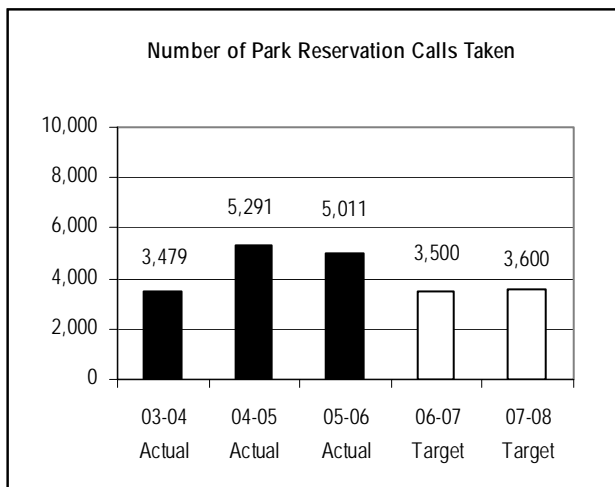
Fish and Game

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

The Administration and Support Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing management and administrative support for the Parks Department and oversight of the Fish and Game Fund, Off-Highway Vehicle License Fees Fund, and the Parks Acquisition, Conservation and Development Fund. Staff develops policies and procedures, provide fiscal and administrative support including payroll, personnel, concessionaire management, Marina berth rental billing, special event permitting, and complete over 3,000 park facility reservations annually. Administrative support for the Parks Commission, the Arts Commission, and the San Bruno Mountain Habitat Conservation Plan is provided.

The following were major accomplishments in the prior year:

- Completed recruitment for 17 vacant ranger and staff positions
- Updated Parks Department website and added additional information such as master planning information and Trails information
- Developed a three-year work plan for the Arts Commission
- Completed a contract for website and Art Gallery support with the County's arts partner, ArtShare
- Provided technical support to the Parks for the Future committee regarding parks alternative funding
- Upgraded automation infrastructure for thirteen park offices in the field
- Developed a Four-Year Capital Projects Plan for funded programs and projects for the Parks system
- Acquired and integrated 70 acres of additional land parcels at San Bruno Mountain into the Parks system
- Completed a wide-spread customer survey distribution resulting in a record number of returned surveys
- Completed a fiscal and operational analysis of the Coyote Point Museum
- Participated in a County-wide Emergency Disaster Preparedness program
- Completed Design Plans, CEQA and Permits for Mirada Surf Coastal Trail
- Completed Decision Making Guidelines for Vegetation Management for Parks Department
- Completed Draft Huddart/Wunderlich Master Plan

- Completed Sanchez Adobe Master Plan and CEQA
- Managed \$24,000,000 in outside on-going grants from a variety of sources: Prop 12, Prop 40, County Park Foundation, Command Oil Spill, Bay Bridge Salmonid Restoration, CA Department of Fish and Game, US Fish and Wildlife Service, State Water Resources Control Board, Coastal Conservancy, South San Francisco Redevelopment, City of San Mateo Redevelopment, Land Conservation Water Fund

### Story Behind Performance

A major challenge facing the Parks Department in FY 2005-06 was the turnover of several key positions. A new Parks Department Director joined the division and several supervisory and support level ranger positions were also filled throughout the year. Ensuring proper coverage for maintenance needs and visitor services during periods of high turnover has been a priority. In addition, training for new staff was coordinated in the areas of general orientation, law enforcement, CPR, policies, trades skills, public protection, interpretive skills and customer service.

Planning for the future of our parks is a focus for the program. Park planning involves the development of specific project design plans and specifications, CEQA compliance, external agency permit compliance, and Master Planning for specific parks depending on outside grant funding for various phases of a project. A number of fishery related projects have been accomplished in FY 2005-06 as a result of secured outside grant funding. The San Bruno Mountain Habitat Conservation Plan Amendment and subsequent EIR/EIS are to be completed in the next year, which will include completion of the updated San Bruno Mountain Master Plan. Other Master Plans to be completed in the next year following CEQA compliance include those for the Sanchez Adobe and Huddart/Wunderlich parks. Following completion of Design Management Guidelines for Vegetation Management a number of pilot vegetation management projects will be initiated. Two performance measures track planning activity. Both measures, the number of planning workshops held and the number of planning workshops completed, are driven by the timing of all planning projects. The number of planning workshops spiked in 2004-05 largely due to a number of public workshops associated with the San Bruno Mountain HCP amendment, Coastal Conservancy and Prop 12 grants for projects on San Bruno Mountain, but will level off in the subsequent years.

As of FY 2006-07, a new performance measure, ratio of grants applied for the grants received, will be tracked. This measure will replace the percent of grant applications that result in funding. The new measure allows for the portrayal of the number of grants applied for in a given year. The Parks Foundation assists Parks Administration staff in applying for grants. The major restricting factor in obtaining grant funds is the lack of adequate staffing to manage and execute grant-funded projects. To address this issue, staff completed a Four-Year Capital Projects Plan to prioritize necessary projects. Additionally, staff is working with various external local agencies to develop regional approaches to manage park resources for the peninsula.

Administration staff also provides support to the Arts Commission. The Commission is developing a three-year action plan. The Commission will be creating a new website for the Arts in San Mateo County, continuing to curate art showings at several County building locations, and building a countywide network for promoting the arts. The Commission is actively looking at other successful arts councils and organizations to extrapolate new ways to collaborate, partner with nonprofits and raise funds. The Commission is a strong advocate for arts education and will be providing funding and support for programs in 2006/07. The Commission is looking at collaborative possibilities for public art with public art being defined as art that involves the community. The Arts Commission is developing a role as a facilitator in connecting artists, non-profits, and agencies seeking art.

### Major challenges over the next two years will be:

- To maintain and train new employees
- To sufficiently staff for grant and project management given limited funding
- To better leverage general fund dollars through supporting long-term funding solutions like the Parks for the Future Committee
- To continue automation upgrades such as implementation of an on-line park reservations system and GIS resource facility management
- To upgrade and enhance the Parks records management system including creation of a central filing system
- To continue to work with the Arts Commission and County Arts Partner to develop innovative strategies for coordinating art services for the County

## Program Priorities

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

### Ensure That at Least 3,500 Park Reservation Calls Are Taken

- Provide cross-training and staffing to meet demand of phone reservations, which is particularly busy during the spring and summer months
- Encourage the public to use the reservations system through contacts with field staff
- Move to an on-line reservations system

### Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Enhance existing printed materials, including continuing process of revising brochures
- Investigate the possibility of an internal computerize sign machine to satisfy the demand for additional parks signage identified in customer surveys
- Continue to actively promote the completed of customer satisfaction surveys with the goal of returning surveys from 500 park users and 15% of park reservation users
- Continue to expand public involvement in planning and project development efforts for park issues through actively inviting the public to planning workshops on planning projects
- Provide customer service training through EPS to parks reservation and other administrative staff

### Improve Planning and Environmental Stewardship By Completing a Minimum of 16 Planning Projects

- Implement standards, policies and plans to enhance resources management of parklands through master planning
- Provide staff training on environmental stewardship and provide on-going training on resource management
- Host a variety of public planning workshops to seek public input on master planning projects
- Hold 20 planning workshops over the course of the fiscal year to achieve community consensus on proposed parks improvements such as trail improvements, playgrounds and interpretive centers



## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of park reservation calls taken	3,479	5,291	5,011	3,500	3,600
Number of special events processed	106	78	87	80	80
<b>How Well We Do It (Quality)</b>					
Number of planning workshops held	19	27	10	20	20
Ratio of grants applied to grants received	6:6	9:10	3:4	8:15	8:15
<b>Is Anyone Better Off? (Outcome)</b>					
Planning projects completed	9	9	9	16	9
Percent of customer survey respondents rating services good or better <sup>(1)</sup>	83%	96%	94%	90%	90%

<sup>(1)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

### Administration and Support (3910P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	5.0	5.0	5.0	7.0	2.0	7.0
Funded FTE	5.0	5.0	5.0	6.7	1.7	6.7
 Total Requirements	865,256	1,064,620	904,921	1,275,800	370,879	1,230,631
Total Sources	288,695	292,549	302,885	475,667	172,782	475,667
Net County Cost	576,561	772,071	602,036	800,133	198,097	754,964
 NCC Breakdown						
Non-Mandated Services			602,036	800,133	198,097	754,964

#### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$800,133 or 63%, of which \$800,133 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 Department; oversight of park reservations; and performance of fiscal services for the Parks Department.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; increases to retirement contributions; elimination of one-time contracts; minor adjustments to operating costs such as insurance costs; minor adjustments to Interfund Revenue as reimbursement from special funds such as the Coyote Point Marina for staff time reimbursement increases; relocation of Fund Balance and Reserve from Parks Operations and Maintenance for clearer accounting.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
184,353	41,636	0	91,732	(50,985)	0

### 2. Arts Funding

Funding for the Arts Commission and Arts Partner has been transferred from ESA Administration, as Parks Administration currently administers the arts program. Appropriations for Arts Commission costs and Arts Partner costs have been moved, as well as the offsetting Intrafund Transfer for Arts Partner costs. Administration's Net County Cost has decreased and Parks' Net County Cost has increased by a corresponding amount.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	52,000	(44,000)	0	8,000	0

### 3. Grants Management Position

A position has been added to manage grants, provide fiscal reporting, track and report on capital projects and continue to build and maintain the pipeline for future leveraged funding. The Program's Net County Cost increased by a corresponding amount.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	112,852	0	0	112,852	1

### 4. Coyote Point Master Plan

Appropriations have been allocated for the Coyote Point Master Plan which will identify land use and program planning for the site over the next 20 years. The plan will include public meetings, environmental impacts reports and identifying capital projects which may include improvements to the Bay Trail and promenade repairs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	50,000	0	0	50,000	0

### 5. Administrative Position Adjustments

Position studies by Human Resources resulted in the reclassification of a Management Analyst III to a Fiscal Services Manager I, and a Park Ranger IV to a Administrative Services Manager I. The Fiscal Services Manager I will provide grants management administration and fiscal support services. The Administrative Services Manager I position will perform fiscal and budget duties previously completed by ESA Administration.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(11,571)	76,656	(10,997)	0	78,230	0

## TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
172,782	334,144	(54,997)	91,732	198,097	1

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made as follows: increase in employee benefits and retirement contribution offset by an increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	4,831	0	0	4,831	0

**7. Coyote Point Master Plan**

One-time appropriations have been removed for the Coyote Point Master Plan.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(50,000)	0	0	(50,000)	0

## TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(45,169)	0	0	(45,169)	0

## Operations and Maintenance (3930P)

### Program Locator

County

Community Services

Parks Department

Administration and Support

► **Operations and Maintenance**

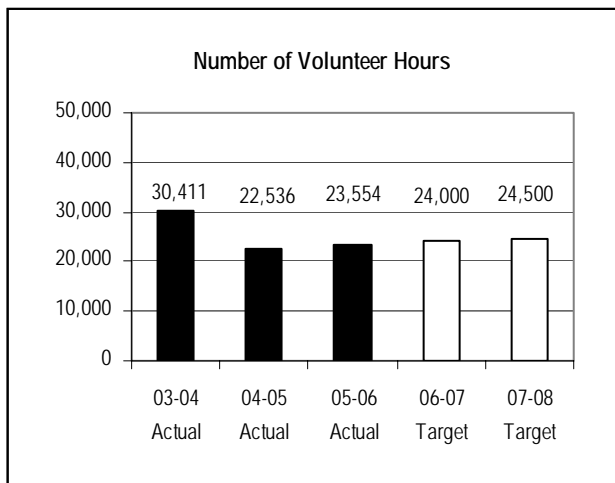
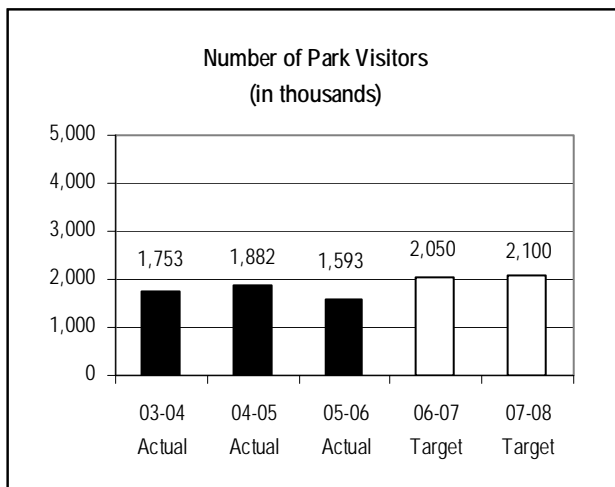
Fish and Game

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 primarily contributes to the goals of the Shared Vision 2010 commitment to Preserve and Provide People Access To Our Natural Environment by providing 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, volunteer programs, and medical, fire and law enforcement responses.

The following were major accomplishments in the prior year:

- Completed construction of Magic Mountain playground at Coyote Point Park, a major destination playground
- Completed construction of Memorial Park ADA compliant restrooms
- Promoted environmental stewardship by partnering with various volunteer groups, such as the Young Latino Leaders California Coastal Clean-up Day at Mirada Surf
- Worked extensively with California Native Plant Society to complete various parks projects
- Successfully started a docent led tour reservations program at Fitzgerald Marine Reserve
- Worked with the Friends of San Pedro Park to establish non-profit status for the group
- Completed Phase I of Captain's House ADA improvements
- Renovated and made accessible the Bog Train at San Bruno Mountain
- Completed Wunderlich Bridge construction
- Completed Edgewood Park parking lot and bridge construction
- Completed Fitzgerald Marine Reserve visitor center office
- Completed culvert removal and habitat restoration at Fitzgerald Marine Reserve
- Completed first phases of fuel reduction program at Wunderlich and Junipero Serra parks
- Completed customer service training for all staff

### Story Behind Performance

Operations and Maintenance staff have developed a strategy of managing limited resources 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. Parks

Administrative staff has been working with the Parks for the Future Committee on the possibilities for long-term funding for the parks system. Staff have also created a Four-Year Capital Projects plan to prioritize funded parks capital projects and programs. There is \$93.3M of identified unmet capital project needs throughout the parks system. Operations and Maintenance staff will focus on implementing the management of capital projects addressed in the plan.

In the coming years, the Volunteer Program will be engaged in a newer and broader effort to develop environmental stewardship programs with community organizations and local high schools. In 2005, approximately 200 students from Carlmont High School (City of Belmont) took part in, for the fifth year in a row, an invasive plant removal project at Edgewood County Park and Natural Preserve. This volunteer effort is an environmental stewardship program that has received continuing endorsement and support from the California Native Plant Society since its inception. This effort has become a model for other schools to follow and has resulted with more participation from Sequoia High School (Redwood City), Notre Dame High School (Belmont), Jefferson High School (Daly City), Menlo Atherton High School (Atherton). Other organizations that have increased involvement include the Young Latino Leaders from the Fair Oaks community.

Since reaching an all-time high in volunteer hours in FY 2003-04, volunteer hours have diminished somewhat, as the value of the program will also be measured by the quality and growth of partnerships with local schools and community organizations, rather than just viewing the total number of volunteer hours contributed throughout the county. Budget reductions have reduced the number of staff hours available for coordinating and training volunteers. The continuing major effort will be to sustain and enrich existing volunteer efforts as more resources are used for developing stewardship programs via community organizations. Volunteer recognition, volunteer training and community outreach efforts will continue to be of tremendous value in the parks program. The absence and loss of all extra-help that generally assisted with volunteer projects also accounts for a small reduction in volunteer hours.

The performance measurement of number of acres treated applies to ongoing, frequently multiple-year, treatment of areas to reduce or eliminate exotic weeds. The Parks Department has increased its ongoing efforts to eradicate exotic flammable vegetation such as eucalyptus in order to reduce fire hazards within and around the perimeter of its parks such as Junipero Serra and Wunderlich. There has been ongoing mowing of the serpentine grasslands at Edgewood to control Yellow star thistle. There has been habitat enhancement of the bluffs at Fitzgerald, with planting of natives, and control of exotic ivies. There has been mowing of the bluff at Mirada Surf West to control Bristly ox-tongue. The San Bruno Mountain Habitat Conservation Plan funds the extensive treatment of many acres for exotic vegetation control and habitat enhancement for several Federally listed endangered species of butterflies. Two State Park Prop 12 grants are funding gorse eradication and restoration of the Colma Creek headwaters by eradicating

eucalyptus, ivies and non-native blackberry on State Park lands on San Bruno Mountain. The restoration of Cordilleras Creek through exotics removal and re-establishment of a native riparian corridor has taken place as part of the bridge and parking lot improvements for a new Interpretive Center at Edgewood. A major goal of the Division has been the completion of Decision Making Guidelines for Vegetation Management, which will ensure consistent standards are implemented across the Division, goals are clearly defined per park throughout the year, and specific projects are prioritized, which will enable implementation through available Prop 40 funds. The number of acres treated is dependent upon available funding and staff resources; the Decision Making Guidelines will define the priorities for vegetation management in the future.

#### **Major challenges over the next two years will be:**

- Increased user conflicts throughout the parks system, such as between equestrians and cyclists
- Challenging demographic and population trends affecting the number of park visitors, the number of volunteers available, the types of visitor services needed and expected.
- Creating partnerships with other land-management agencies to create a more regional approach to sharing resources
- Managing the various demands on limited resources such as staff time and equipment

#### **Program Priorities**

The Parks Department 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 within budget limitations
- Complete improvements such as Captain's House ADA Phase II, Crystal Springs Trail – South of Dam, Museum Reroofing, Wash Down Racks, Coyote Point Park Knoll Area Playground
- Provide emergency response and maintenance skills training to field staff
- Begin a marketing campaign to attract visitors to the park system, such as partnering with the celebration of the County's Sesquicentennial
- Encourage the use of parks for special events through consistent follow-up with special event users to encourage repeat use of parks facilities

##### Increase Volunteer Hours to 24,000 Hours Annually

- Continue partnership with and promotion of "Friends" groups and other support group organizations that lead docent-led tours for schoolchildren help maintain trails and native plant restoration
- Continue involvement with volunteers from educational institutions and their service learning programs, such as students from local high schools who volunteer to weed and provide other services in parks

- Promote volunteer opportunities and programs through media resources and cost free advertising such as event listings in local newspapers
- Identify and forge new partnerships such as with area schools that may provide a number of volunteer hours over a longer period of time

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Maintain basic levels of service such as restroom cleaning and garbage cleanup despite service level reductions in an order prioritized by those parks and facilities with higher usage
- Respond to specific issues raised in customer service surveys
- Update parks policies and procedures to ensure all staff have the most up to date knowledge and are clear to visitors
- Ensure that at least 500 customer satisfaction surveys are completed and returned through special mailings to reservations users and ranger and park aide surveying efforts on selected random days to measure success
- Interact with special events users throughout the course of each event to ensure events are successfully managed
- Continue customer service training and interpersonal skills development for staff.

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of visitors	1,753,184	1,882,864	1,592,560	2,050,000	2,100,000
Number of volunteer hours	30,411	22,526	23,554	24,000	24,500
<b>How Well We Do It (Quality)</b>					
Number of sensitive habitat acres treated	---	520	522	650	700
Tons of materials recycled	1,007	850	832	800	840
<b>Is Anyone Better Off? (Outcome)</b>					
Number of collaborative projects completed	---	21	136	90	95
Number of ADA improvements	27	42	22	30	30
Percent of customer survey respondents rating service and facilities good or better <sup>(1)</sup>	83%	96%	95%	90%	90%

<sup>(1)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

## Operations and Maintenance (3930P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	50.0	50.0	50.0	49.0	(1.0)	49.0
Funded FTE	49.8	49.8	49.8	49.2	(0.6)	49.2
<b>Total Requirements</b>	5,943,818	6,427,155	6,744,554	6,703,606	(40,948)	6,776,644
<b>Total Sources</b>	1,590,191	1,613,252	1,685,096	1,485,135	(199,961)	1,485,135
<b>Net County Cost</b>	4,353,627	4,813,903	5,059,458	5,218,471	159,013	5,291,509
<b>NCC Breakdown</b>						
Non-Mandated Services			5,059,458	5,218,471	159,013	5,291,509

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,218,471 or 78%, of which \$5,218,471 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; increases to retirement contributions benefit adjustments to cover retiree health costs; adjustments to Intrafund Revenue to account for increased reimbursements for staff time from several special funds such as the Marina and Fish and Game Fund; minor adjustments in operating costs based on prior year actuals such as increased utilities costs and insurance charges; relocation of Fund Balance and Reserve to Parks Administration and Support for clearer accounting.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(199,961)	28,014	0	(89,703)	138,272	0

### 2. Staffing Adjustments

Appropriations have been added for additional extra-help hours to assist staff during peak hours at various County parks.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	20,741	0	0	20,741	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(199,961)	48,755	0	(89,703)	159,013	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made as follows: increase in employee benefits, increase in retirement contributions. Increases are offset by an increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	73,038	0	0	73,038	0



## Fish and Game (3950B)

### Program Locator

#### County

#### Community Services

#### Parks Department

#### Administration and Support

#### Operations and Maintenance

#### ► Fish and Game

#### Off-Highway Vehicle License Fees

#### Parks Acquisition and Development

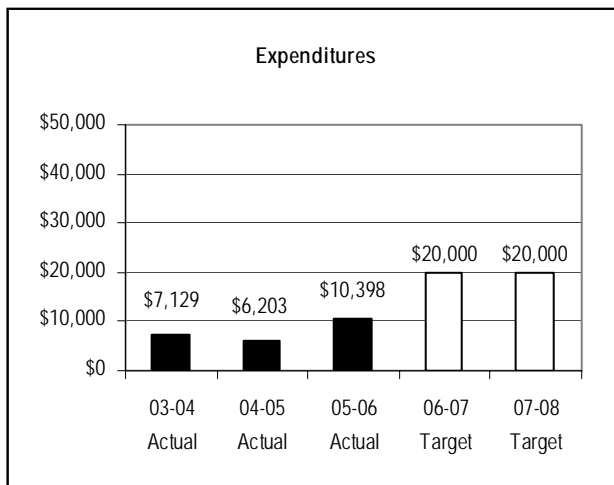
#### Coyote Point Marina

increase in Reserves to fund on-going Fish and Game projects of feral pig control and Memorial Park Interpretive Program support.

Revenue/Sources	(3,680)
Appropriations	(5,000)
Intrafund Transfers	0
Reserves	1,320
Net County Cost	0
Positions	0

### 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.



### FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Actual Budget:

No change.

### 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 2006-06 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Actual Budget:

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

Budget adjustments have been made as follows: an increase in Fund Balance based on decreased project expenditures in the previous year; a decrease in appropriations and revenues based on an expected reduction in Fish and Game projects; and a slight

Fish and Game (3950B)  
Fish and Game Propagation Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	8,433	5,255	6,500	4,500	(2,000)	4,500
Use of Money and Property	2,396	2,963	1,500	2,000	500	2,000
<b>Total Revenue</b>	<b>10,830</b>	<b>8,217</b>	<b>8,000</b>	<b>6,500</b>	<b>(1,500)</b>	<b>6,500</b>
Fund Balance	77,863	82,489	82,489	80,309	(2,180)	80,309
<b>TOTAL SOURCES</b>	<b>88,693</b>	<b>90,706</b>	<b>90,489</b>	<b>86,809</b>	<b>(3,680)</b>	<b>86,809</b>
<b>REQUIREMENTS</b>						
Services and Supplies	6,203	10,398	25,000	20,000	(5,000)	20,000
<b>Net Appropriations</b>	<b>6,203</b>	<b>10,398</b>	<b>25,000</b>	<b>20,000</b>	<b>(5,000)</b>	<b>20,000</b>
Non-General Fund Reserves	82,489	80,309	65,489	66,809	1,320	66,809
<b>TOTAL REQUIREMENTS</b>	<b>88,692</b>	<b>90,707</b>	<b>90,489</b>	<b>86,809</b>	<b>(3,680)</b>	<b>86,809</b>

## Off-Highway Vehicle License Fees (3960B)

### Program Locator

#### County

#### Community Services

#### Parks Department

#### Administration and Support

#### Operations and Maintenance

#### Fish and Game

#### ▷ Off-Highway Vehicle License Fees

#### Parks Acquisition and Development

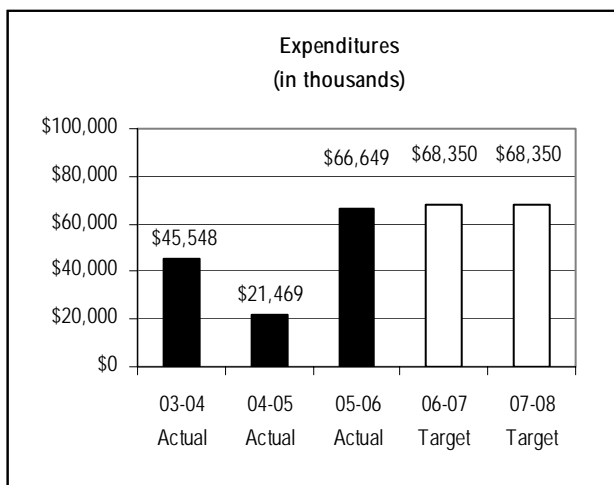
#### Coyote Point Marina

appropriations based on increased reimbursement to Parks Department for off-highway project staff time.

Revenue/Sources	(56,094)
Appropriations	1,700
Intrafund Transfers	0
Reserves	3,056
Net County Cost	0
Positions	0

### 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 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: a increase in Fund Balance based on increased project expenditures in the previous year has been placed in Reserves; and a slight increase in

#### 2. Suspension of State Revenue

Due to an oversight in a state bill, distribution of Off-Highway Vehicle License Fees to counties has been suspended as of January 2005. Once the state law has been amended, back payments will be made to the County. Due to the on-going need for Off-Highway projects in the parks, Reserves will be used to fund off-highway related projects.

Revenue/Sources	(20,000)
Appropriations	0
Intrafund Transfers	0
Reserves	(80,850)
Net County Cost	0
Positions	0

### TOTAL FY 2006-07 FUNDING ADJUSTMENTS

Revenue/Sources	(76,094)
Appropriations	1,700
Intrafund Transfers	0
Reserves	(77,794)
Net County Cost	0
Positions	0

### FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

No change.

Off-Highway Vehicle License Fees (3960B)  
Off-Highway Vehicle License Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	8,996	10,555	7,500	7,500		7,500
Intergovernmental Revenues	12,629		20,000		(20,000)	
<b>Total Revenue</b>	<b>21,625</b>	<b>10,555</b>	<b>27,500</b>	<b>7,500</b>	<b>(20,000)</b>	<b>7,500</b>
Fund Balance	297,687	297,843	297,843	241,749	(56,094)	241,749
<b>TOTAL SOURCES</b>	<b>319,312</b>	<b>308,398</b>	<b>325,343</b>	<b>249,249</b>	<b>(76,094)</b>	<b>249,249</b>
<b>REQUIREMENTS</b>						
Services and Supplies	21,469	66,649	66,650	68,350	1,700	68,350
<b>Net Appropriations</b>	<b>21,469</b>	<b>66,649</b>	<b>66,650</b>	<b>68,350</b>	<b>1,700</b>	<b>68,350</b>
Non-General Fund Reserves	297,843	241,749	258,693	180,899	(77,794)	180,899
<b>TOTAL REQUIREMENTS</b>	<b>319,312</b>	<b>308,398</b>	<b>325,343</b>	<b>249,249</b>	<b>(76,094)</b>	<b>249,249</b>

## Parks Acquisition and Development (3970B)

### Program Locator

County

Community Services

Parks Department

Administration and Support

Operations and Maintenance

Fish and Game

Off-Highway Vehicle License Fees

▷ **Parks Acquisition and Development**

Coyote Point Marina

projects being carried over and reappropriated from the previous fiscal year..

Revenue/Sources	1,604,123
Appropriations	1,604,123
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

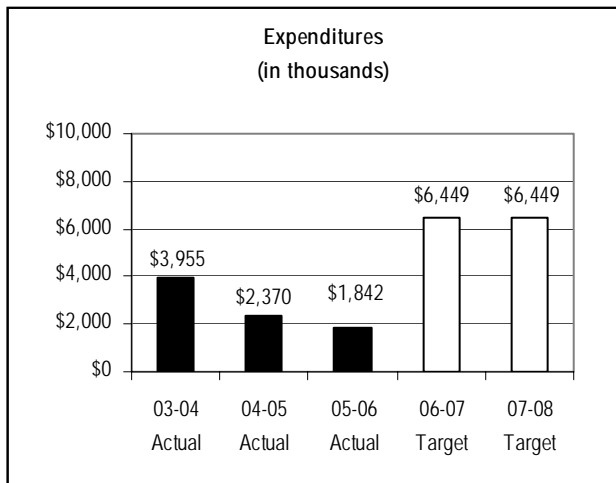
### Budget Unit Description

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.

### FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

No change.



### 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 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: Revenue has increased to reflect the amount of state grant funding and gifts and donations from the Parks Foundation expected for the year's carryover projects; Appropriations have increased as the result of

Summary of Re-appropriated Projects and New Projects	New Approp	Reapprop	Total Approp
ADA Compliance Carriage House		57,000	57,000
ADA Compliance Coyote Point Captain's House Repairs	45,000		45,000
ADA Compliance Flood Park Parking Lot Phase 2	70,000		70,000
ADA Compliance Marina Restroom		70,000	70,000
ADA Compliance Memorial Park		140,000	140,000
Coyote Point Bay Trail Construction		1,112,000	1,112,000
Coyote Point Environmental Museum Reroofing		137,000	137,000
Coyote Point Knoll Area Playground Replacement		210,000	210,000
Coyote Point Park Knoll Playground	145,000		145,000
Coyote Point Park Magic Mountain Playground	243,522		243,522
Coyote Point Promenade	100,000		100,000
Coyote Point Promenade Study and Engineering		100,000	100,000
Coyote Point Water Distribution System		270,000	270,000
Crystal Springs Trail Extension To Canada Rd	445,000		445,000
Crystal Springs Trail Extension To Hwy 35	478,896		478,896
Crystal Springs Trail Extension To Hwy 92	209,823		209,823
Crystal Springs Trail Restrooms		107,000	107,000
Crystal Springs Trail South of Dam to HWY 35 Construction		435,000	435,000
Crystal Springs Trail Water Supply	175,606		175,606
Edgewood Park Interpretive Center	777,278		777,278
Fitzgerald Education Center Design Phase		55,000	55,000
Fitzgerald Seal Cove Trail Stairway	100,000		100,000
Marina Maintenance Dredging Episode 2	458,481	440,000	898,481
Meadowview Playground Replacement		332,700	332,700
Parks Sediment Reduction	134,250		134,250
San Pedro Valley Park Visitor Center Repair		175,000	175,000
Sawyer Camp Trail Surface Improvements		134,000	134,000
San Pedro Wash Down Racks	176,901		176,901
Tarwater Creek Sediment Reduction	9,350		9,350
<b>Total</b>	<b>3,569,107</b>	<b>3,774,700</b>	<b>7,955,157</b>

Parks Acquisition and Development (3970B)  
Parks Acquisition and Development Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	64,743	100,004	20,000	60,000	40,000	60,000
Intergovernmental Revenues	1,528,229	2,770,400	3,377,706	3,028,905	(348,801)	3,028,905
Charges for Services		25				
Interfund Revenue		62,185				
Miscellaneous Revenue	288,124	278,856	1,169,866	1,720,324	550,458	1,720,324
<b>Total Revenue</b>	<b>1,881,096</b>	<b>3,211,470</b>	<b>4,567,572</b>	<b>4,809,229</b>	<b>241,657</b>	<b>4,809,229</b>
Fund Balance	3,187,300	2,698,832	2,698,832	4,068,264	1,369,432	4,068,264
<b>TOTAL SOURCES</b>	<b>5,068,396</b>	<b>5,910,302</b>	<b>7,266,404</b>	<b>8,877,493</b>	<b>1,611,089</b>	<b>8,877,493</b>
<b>REQUIREMENTS</b>						
Services and Supplies	68,011	4,011	968,684	525,000	(443,684)	525,000
Fixed Assets	1,878,558	458,239	4,843,409	3,205,128	(1,638,281)	3,205,128
Other Financing Uses	422,997	1,379,787	1,358,815	5,044,903	3,686,088	5,044,903
<b>Net Appropriations</b>	<b>2,369,565</b>	<b>1,842,037</b>	<b>7,170,908</b>	<b>8,775,031</b>	<b>1,604,123</b>	<b>8,775,031</b>
Non-General Fund Reserves	2,698,832	4,068,264	95,496	102,462	6,966	102,462
<b>TOTAL REQUIREMENTS</b>	<b>5,068,397</b>	<b>5,910,301</b>	<b>7,266,404</b>	<b>8,877,493</b>	<b>1,611,089</b>	<b>8,877,493</b>
<b>NET COUNTY COST</b>	<b>1</b>					

## Coyote Point Marina (3980B)

### Program Locator

County

Community Services

Parks Department

Administration and Support

Operations and Maintenance

Fish and Game

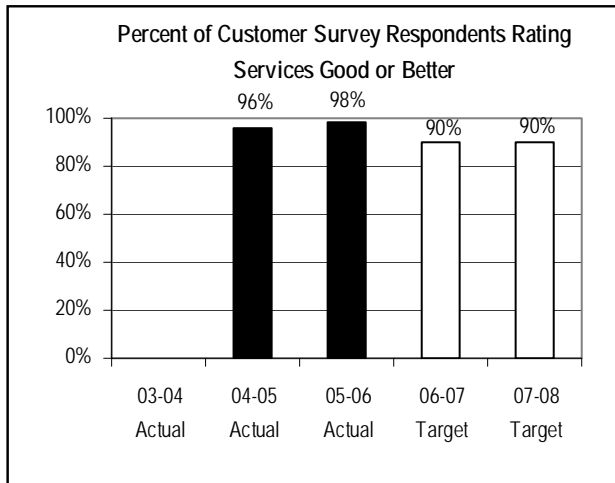
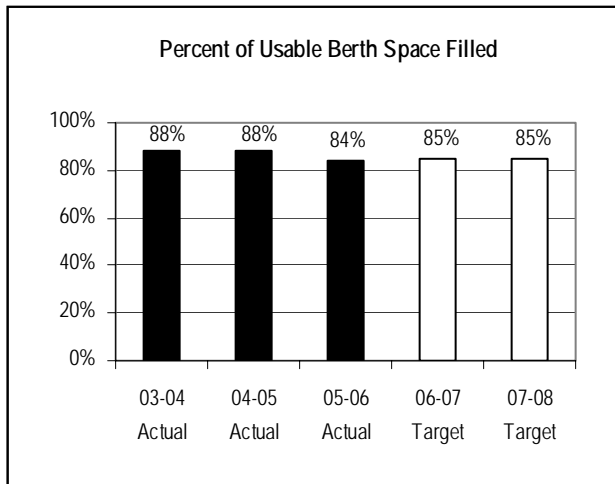
Off-Highway Vehicle License Fees

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 Program primarily contributes to the goals of the Shared Vision 2010 commitment to Preserve and Provide People Access To Our Natural Environment by providing and maintaining a safe, appealing and fully-utilized recreational facility for the boating public which has operated continuously for over 50 years. The Marina contains 565 berths for vessels ranging in size from less than 22 feet to over 50 feet in length. The Marina provides electrical and water service for those berths, along with restrooms with showers, 24-hour security, a three-lane public launch ramp with boat wash-down area, waste-oil disposal area, used battery collection, and no-charge emergency patrol boat response service. Staff maintains the berths and surrounding area, provides customer service to berth renters and the public, and performs administrative functions such as maintaining a berth waiting list and berther contracts. Staff also coordinates various concessionaire agreements such as the Yacht Club, fuel dock operation and boat sale and charter operation.

The following were major accomplishments in the prior year:

- Completed relocation of the Marina office and demolition of old office
- Worked with the Yacht Club on completing Phase I of ADA improvements
- Maintained fuel service to patrons while concessionaire not in place
- Realigned range lights, which guide boats into the Marina
- Implemented new Marina berthing and billing system
- Completed plans and specifications for Phase II of the dredging project
- Negotiated and implemented concessionaire contract with new Marina concessionaire
- Completed Phase II of parking lot repavement
- Completed revision of the Marina 10-year Capital Projects Plan

### Story Behind Performance

The main focus of Marina staff is to ensure that 85% of berth space is usable and filled. Berth occupancy at the Coyote Point Marina is at or above most other local marinas, despite a small decrease in recent years due to the changing economic climate and changing demographics. Recent trends have made it difficult for local marinas over the last few years, such as many berthers moving their boats from Northern California to Southern California to take advantage of



competing berth rates, the rising price of fuel, decrease in many individuals' discretionary income, a recreational shift away from boating, and demographic changes in the area. Staff continues to maintain and market the Marina to ensure it is a desirable place to berth.

Staff continues to focus on the capital projects plan, primarily 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. A 10-year permit was secured in order to complete additional dredging episodes in the future to maintain sufficient depth in the Marina. The second episode of dredging will be completed in the fall of 2006. The second episode of dredging will involve the continuation of dredging in Basins I and II of the Marina. Three priority areas have been established with dredging continuing south in the Marina. Approximately 50,000 cubic yards of material will be removed and disposed of. Staff will continue to meet with tenants to update the capital projects plan and reassess priorities.

Marina staff has also focused on increasing customer satisfaction. A revised and expanded customer satisfaction survey was completed and distributed to better survey Marina tenants and stakeholders. The survey is mailed along with the monthly berth invoice. Staff responded to comments on the customer service surveys such as sweeping and cleaning parking lots, completing a second phase of paving, and shifting maintenance priorities. Public meetings were held periodically to update tenants and general public on new developments and solicit input. Staff completed training to enhance technical skills such as obtaining a Captain's License and enhancing customer service. The dredging project and other capital improvements are completed with the goal of improving current customer satisfaction and making the Marina more appealing to potential tenants. Maintaining and providing improvements to the launch ramp, such as an ADA compliant restroom, also serve to bring people into the Marina. Fees are assessed each year to ensure funding is available to complete necessary projects, while keeping fees competitive with other local Marinas.

**Major challenges over the next two years will be:**

- To meet occupancy targets and keep the Marina financially viable given changing demographics
- To replace Dock 29, which contains ten 50' berths and eleven 45' berths, and is deteriorating with age
- To execute projects on the 10-year Capital Improvement Plan and continue maintenance dredging
- To increase customer satisfaction in order to compete with other local Marinas

## Program Priorities

The Coyote Point Marina Program will meet performance targets by doing the following:

### Maintain Berther Occupancy at 85% or Better

- Maintain a fuel-dock vendor that provides berthers access to fuel, boats and boating supplies
- 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 a marketing campaign to promote Marina services by working with other entities such as the Yacht Club and other vendors at special events and at the vendors' buildings
- Set fees which are competitive with other local Marinas through fee comparison surveys

### Continue to Complete Projects on the Marina's 10-year Capital Projects Plan

- Complete planned projects in keeping with the Plan, such as Phase II of the dredging project and waste oil collection
- Continue to meet with stakeholders to update the capital projects plan and discuss financial planning including possible fee increases
- Bring Plan to the Parks Commission for review and approval
- Conduct periodic review of projects list and funding opportunities as necessary

### Achieve an Overall Customer Satisfaction Rating of at Least 90%

- 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
- Partner with entities such as the Yacht Club to host community-building special events
- Provide customer service training to staff
- Implement average depth standards in response to marina berth renter request
- Restructure operations and maintenance to improve efficiencies such as revision of standard berth rental agreements

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Annual number of paid launch ramp users	760	503	604	525	525
Number of emergency responses	30	46	18	20	20
<b>How Well We Do It (Quality)</b>					
Percent of usable berth space filled	88%	88%	84%	85%	85%
Number of unusable berths for a 30-day billing cycle	12	8	6	12	12
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of customer survey respondents rating services good or better <sup>(1)</sup>	---	96%	98%	90%	90%
Percent of service requests repaired within five days	89%	88%	99%	88%	88%

<sup>(1)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

### Coyote Point Marina (3980B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0
<b>Total Requirements</b>	2,468,825	2,690,510	2,397,990	2,440,594	42,604	2,440,594
<b>Total Sources</b>	2,468,825	2,690,509	2,397,990	2,440,594	42,604	2,440,594

#### 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; adjustments to worker's compensation methodology; minor adjustments in operating costs such as insurance charges and radio service charges; increase in A-87 expenses; increase in funding for Capital Projects for the dredging project; increase in Intrafund Transfers to cover increases in salary, benefits and retirement costs for Parks

staff time; decrease in Non-General Fund Reserves because of the dredging project; slight adjustments to revenues such as decrease in waiting list fees; decrease in Fund Balance due to the use of funds in FY 2005-06 for the dredging project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(131,700)	(66,553)	9,119	(74,266)	0	0

## 2. Marina Dredging Project

Fund Balance and Reserves have been reappropriated for the Marina dredging project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
174,304	398,000	0	(223,696)	0	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
42,604	331,447	9,119	(297,962)	0	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases, negotiated labor increases and retirement contributions, and a reduction in operating costs to fully offset increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	4,783	0	0	4,783	0
0	(4,783)	0	0	(4,783)	0

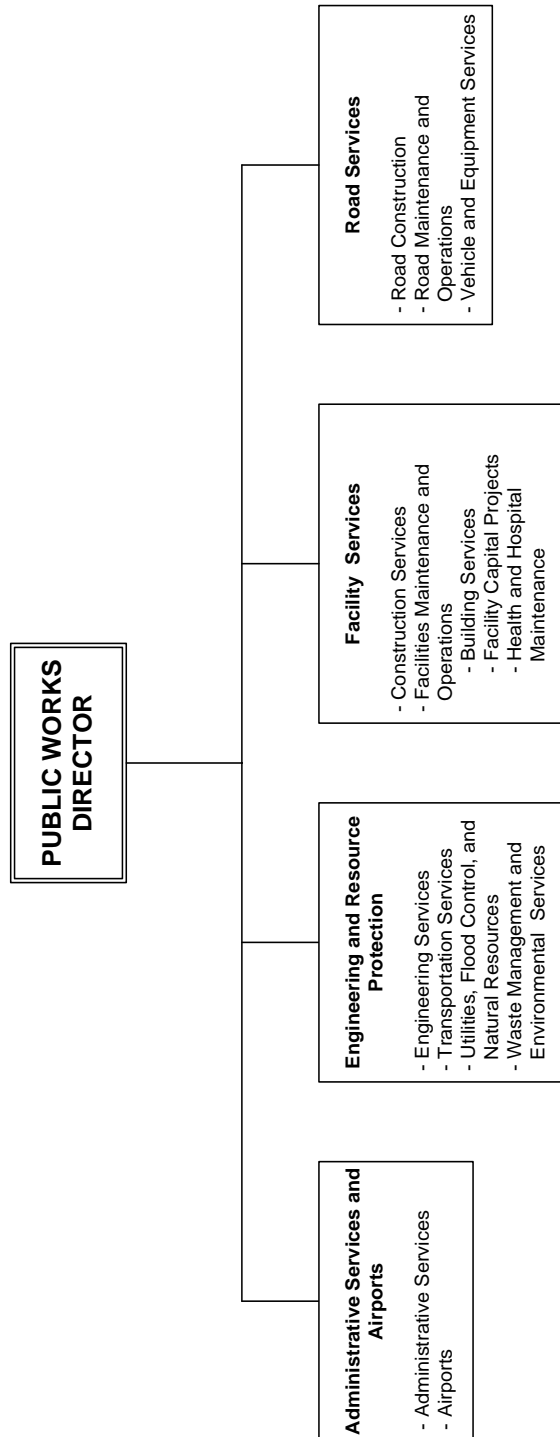
Coyote Point Marina (3980B)  
Coyote Point Marina Operating Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	53,822	69,518	47,500	47,500		47,500
Charges for Services	1,075,429	1,163,302	1,130,967	1,130,317	(650)	1,130,317
Miscellaneous Revenue	490	466	1,700	1,200	(500)	1,200
Other Financing Sources	9					
<b>Total Revenue</b>	<b>1,129,749</b>	<b>1,233,285</b>	<b>1,180,167</b>	<b>1,179,017</b>	<b>(1,150)</b>	<b>1,179,017</b>
Fund Balance	1,339,076	1,457,224	1,217,823	1,261,577	43,754	1,261,577
<b>TOTAL SOURCES</b>	<b>2,468,825</b>	<b>2,690,509</b>	<b>2,397,990</b>	<b>2,440,594</b>	<b>42,604</b>	<b>2,440,594</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	441,978	519,734	491,322	533,277	41,955	538,060
Services and Supplies	172,795	226,765	238,638	247,195	8,557	242,412
Other Charges	496,097	485,807	253,752	226,687	(27,065)	226,687
Fixed Assets	27,185	59,023	147,000		(147,000)	
Other Financing Uses	0		540,000	995,000	455,000	995,000
<b>Gross Appropriations</b>	<b>1,138,055</b>	<b>1,291,329</b>	<b>1,670,712</b>	<b>2,002,159</b>	<b>331,447</b>	<b>2,002,159</b>
Intrafund Transfers	110,127	137,604	137,604	146,723	9,119	146,723
<b>Net Appropriations</b>	<b>1,248,182</b>	<b>1,428,933</b>	<b>1,808,316</b>	<b>2,148,882</b>	<b>340,566</b>	<b>2,148,882</b>
Non-General Fund Reserves	1,220,643	1,261,577	589,674	291,712	(297,962)	291,712
<b>TOTAL REQUIREMENTS</b>	<b>2,468,825</b>	<b>2,690,510</b>	<b>2,397,990</b>	<b>2,440,594</b>	<b>42,604</b>	<b>2,440,594</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

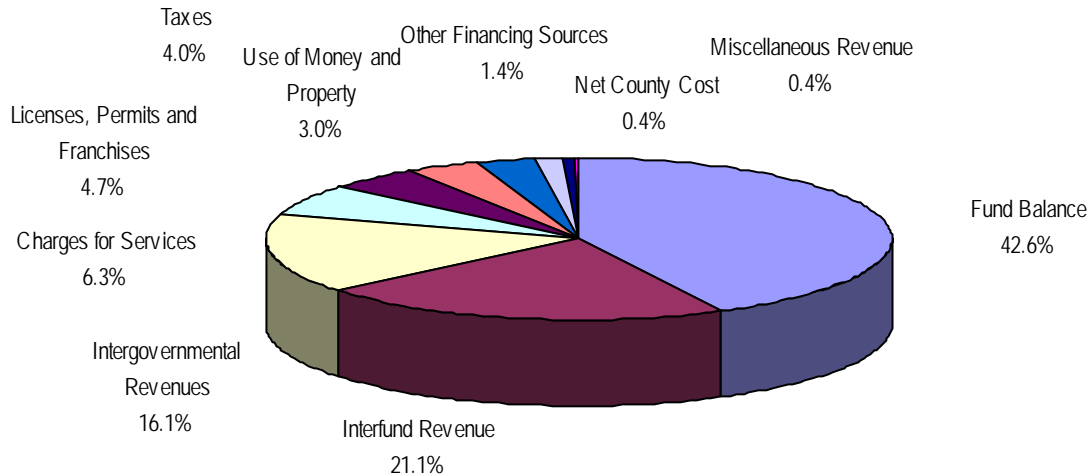
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# DEPARTMENT OF PUBLIC WORKS

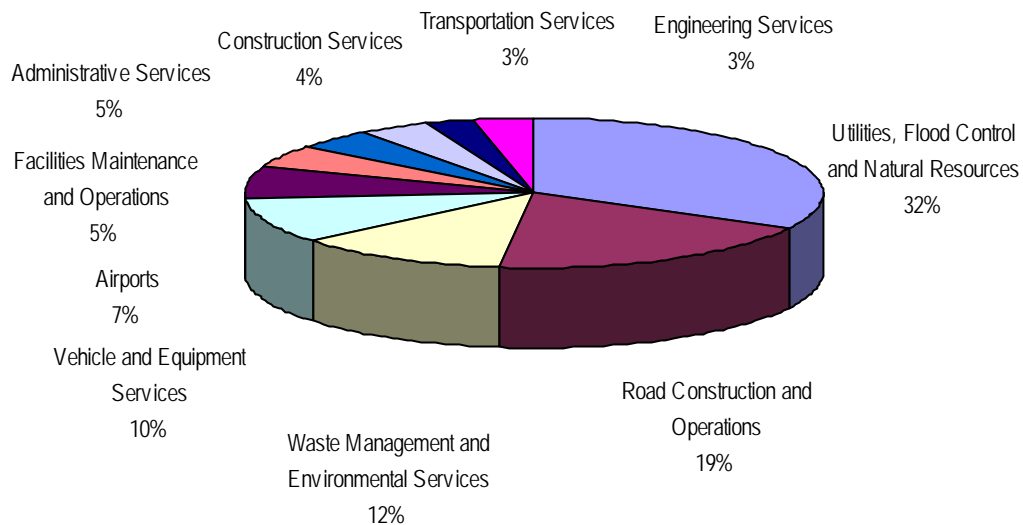


## Department of Public Works

### FY 2006-07 Adopted Sources



### FY 2006-07 Adopted Requirements



Fund/Budget Unit	Actual 2004-05	Actual 2005-06	Adopted 2006-07	Adopted 2007-08
<b>General Fund:</b>				
<b>Administrative Services</b>				
Cable TV Franchise	144,493	201,809	468,126	199,294
Fair Oaks Community Center	341,091	318,008	278,999	287,369
Administrative Services	4,872,793	5,480,841	6,551,154	6,437,288
<b>TOTAL Administrative Services</b>	<b>5,358,377</b>	<b>6,000,658</b>	<b>7,298,279</b>	<b>6,923,951</b>
<b>Engineering Services</b>				
Engineering Services	4,110,006	3,603,620	4,032,403	4,079,463
County Engineer	105,607	90,698	105,698	105,698
<b>TOTAL Engineering Services</b>	<b>4,215,613</b>	<b>3,694,318</b>	<b>4,138,101</b>	<b>4,185,161</b>
<b>Facilities Maintenance &amp; Operations</b>				
Plant & Craft Maintenance	8,624,402	8,848,658	9,033,918	9,121,871
Facilities Administration	199,818	212,019	385,172	386,910
Building Services (Custodial)	2,931,006	3,067,010	3,452,772	3,487,523
Utilities	6,341,061	6,901,065	7,810,691	7,810,691
Insurance	1,351,177	1,546,017	1,773,781	1,773,781
Capital Projects/Major Maintenance	1,725,186	1,791,638	1,964,150	1,964,150
Facilities Projects	356,900	402,462	405,762	408,566
Debt Service	1,755,236	1,768,938	1,816,027	7,031,502
Contingencies	961,904	0	0	0
Intra Fund Transfers	(15,907,624)	(16,553,604)	(20,976,509)	(26,467,351)
<b>TOTAL Facilities Maint. and Operations</b>	<b>8,339,066</b>	<b>7,984,203</b>	<b>5,665,764</b>	<b>5,517,643</b>
<b>TOTAL General Fund</b>	<b>17,913,056</b>	<b>17,679,179</b>	<b>17,102,144</b>	<b>16,626,755</b>
<b>Program Unit: Airports</b>				
<b>Airport Enterprise Fund:</b>				
Operation and Maintenance	1,644,320	1,744,945	1,851,553	1,875,498
Capital Projects	1,200,286	818,522	4,472,784	0
Non-General Fund Reserves/Adjustments	2,184,571	0	2,151,369	2,284,369
<b>TOTAL Airports</b>	<b>5,029,177</b>	<b>2,563,467</b>	<b>8,475,706</b>	<b>4,159,867</b>



Fund/Budget Unit	Actual 2004-05	Actual 2005-06	Adopted 2006-07	Adopted 2007-08
<b>Program Unit: Motor Pool ISF</b>				
Maintenance and Repair	2,146,736	2,022,682	3,026,235	2,453,297
Replacement	1,286,923	2,072,682	2,291,858	2,049,000
Insurance	297,737	324,571	335,162	335,162
Fuel	714,910	918,423	885,488	885,488
Contingencies	6,728,110	0	5,056,790	4,894,056
Plant Improvements	752,350	2,739	608,300	70,000
<b>TOTAL Motor Pool ISF</b>	<b>11,923,766</b>	<b>5,341,097</b>	<b>12,203,833</b>	<b>10,687,003</b>
<b>Landscape Maintenance Fund:</b>				
Landscape Maintenance	610	1,169	15,798	4,700
Non-General Fund Reserves	27,067	0	34,673	30,486
<b>TOTAL Landscape Maintenance Fund</b>	<b>27,677</b>	<b>1,169</b>	<b>50,471</b>	<b>35,186</b>
<b>Program Unit: Construction and Plant Improvements</b>				
<b>Road Fund:</b>				
GIS/Base Map Project	105,280	124,068	0	0
Engineering, Admin, General Operations	4,464,584	4,773,217	2,583,500	2,570,000
Plant and Heavy Equipment	50,819	138,911	2,462,798	2,289,405
Road/Bridge Maintenance	7,403,816	6,273,031	8,244,323	8,204,351
Construction	3,754,849	4,195,564	4,506,075	2,370,249
Contributions	239,437	250,741	229,000	229,000
Judgements	0	0	200,000	200,000
Contingencies	400,000	0	400,000	309,915
Services to Other Agencies	786,036	976,567	508,426	515,017
Non-General Fund Reserves/Adjustments	1,246,294	0	0	0
<b>TOTAL Road Fund</b>	<b>18,451,114</b>	<b>16,732,099</b>	<b>19,154,122</b>	<b>16,687,937</b>
<b>Roadway Improvement Fund:</b>				
Travel Lane Reconstruction	1,024,705	987,528	1,300,000	1,000,000
Non-General Fund Reserves	3,786,193	0	2,996,740	2,486,193
<b>TOTAL Roadway Improvement Fund</b>	<b>4,810,896</b>	<b>987,528</b>	<b>4,296,740</b>	<b>3,486,193</b>
<b>Special District Funds:</b>				
County Service Areas	1,357,519	1,391,666	1,840,999	1,840,999

<b>Fund/Budget Unit</b>	<b>Actual 2004-05</b>	<b>Actual 2005-06</b>	<b>Adopted 2006-07</b>	<b>Adopted 2007-08</b>
Sewer Maintenance/Sanitation	7,125,442	10,279,959	7,915,839	6,137,114
Drainage Maintenance	25,006	38,554	95,636	95,623
Flood Control	10,187,287	5,135,133	5,936,557	4,189,837
Street Lighting	309,693	335,333	509,860	459,860
San Mateo NPDES	0	0	22,172	19,792
Non-General Fund Reserves	26,802,458	0	22,240,144	21,975,426
<b>TOTAL Special District Funds</b>	<b>45,807,405</b>	<b>17,180,645</b>	<b>38,561,207</b>	<b>34,718,651</b>
<b>Tower Road Construction:</b>				
Crafts-Funded Jobs	3,864,094	3,739,197	4,808,923	4,741,653
Non-General Fund Reserves	121,476	0	59,936	59,820
<b>TOTAL Tower Road Construction</b>	<b>3,985,570</b>	<b>3,739,197</b>	<b>4,868,859</b>	<b>4,801,473</b>
<b>Half Cent Transportation Fund:</b>				
Various Road Projects	130,163	272,588	468,918	108,933
Mirada Road Pedestrian Bridge	35,197	0	0	0
Transportation Lobbyist	20,000	20,000	20,000	20,000
TSM Program	218,604	245,927	319,646	282,871
Disabled Patient Transport	322,780	322,780	322,780	75,000
School Crossing Guards	238,361	195,000	195,000	150,000
Congestion Management Staff	236,901	268,265	222,656	253,996
Transportation Planning	383,272	428,093	390,862	332,821
Transit Subsidy	661,077	728,758	690,000	666,482
Colma BART Bike/Ped Path	118	0	0	0
C/CAG Payments	141,223	145,223	148,284	144,372
HSA/Probation Client Transportation	230,000	230,000	230,000	50,000
Non-General Fund Reserves	2,241,314	0	0	0
Administration and Accounting Services	115,787	68,454	125,566	125,566
Peninsula Policy Partnership Payments	75,000	75,000	100,000	0
Website Improvement	49,750	65,566	30,000	0
<b>TOTAL Half Cent Transportation Fund</b>	<b>5,099,547</b>	<b>3,065,654</b>	<b>3,263,712</b>	<b>2,210,041</b>
<b>Solid Waste Fund:</b>				
SW Planning, Reporting & Monitoring	54,928	48,140	189,098	189,098

Fund/Budget Unit	Actual 2004-05	Actual 2005-06	Adopted 2006-07	Adopted 2007-08
County Areas Recycling Program	518,856	785,284	716,982	716,982
Composting Program	212,669	243,102	255,520	255,520
Co-C/CAG Public Education, Hotline, Website Services	418,683	364,474	638,291	638,291
Green Building Program	165,173	269,516	356,774	356,774
County Facilities Recycling Program	86,538	140,450	290,007	215,007
Pescadero Transfer Station	235,084	401,945	465,850	465,850
Fixed Assets	0	0	240,000	0
Pescadero Landfill Closure	66,959	10,763	555,000	300,000
Pescadero Landfill Maint. & Remediation	45,181	7,951	726,825	346,872
HMB Landfill Maintenance, Monitor & Remediation	29,574	67,267	1,503,700	80,656
Environmental Health LEA	370,511	370,511	370,511	370,511
Household Hazardous Waste	951,610	951,610	951,610	951,610
Public Health Function	456,896	456,896	456,896	456,896
Regulatory Compliance Program	24,029	14,500	25,000	25,000
OES - HazMat Response	76,795	76,795	110,000	110,000
County Garbage and Disposal Charges	604,432	916,181	590,000	590,000
Facilities HazMat Universal Waste Charges	0	36,487	85,000	85,000
UST Removals and Remediations	0	0	5,000	5,000
Staff Services to SBWMA	104,051	6,243	0	0
Recycling Program - EPS	41,716	43,403	43,403	43,403
Other/Contingency	390,000	0	390,000	779,640
Administration and Countywide Services	2,250,000	2,851,350	2,700,000	2,199,399
Non-General Fund Reserves	10,101,157	0	2,836,309	0
<b>TOTAL Solid Waste Fund</b>	<b>17,294,842</b>	<b>8,062,868</b>	<b>14,501,776</b>	<b>9,181,509</b>
<b>TOTAL REQUIREMENTS</b>	<b>130,343,052</b>	<b>75,352,903</b>	<b>122,478,570</b>	<b>102,594,615</b>

## Department Locator

### County

#### Community Services

Economic Development/Real Property Services

Public Safety Communications

Environmental Services Administration

Fire Services

Local Agency Formation Commission

County Library

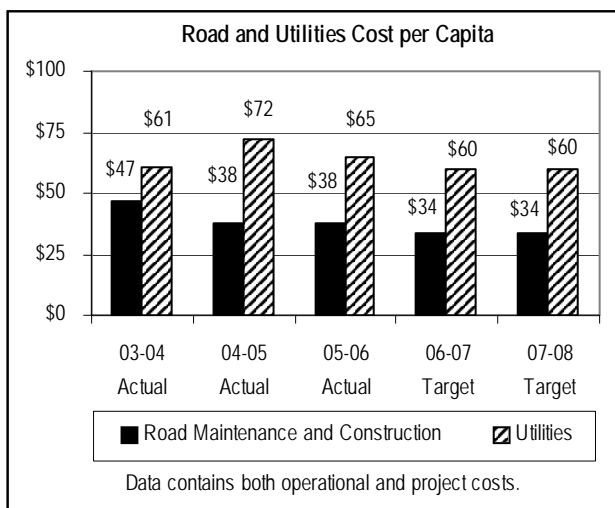
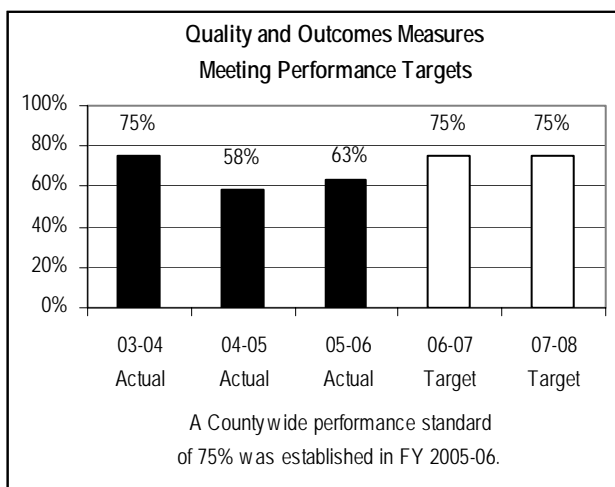
Planning and Building Department

Parks Department

### ► Public Works

Housing

## Department Measures



## Department Mission Statement

The Public Works Department 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 (Fiscal Years 2000-2005)

### PEOPLE

#### Realize the Potential of Our Diverse Population

##### • Public Input on Projects

Improving and expanding the public input process for road and capital projects through distribution of informational handouts; publicizing proposed projects on the County's website; expanding the venue for public meetings; and surveying property owners when reconstruction projects are completed, using the feedback to make policy recommendations and/or enhance design criteria for future projects.

#### Ensure Basic Health and Safety for All

##### • Noise Abatement Program

Enhanced the effectiveness of the voluntary noise abatement program at San Carlos Airport through education and publicity on procedures; standardization of monitoring tools and techniques; development of a notification process for infractions; installation of tracking equipment; and regular review, evaluation and updates to the program which involve the Federal Aviation Administration, airport users and community members.

### PLACE

#### Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

##### • Flood Control

Completed major construction and maintenance activities in Colma Creek, San Francisquito Creek to reduce flooding potential, including channel improvements, levee restoration, and flood wall construction. Work was done within state and federal guidelines and regulations that protect water quality and wildlife habitats.

##### • Transportation Alternatives

Continued to offer transportation alternatives and incentives to County employees to conserve energy and improve air quality. Efforts included a streamlined process for ordering transit tickets, implementation of the Guaranteed Ride Home program, development of a vendor-leased Van Pool program, the design and development of an informational website that will be expanded to access programs offered, and increased transit subsidies.

### • Road Maintenance

Improved the cost effectiveness of road related repair and maintenance by utilizing new products and applications to extend pavement life, reduce trucking and hauling costs, and reduce frequency of required maintenance. Examples have been use of the Zipper, a new piece of equipment which strengthens road segments using the existing pavement; asphaltic emulsion application and fabric underlays for cape and chip seals; use of road emulsion with a latex base that seals minor cracks; trial use of rubber asphalt concrete for road overlays; and evaluation of vegetation management products such as clove oil and kelp extract that will reduce the need for mowing in environmentally sensitive areas.

### Preserve and Provide People Access to Our Natural Environment

#### • Construction and Environmental Impacts

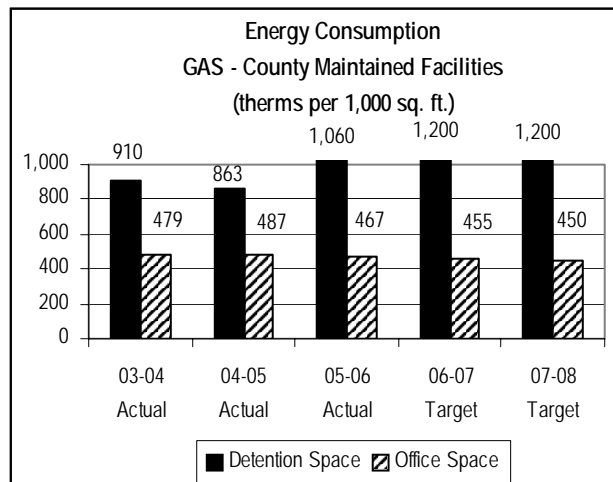
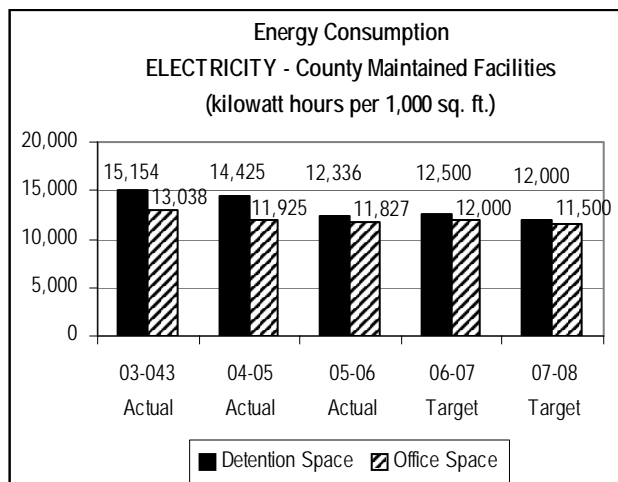
Fostered a growing awareness of the environmental impacts of building construction through the development of green building policies, training, materials and awards; and encouraged the use of alternative practices and environmentally-friendly materials in new buildings.

### PARTNERSHIPS

### Responsive, Effective and Collaborative Government

#### • Recycling and Waste Reduction Programs

Developed and implemented recycling and waste reduction programs with County departments, outside agencies, schools and community organizations. Efforts included the sale of and training on composting bins; expansion of recycling and green building opportunities at County facilities; implementation of a food waste pilot program at Hillcrest Juvenile Hall; partnering with Goodwill Industries and the Human Services Agency to offer a reuse and recycling program for old computers; participation in events that promote the use of salvaged materials and materials with recycled content; and implementation of the construction and demolition waste diversion program.



### Major Accomplishments in FY 2005-06

### Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

- Partnered with City County Association of Governments (C/CAG) and Bay Area Recycling Outreach Coalition (BayROC) to initiate public education campaigns to raise awareness about recycling.
- Worked with C/CAG to implement a vehicle registration fee in San Mateo County which provides funding to the cities and the County to support congestion management and stormwater pollution prevention programs.

### Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

- Completed construction of a habitat creation and enhancement project as a mitigation measure, which allowed the Colma Creek Flood Control project to move forward.

### Responsive, Effective and Collaborative Government

- Continued to expand the alternative fuel vehicle program to include the replacement of mid size pool cars with hybrid vehicles.
- Completed the implementation of the Computerized Maintenance Management System (CMMS) for Sewers, Facilities Maintenance and Road Construction and continued to expand the functionality including integration with the Geographic Information System (GIS).
- Successfully assumed additional maintenance responsibility for traffic signals, life safety systems and electronic systems.

### Major Issues to be Addressed

- **Infrastructure Maintenance and Impacts on the Environment.** Increasing environmental regulations and the permits, inspections and monitoring activities associated with these regulations have impacted the program's ability to maintain the infrastructure in a timely and cost effective manner.

The balance between our mission to provide efficient, economical and responsive infrastructure systems and maintenance and our goal of protecting and enhancing the qualities of the environment for current and future generations is a major challenge.

- **Volatility of the Energy Market and High Gasoline Prices.** Utility costs and the cost of fuel continue to rise and exceed budgeted costs. Policies and programs implemented to reduce energy usage have not been able to keep pace with increased costs, and fuel prices are impacting the program's efficiency. These trends have potentially serious consequences to delivery of services due to the limited availability of resources.
- **Aging Utility and Facility Infrastructure.** Many of the County's buildings and operating systems, flood control, and sewer, water and drainage facilities, and other utility and facility infrastructure are old and require extra maintenance effort to remain serviceable. Limited funding impacts our ability to assure effective and uninterrupted service and makes planning for needed upgrades challenging.
- **Condition of Road System.** The County maintains 316 miles of roads in both urban and rural areas. Reductions in revenue from the State together with increases in labor and material costs have resulted in deferring projects that would improve the Pavement Condition Index (PCI) of the maintained road system. It is estimated that just maintaining the PCI at current levels would require approximately \$6.5 million per year (present value) for the next 20 years. The road construction budget is less than \$5 million and any increases in the near future are uncertain. The condition of the County's road system will continue to decline if the spending level does not increase.
- **Customer Expectations.** The Department has a wide variety of internal and external customers. Maintaining a high level of customer satisfaction is a concern as budget reductions have resulted in the need to reduce services to decrease costs. As we evaluate and adjust staffing levels and types and frequencies of service, customers are questioning the changes. Further cuts in programs that rely on decreasing funding sources may result in lower levels of customer satisfaction.

## Key Department Initiatives

### 1. Maintain the infrastructure that serves the citizens of San Mateo County while minimizing impacts on the environment

#### Major Issues to be addressed:

- Maintenance of flood control facilities in areas that have become habitat to endangered/threatened species where lack of maintenance can result in flooding
- Spills from sanitary sewer systems that contaminate creeks and other bodies of water
- Elimination of landscape vegetation that can infiltrate sewer lines and cause stoppages
- Excess amount of herbicides being introduced into the environment

- Lack of maintenance of roadside vegetation that can result in fires, vehicle accidents and other damage
- Trash and debris in water bodies or other sensitive areas

#### Alignment to Shared Vision:

- Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

#### Goal:

- Provide regular maintenance of infrastructure that serves the citizens of San Mateo County while preserving or minimizing impacts on the environment, including sensitive biological areas and habitats of endangered/threatened species as identified by various regulatory agencies.

#### Objectives:

- Obtain long-term regulatory permits to allow for annual maintenance of facilities
- Reduce sewer spills by establishing programs to identify trouble spots in the sewer collection systems
- Eliminate exotic and invasive plants while sustaining native plant species through the development of programs in cooperation with the Agriculture Commissioner that allow for the use of herbicides
- Reduce the amount of illegal dumping that ends up in the streets or drainage channels through outreach and education

#### Major milestones:

- Develop an annual program for silt, trash and vegetation removal from flood control facilities operated by the county
- Acquire multi-year permits from regulatory agencies that have acceptable and reasonable conditions
- Develop sampling and testing programs to identify upstream sources of contaminants in flood control channels
- Complete the sewer system evaluation to identify the location and source of trouble spots in the collection system
- Evaluate approved herbicides for road side vegetation control
- Develop and distribute a brochure to inform the public on the methods and benefits of a vegetation management plan

#### County Partners:

- Agriculture Commissioner
- San Francisco International Airport
- Regional Water Quality Control Board
- California Department of Fish and Game
- Corps of Engineers
- United States Fish and Wildlife Service
- California Coastal Commission

### 2. Reduce the County's Impact on Climate Change by Reducing CO<sub>2</sub> Emissions

**Major Issues to be addressed:**

- CO<sub>2</sub> and other greenhouse gases affect climate on a global level by increasing surface temperature, raising sea level and increasing the strength and variability of weather incidents
- County facilities emit over 23,000 tons of CO<sub>2</sub> per year, contributing to the climate change
- The CO<sub>2</sub> from the County comes from the use of (in decreasing order): electricity, natural gas, gasoline and diesel
- The cost of fuels and energy are increasing, which provides an incentive to reduce consumption

**Alignment to Shared Vision:**

- Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

**Goal:**

- To reduce County CO<sub>2</sub> emissions by 10% by 2010 (2005 baseline).

**Objectives:**

- Electricity supplied to existing County facilities by PG&E (the grid) will be reduced by 20% by 2010
- The current level of natural gas consumption in facilities will be maintained, even while switching to energy efficient gas fired co-generation plants at the Maguire Jail and the San Mateo County Medical Center
- The published miles per gallon (MPG) average of the County passenger vehicle fleet will be raised by 5 mpg by 2010; the current average of County passenger vehicles is 22 MPG

**Major milestones:**

- Purchase and implement a facility management software program for better tracking and analysis
- Complete studies by the Local Government Energy Partnership and PG&E to prioritize building retrofits and potential projects
- Identify opportunities for renewable energy systems and implement recommendations
- Review all new County vehicle purchases for MPG and increase the fleet of hybrids and low emission vehicles
- Initiate a collaborative Energy Strategy Development Process for the 21 jurisdictions in San Mateo County in conjunction with C/CAG
- Identify opportunities and initiate public outreach education efforts on energy efficiency, renewable energy, and energy and water conservation

**County Partners:**

- All Departments that use County vehicles and/or occupy space in County owned or leased buildings
- San Mateo Medical Center (largest energy consumer)
- Sustainable Silicon Valley
- Sustainable San Mateo County

- C/CAG; CMAQ

**Other Significant Objectives by Program**

The Public Works Department 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

The following program priorities contribute to department success (additional program-level priorities are included in individual Program Plans):

**Transportation Services**

- Implement ramp-metering on Route 101 and Northern U.S. 280 to manage roadway congestion

**Road Construction & Operations**

- Develop and implement the second phase of a Countywide traffic management program to include revised and new processes for installation of traffic and parking controls

**Facilities Maintenance & Operations**

- Evaluate a new cogeneration system to provide heat and power at the Medical Center

**Airports**

- Complete the construction of hangars and T-shelters at San Carlos Airport

Department of Public Works (4500B)  
ALL FUNDS

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	5,441,051	5,566,967	4,515,533	4,842,924	327,391	4,929,707
Licenses, Permits and Franchises	6,104,201	6,367,905	5,773,904	5,788,104	14,200	5,788,104
Use of Money and Property	3,780,401	4,334,930	3,455,826	3,686,593	230,767	3,587,593
Intergovernmental Revenues	14,917,587	16,234,049	19,355,324	19,739,203	383,879	15,425,721
Charges for Services	7,137,841	7,450,537	7,454,299	7,654,892	200,593	7,671,872
Interfund Revenue	24,310,005	25,557,038	25,182,951	25,900,615	717,664	25,343,844
Miscellaneous Revenue	6,386,424	2,865,166	310,897	475,283	164,386	475,283
Other Financing Sources	1,484,703	1,869,520	1,748,000	1,648,000	(100,000)	1,563,000
<b>Total Revenue</b>	<b>69,562,213</b>	<b>70,246,113</b>	<b>67,796,734</b>	<b>69,735,614</b>	<b>1,938,880</b>	<b>64,785,124</b>
Fund Balance	60,609,138	56,850,849	55,930,953	52,217,153	(3,713,800)	37,485,142
<b>TOTAL SOURCES</b>	<b>130,171,351</b>	<b>127,096,962</b>	<b>123,727,687</b>	<b>121,952,767</b>	<b>(1,774,920)</b>	<b>102,270,266</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	28,594,022	28,209,643	30,783,740	31,720,405	936,665	32,169,501
Services and Supplies	36,410,225	40,983,885	43,373,374	49,077,731	5,704,357	42,746,284
Other Charges	8,254,336	10,182,089	10,293,924	10,754,192	460,268	9,291,360
Fixed Assets	12,278,697	7,416,562	15,108,083	11,647,442	(3,460,641)	2,981,500
Other Financing Uses	7,070,943	7,517,707	7,705,949	7,689,717	(16,232)	12,392,412
<b>Gross Appropriations</b>	<b>92,608,223</b>	<b>94,309,886</b>	<b>107,265,070</b>	<b>110,889,487</b>	<b>3,624,417</b>	<b>99,581,057</b>
Intrafund Transfers	(18,008,065)	(18,956,982)	(21,871,563)	(24,487,413)	(2,615,850)	(29,806,347)
<b>Net Appropriations</b>	<b>74,600,158</b>	<b>75,352,904</b>	<b>85,393,507</b>	<b>86,402,074</b>	<b>1,008,567</b>	<b>69,774,710</b>
Contingencies/Dept Reserves	28,675,838	26,930,670	22,014,426	23,000,625	986,199	23,124,811
Non-General Fund Reserves	27,067,056	25,538,600	16,802,800	13,075,861	(3,726,939)	9,905,631
<b>TOTAL REQUIREMENTS</b>	<b>130,343,052</b>	<b>127,822,174</b>	<b>124,210,733</b>	<b>122,478,560</b>	<b>(1,732,173)</b>	<b>102,805,152</b>
<b>NET COUNTY COST</b>	<b>171,701</b>	<b>725,212</b>	<b>483,046</b>	<b>525,793</b>	<b>42,747</b>	<b>534,886</b>

**AUTHORIZED POSITIONS**

Salary Resolution	315.0	321.0	321.0	324.0	3.0	324.0
Funded FTE	312.5	318.5	317.3	324.9	7.5	324.9



## FY 2006-07 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$1,774,910 or 1.4% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Taxes

There is an increase of \$327,391 in this funding source due to an increase in property tax revenue in the Special Districts.

#### Licenses, Permits and Franchises

There is an increase of \$14,200 in this funding source due to an increase for new permit fees in Road Operations of \$90,000; an increase of \$9,000 in Cable TV franchise fees; and a decrease of \$84,800 in landfill disposal costs in Waste and Environmental Services.

#### Use of Money and Property

There is an increase of \$230,767 in this funding source due to an increase in hangar rental revenue at the Airports in the amount of 237,000; an increase in interest earned of \$53,254 in Flood Control and Utilities; a decrease of \$63,397 in interest earned in Road Construction and Operations; and a miscellaneous increase in Facilities of \$3,910.

#### Intergovernmental Revenues

There is an increase of \$383,879 in this funding source due to a net increase of \$561,750 for FAA and State Grants for Airport Projects; a net increase of \$333,120 in state and federal funds for roads and bridges; an increase of \$68,919 in state and federal funds in road construction and operations projects; a decrease of \$333,057 in the Highway Users Tax Fund; a decrease of \$205,321 in Waste and Environmental Services for the elimination of reimbursement for South Bay Waste Management Association Staff (SBWMA); a decrease of \$42,000 in state funds for waste management; and a miscellaneous increase of \$468.

#### Charges for Services

There is an increase of \$200,593 in this funding source due to an increase in sewer service charges in the amount of \$233,600; a decrease of \$28,000 for a correction to prior year's budget for Airport fuel sales; and a miscellaneous decrease of \$5,007 in Road Construction and Operations.

#### Interfund Revenue

There is an increase of \$717,664 in this funding source due to an increases in Other Interfund Revenue in the amount of \$643,906; Miscellaneous revenue in the amount of \$139,488; San Mateo County Medical Center in the amount of \$113,454; These increases offset decreases in Road Construction and Operations in the amount of \$124,184; and the Solid Waste Fund in the amount of \$55,000.

#### Miscellaneous Revenue

There is an increase of \$164,386 in this funding source due to an increase in CSA 8 rebates and refunds in the amount of \$106,127; and miscellaneous increases of \$58,259.

#### Other Financing Sources

There is a decrease of \$100,000 in this funding source due to the removal of reimbursement for one-time project costs in Flood Control and Utilities.

#### Fund Balance

There is a net decrease of \$3,713,790 in this funding source due to completion of projects or deletions of one-time Fund Balances. The following programs have decreases in Fund Balances: Administrative Services in the amount of \$2,834; Facilities Maintenance in the amount of \$1,402,701; Waste and Environmental Services in the amount of \$1,713,581; Transportation Services in the amount of \$1,149,860; Flood Control and Utilities in the amount of \$520,047; Engineering Services in the amount of \$263,377; and Airports in the amount of \$17,875. These are offset by an increase in Vehicle and Equipment Services in the amount of \$154,797; Road Construction and Operations in the amount of \$1,191,557; and Construction Services in the amount of \$10,131.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$1,732,163 or 1.4% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$936,665 in this expenditure category due to negotiated salary and benefit increases, merit increases, adjustment to workers' compensation in the amount of \$924,083 and miscellaneous adjustments of \$12,582.

Services and Supplies

There is a net increase of \$5,704,357 in this expenditure category due to an increase of \$998,997 in Utilities and Flood Control due to increased costs in ongoing projects and sewage treatment and disposal costs; an increase of \$1,466,728 in Facilities due to increased PG&E and Water Service rates; an increase of \$3,131,410 in Road Construction and Operations based on maintenance project costs; an increase of \$143,892 in Vehicle and Equipment Services due to increase fuel and maintenance costs; an increase in \$149,564 in Road Construction and Operations for various projects; an increase in the amount of \$226,137 in Waste and Environmental Services due to increases in program, recycling and scavenger costs; and miscellaneous increases of \$64,432. These increases are partially offset by a decrease of \$293,805 in Administrative Services for one-time costs; Transportation Services in the amount of \$31,174 for Airports; and \$2,240 in Engineering Services for miscellaneous costs.

Other Charges

There is a net increase of \$460,268 in this expenditure category due to increases in Administrative Services due to the implementation of the Learning Content Management System; and increases in Facilities Maintenance Operations costs as a result of the new Youth Services Center.

Fixed Assets

There is a net decrease of \$3,460,641 in this expenditure category due to elimination of prior year project and equipment appropriations.

Other Financing Uses

There is a decrease of \$16,232 in this expenditure category due to increases in Facilities Maintenance for debt service and major maintenance surcharges offset by a decrease in Utilities and Flood Control.

Intrafund Transfers

There is a net decrease of \$2,615,850 in this expenditure category due to the removal of equipment purchases and project reimbursement costs transferred between funds within the same programs.

Contingencies/Departmental Reserves

There is a net increase of \$986,199 in this expenditure category due to projects not completed in the current fiscal year. The balance in Reserves represents % of Net Appropriations which exceeds the 2% County Reserves Policy Requirements by \$21,729,307.

**NET COUNTY COST**

There is an increase of \$42,747 or 9% in this Department/Department's General Fund allocation.

**FY 2007-08 Budget Overview**

Total Sources decreased by \$ 19,893,048 or 16.3% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

Taxes

There is an increase of \$86,783 in this funding source due to an increase in sales tax revenue in Transportation Services.

Use of Money and Property

There is a decrease of \$99,000 in this funding source due to lower interest earned on declining Fund Balances.

Intergovernmental Revenues

There is a net decrease of \$4,313,482 in this funding source due to the removal of one-time grants for Airport improvements in the amount of \$4,304,482; and removal of one-time funding in the amount of \$9,000 in Waste Management and Environmental Services. Decreases are partially offset with an increase of \$154,528 in Road Construction and Operations for a slight increase in the gas tax.

Charges for Services

There is an increase of \$16,980 in this funding source due to increases in sewer service charges in the amount of \$6,980 and an increase of \$10,000 for new permit fees in Road Construction and Operations.

Interfund Revenue

There is a net decrease of \$556,771 in this funding source due to a decrease of \$414,200 in service charges from Facilities Maintenance and Operations and \$216,896 from Engineering Services. This decrease is partially offset by Administrative Services in the amount of \$16,621; Engineering Services in the amount of \$46,481; Flood Control and Utilities Services in the amount of \$21,928; Vehicle and Equipment Services in the amount of \$21,900; Road Construction and Operations in the amount of \$6,591; and Construction Services in the amount of \$4,285.

Other Financing Sources

There is a decrease of \$85,000 in this funding source due to removal of reimbursement for one-time project costs in Flood Control and Utilities Services.

Fund Balance

There is a net decrease of \$14,942,558 in this funding source due to completion of projects and deletion of one-time purchases.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$19,833,155 or 16.2% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$ 449,096 in this expenditure category due to negotiated increases and merit increases.

Services and Supplies

There is a net decrease of \$6,331,447 in this expenditure category due to elimination of one-time purchases and completed projects.

Other Charges

There is a decrease of \$1,462,832 in this expenditure category due to removal of one-time project cost contributions.

Fixed Assets

There is a net decrease of \$8,665,942 in this expenditure category due to the elimination of one-time equipment purchases and capital projects from the prior year in the amount of \$10,237,982. The decrease more than offsets increases for projects and purchases not completed in FY 2006-07.

Other Financing Users

There is a net increase of \$4,702,695 in this expenditure category due to an increase of \$5,215,475 in Facilities Maintenance and Operations for the debt service at the new Youth Campus which is partially offset by a decrease in Transportation Services in the amount of \$427,780; and a decrease in Flood Control and Utilities in the amount of \$85,000.

Intrafund Transfers

There is a net decrease of \$5,318,934 in this expenditure category due to decreases in project reimbursement costs transferred between funds within the same Programs.

Contingencies/Departmental Reserves

There is a net increase of \$124,186 due miscellaneous carryforward projects.

**NET COUNTY COST**

There is an increase of \$9,093 or 1.6% in this Department/Department's General Fund allocation due to the cost of living adjustment for the Fair Oaks Community Center agreement.

## Administrative Services (4510P)

### Program Locator

#### County

#### Community Services

#### Public Works



#### Administrative Services

#### Engineering Services

#### Facilities Maintenance and Operations

#### Road Construction and Operations

#### Construction Services

#### Vehicle and Equipment Services

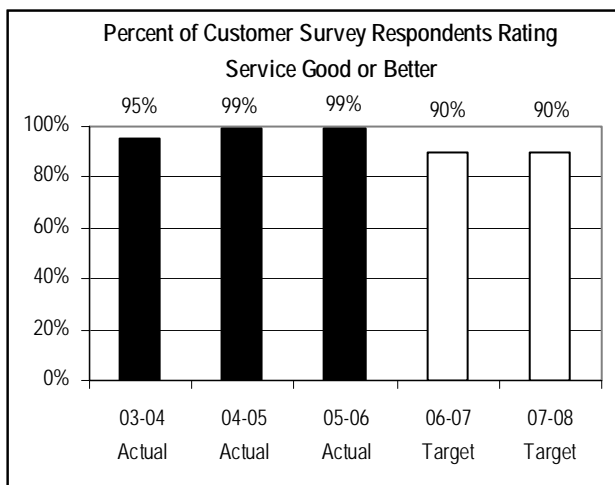
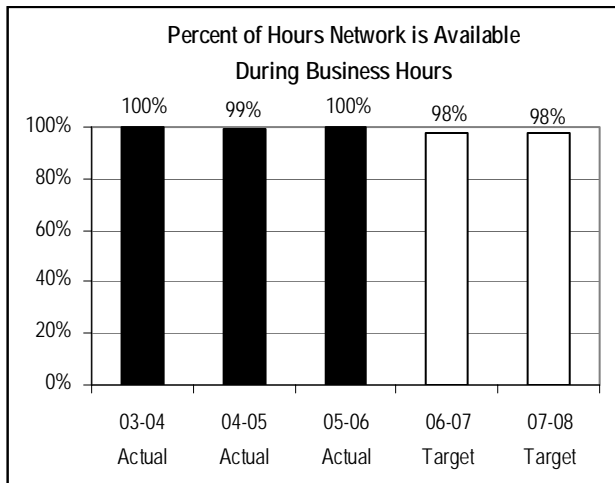
#### Waste Management and Environmental Services

#### 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 contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by offering 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:

- Created and facilitated a Department Policy and Procedures Committee; progressed in developing and updating key policies
- Trained supervisory and management staff in budget monitoring and cost accounting and coding
- Completed several Information Technology (I.T.) infrastructure improvements including server, workstation and printer replacements; software upgrades; and updated the I.T. Strategic Plan and completed cross training of I.T. staff
- Completed the implementation of the Computerized Maintenance Management System (CMMS) for Sewers, Facilities Maintenance and Operations and Road Construction Services and continued to work with the maintenance sections to expand the functionality including integration with the Geographic Information System (GIS)
- Developed and executed a plan to reduce the number of employee hours lost to workplace injuries which included the development of safety performance measures and targets and various other preventive strategies as well as process and reporting changes and enhancements
- Completed the Cost Accounting Management System (WinCams) upgrade including user training and conversion of Crystal 9 reports for management of projects and vehicle usage and initiated electronic timekeeping
- Participated in various Countywide pilot programs, initiatives and committees including Fiscal Officers Training Academy (FOTA), OBM Program Fiscal Committee, OBM Plan and Performance Measure Peer Review, Countywide Geographic Information System Steering Committee, County/City Public Works Mutual Aid Committee and the San Mateo County Terrorism Task Force

### Story Behind Performance

The Program continues to focus on establishing processes and systems and realigning 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. Suggestions are responded to immediately which has helped satisfaction levels remain consistently above the Countywide standard of 90%. The FY 2005-06 survey cycle resulted in a 41% response rate with 58 surveys being distributed and 24 surveys returned.

The Business Systems Section initiated and completed a number of service improvements in FY 2005-06. An annual maintenance plan was developed and implemented which provides a process and schedule for server upgrades, software upgrades and workstation replacement. This effort contributed to continued high performance in the network availability rate of 99%. Three major departmental systems, Pavement Management, CMMS and GIS were integrated to provide users improved access to essential business information and a new remote system was implemented providing users increased capabilities, faster application response times, improved printing performance and an easier login process. Cross training of staff was completed, which has resulted in better coverage and faster service, increasing the number of service requests responded to in 24 hours.

The Windows Cost Accounting Management System (WinCAMS) upgrade was completed in 2005-06 and provides enhanced timekeeping and reporting capabilities. The electronic timecard function in conjunction with user training on cost accounting and coding has resulted in more accurate and timely work authorization data transmitted through the payroll process. Training was also developed and conducted on the reporting function so that managers and supervisors can monitor projects, revenues and expenditures more efficiently and thereby plan more effectively. Improvements in these areas helped offset the impact of the retirement of key staff in the accounting unit on the timely processing and reimbursement of work authorizations. Vacant positions were filled by the end of FY 2005-06 and an aggressive plan to train new staff in all of the functional accounting areas will be implemented to minimize any adverse impact to the work authorization processes.

Program staff organize and plan a wide range of Agency trainings. During calendar year 2005 more than 71 courses were attended and 2,250 training hours were completed in the following areas: Technical and Career Development- 51%; Safety- 47% and Other - 2%. Technical training opportunities will continue to be emphasized in calendar year 2006 as requested by survey respondents.

Budget monitoring training was developed and conducted for managers and supervisors and the processes for reporting progress on performance measures and priorities was streamlined. As a result of these efforts, customer satisfaction with the budget support function improved.

#### **Major challenges over the next two years will be:**

- To increase the level of services in the areas of: I.T. applications and response; Computerized Maintenance Management System

(CMMS) support; electronic timekeeping; and improving overall document management

- To continue to expand and improve support services as operational resources are declining
- To keep current with technology trends

#### **Program Priorities**

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

##### Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Enhance the capabilities of CMMS by implementing additional system modules to include Storm Drain, Street Lighting and expanding data access through hand held devices
- Explore available resources to acquire additional application development and training capability
- Develop contract tracking system for timely expenditure and expiration notification
- Develop and implement an automated system for locating and retrieving files and an electronic/hardcopy filing plans and standards for the Department

##### Maintain a 98% Rate of Work Authorizations Processed within Five Days and Work Authorization Expenditures Fully Reimbursed

- Develop and conduct additional training for staff on key financial systems and reporting capabilities
- Complete training of new accounting staff in all functional areas

##### Maintain a 97% Response Rate to Information Technology Service Requests Resolved Within 24 Hours

- Implement Zenworks to optimize I.T. staff resources in delivering swift business solutions to department computer users
- Implement virtual server technology to minimize catastrophic server downtime
- Develop a plan for continued cross training of staff in all I.T. areas

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of hours network is available during business hours	2,169	2,232	2,238	2,200	2,200
Number of work authorizations processed <sup>(1)</sup>	3,519	2,133	2,145	2,000	2,000
<b>How Well We Do It (Quality)</b>					
Percent of time network is available during business hours	100%	99%	99%	98%	98%
Percent of work authorizations processed within five days	98%	98%	96%	98%	98%
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of information technology service requests resolved within 24 hours	290 / 100%	486 / 98%	490 / 98%	475 / 98%	475 / 98%
Number and percent of reimbursable work authorization expenditures fully reimbursed	1,190 / 100%	1,163 / 99%	1,113 / 98%	1,100 / 98%	1,100 / 98%
Number and percent of customer survey respondents rating services good or better <sup>(2)</sup>	48 / 95%	18 / 99%	23 / 99%	20 / 90%	25 / 90%

<sup>(1)</sup> Effective FY 2004-05, the number of work authorizations processed will include only additions of new work authorizations and input of initial budgets on existing work authorizations. Changes to existing work authorizations, which include supplements to budget amounts, will not be counted.

<sup>(2)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

## Administrative Services (4510P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	28.0	28.0	28.0	28.0		28.0
Funded FTE	27.9	27.9	27.9	29.8	1.9	29.8
 Total Requirements	4,003,830	4,463,510	5,565,611	5,542,018	(23,593)	5,424,562
Total Sources	3,783,077	4,238,978	5,329,738	5,298,019	(31,719)	5,172,133
Net County Cost	220,753	224,532	235,873	243,999	8,126	252,429
 NCC Breakdown						
Non-Mandated Services			235,873	243,999	8,126	252,429

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$243,999 or 4.6%, of which \$243,999 or 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised Budget to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes, negotiated labor increases, and retirement rate increases. The increase in Net County Cost is related to the cost of living adjustment for the Fair Oaks Community Center agreement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(285,001)	(276,875)	0	0	8,126	0

#### 2. Purchase of Three Servers

Three servers and the server peripheral devices will be purchased and support the Department's IT purchasing plan for upgrading and replacing equipment to keep pace with changing technology and to provide reliable, capable support for the Department. All costs are offset by revenue from the Units that are provided services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
46,000	46,000	0	0	0	0

#### 3. Purchase of Virtual Server Software

Virtual Server software will be purchased which supports the Department's IT strategic plan in that it provides a more rapid recovery from an IT disaster situation. Purchase of Web Application Development software supports the Department's systematic IT purchasing plan for upgrading

and replacing equipment to keep pace with changing technology and to provide reliable, capable support for the Department.

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

#### 4. Realignment of Support Services

One Administrative Secretary III position is being transferred to Org 47380, Facilities Administration to provide full-time support and staffing for the Facilities Customer Service Center. Associated revenue is removed. One accountant position is being added to Org 45130, Financial Services Support, to support the increase in the complexity of accounting requirements for the various funds administered by the Department and to support the unit's succession planning process. Associated revenue is added. Customer satisfaction ratings are anticipated to remain high as a result of this change.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(696)	(696)	0	0	0	0

#### 5. Adjustment to Fund Balance

Additional Fund Balance has been used to offset increases in operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,507	8,507	0	0	0	0

#### 6. Aerial Photography

San Mateo County has spearheaded an effort to procure updated Countywide aerial photography that meets the functional requirements of a wide cross-section of County public stakeholders. This project will provide a product that streamlines many municipal government processes by working in a collaborative manner to meet the needs of many agencies. This project will generate two tangible products: color digital orthophotography and rectified countywide GIS mapping data.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
160,900	160,900	0	0	0	0

#### 7. Learning Content Management System

Appropriations have been made to implement the Learning Content Management System (LCMS) that will provide Automatic Time Keeping (ATK) which will replace the manual entry payroll system.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,571	8,571	0	0	0	0

#### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(31,719)	(23,593)	0	0	8,126	0



## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; increase in retirement rates; removal of one-time equipment purchases and an increase in corresponding revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(48,979)	(40,549)	0	0	8,430	0

### 9. Purchase of Three Servers

Three servers and the server peripheral devices will be purchased and support the Department's IT purchasing plan for upgrading and replacing equipment to keep pace with changing technology and to provide reliable, capable support for the Department. All costs are offset by revenue from the Units that are provided services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
40,000	40,000	0	0	0	0

### 10. Purchase of Dynamic Portal Software

Dynamic portal software will be purchased which supports the Department's IT priority of enhancing the Computerized Maintenance Management System (CMMS) capabilities and expanding data access. The software will allow CMMS users to access data through an internet site for more timely and efficient information retrieval. All costs are offset by revenue from the Units that are provided services.

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

### 11. Purchase of Customer Survey Software

Customer survey software will be purchased which allows customers to give immediate feedback online after receiving a service. The software will be an integral part of the Computerized Maintenance Management System (CMMS) and will be used to evaluate service delivery and develop future priorities. All costs are offset by revenue from the Units that are provided services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
22,500	22,500	0	0	0	0

### 12. Adjustment to Fund Balance

Additional Fund Balance has been appropriated to offset anticipated increases in staffing costs that will be determined upon completion of position studies.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,507	8,507	0	0	0	0

### 13. Aerial Photography

One-time appropriation for the Aerial Photography project has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(160,900)	(160,900)	0	0	0	0

## TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(125,886)	(117,456)	0	0	8,430	0

## Engineering Services (4600P)

### Program Locator

#### County

#### Community Services

#### Public Works

#### Administrative Services

#### ► Engineering Services

#### Facilities Maintenance and Operations

#### Road Construction and Operations

#### Construction Services

#### Vehicle and Equipment Services

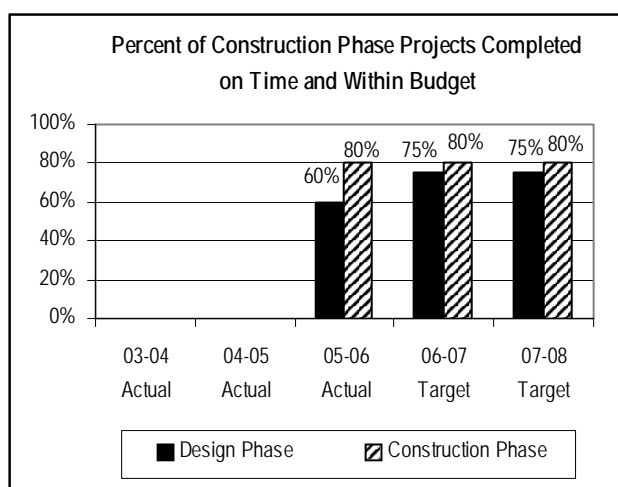
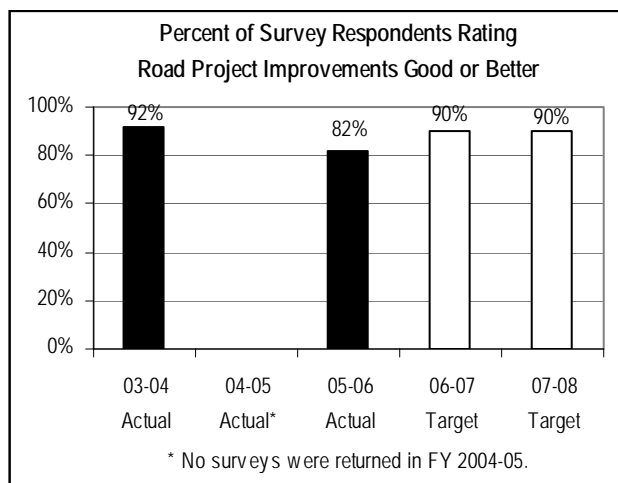
#### Waste Management and Environmental Services

#### Transportation Services

#### Utilities, Flood Control and Natural Resources

#### Airports

### Headline Measures



### Program Outcome Statement

The 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 contributes to the goals of the Shared Vision 2010 commitment to Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion through the following activities: providing 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 unincorporated suburban as well as rural areas of the County. In addition to road projects, the Program provides engineering services for various sanitary sewer and flood control improvement projects.

The following are major accomplishments in the current year:

- Designed and inspected road reconstruction and sanitary sewer improvement projects in the North Fair Oaks area
- Inspected and managed channel improvements along Colma Creek in the South San Francisco area
- Designed and inspected surface treatment projects in the Emerald Lake Hills, San Mateo Highlands, West Menlo, Sequoia Tract, Ladera, Los Trancos and Broadmoor Village areas
- Designed and inspected the replacement of damaged bridge railings at Anderson Bridge
- Designed and inspected improvements at the Fair Oaks Elementary School and Memorial Park
- Investigated and managed the winterization of a failed hillside in La Honda
- Maintained the overall Pavement Condition Index (PCI) of the County maintained road system at or above established targets by completing several road-resurfacing projects
- Managed staff reassignments in order to address staffing needs in surveying, traffic engineering, utilities and map checking services
- Coordinated, managed and evaluated a vendor sponsored road treatment project where the materials and labor were supplied at no charge to the County
- Developed policy statements with internal and external agencies that define working relationships

### Story Behind 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. Engineering Services continually monitors customer ratings and comments, inspection staff field observations, and contract issues in an effort to minimize the potential for customer confusion or dissatisfaction, develop more thorough processes and reduce the potential for contract claims. This year the Program developed methodologies for evaluating if projects are developed, designed, and constructed on time and within budget, using baselines established by reviewing prior projects and then categorizing by type (a headline measure). Data for FY 2005-06 indicates favorable results.

Capital Improvement funding resources continue to decrease from year to year as historic sources of funding diminish. With financial resources becoming more limited, the Engineering section is evaluating road treatment options that can more efficiently maintain the County's infrastructure at acceptable condition levels. Engineering Services also continues to evaluate its workforce as staff rotations that satisfy departmental needs and additional retirements further impact staffing levels. Given Road Fund limitations, Engineering Services is actively evaluating County demands for its resources and providing services to multiple agencies and divisions within the County in need of engineering expertise.

Engineering Services continues to review workforce reconfigurations resulting from retirements and reassignments as well as realized and potential impacts on its overall effectiveness in providing quality services (accurate construction plans and comprehensive inspection services) in the coming years. Subcontractors will provide engineering and surveying services where internal resources are not adequate to address current needs. Staffing levels and service demands will be continuously monitored to ensure that the Engineering Services Program is efficiently addressing departmental needs. Staffing assessments will also be ongoing in order to evaluate the range of internal services that can benefit the Engineering Services Program.

The Program also provides service to customers at the counter seeking information related to maps and survey records. A self-service model was adopted in November 2005, allowing customers to research and retrieve much of the information themselves, and the Program continues to enhance and expand the model. The changes result in cost savings to the Program and customer surveys indicate a high level of satisfaction. The Program continues to expand its use of GIS technology, and will continue to evaluate training programs that will maximize staff efficiency in establishing and maintaining expanded data base sets.

**Major challenges over the next two years will be:**

- To work with Mid-Coast property owners and the Mid-Coast Council to ensure that local drainage improvement projects address identified needs

- To monitor and adequately address environmental requirements associated with various improvements
- To refine the Design/Construction merger plan in a way that balances administrative costs to perform engineering and inspection tasks while allowing for the work to be completed comprehensively and efficiently. This will include an evaluation of staffing needs at staff and supervisory levels.
- To continue to investigate and evaluate surface treatments that provide alternative and cost effective means of maintaining the County's road network
- To review available funding programs that can offer financial assistance in the maintenance of the County's roads
- To continue to assume responsibility for additional project management needs in sewers, and airports.
- To work with the Cuesta La Honda Guild and the Board of Supervisors in further evaluating appropriate steps for dealing with the Scenic Drive landslide
- To investigate drainage detention systems that can alleviate common localized flooding issues experienced in the North Fair Oaks area

**Program Priorities**

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

**Achieve an Overall Customer Satisfaction Rating of at Least 90% for Road Improvement Projects**

- Continue to improve the public input and public notification processes-
- Continue to utilize the Pavement Management System (PMS) to assist in identifying surface preparation projects
- Continue to explore, evaluate and implement improved methods for improving the Pavement Condition Index and reducing cost per mile

**Achieve and Maintain a Rate of 80% of Projects Completed Within Budget**

- Explore and implement processes and systems that minimize potential cost impacts both during the design and project construction phases
- Cross train staff to allow for workload transitions upon retirements or other staff departures
- Continue to scan recorded maps to keep the Agency's computerized map inventory current
- Continue to 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 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of roads, sewer, watershed, and parks projects funded <sup>(1)</sup>	56	61	71	55	55
Number of counter service requests for maps and survey records <sup>(2)</sup>	771	665	541	500	450
<b>How Well We Do It (Quality)</b>					
Percent of customers rating maps/survey records counter services good or better	100%	100%	100%	90%	90%
Percent of projects completed on time and within budget (data development):					
- Design phase on time	---	---	89%	75%	75%
- Design phase within budget	---	---	60%	75%	75%
- Construction phase on time	---	---	---	---	---
- Construction phase within budget	---	---	80%	85%	85%
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of customer survey respondents (residents) rating road project improvements good or better <sup>(3)</sup>	61 / 92%	0 / 0%	18 / 82%	25 / 90%	25 / 90%

<sup>(1)</sup> The anticipated decrease in number of projects is due to budget impacts resulting from State funding reductions.

<sup>(2)</sup> A new system was implemented in FY 2003-04, that allows many customers to serve themselves at the front counter. The year-end estimate and targets measure the number of contacts between staff and customers (excludes self-service customers).

<sup>(3)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

## Engineering Services (4600P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	36.0	32.0	32.0	32.0		32.0
Funded FTE	35.5	31.5	31.5	31.5		31.5
 Total Requirements	4,215,613	3,694,318	4,142,154	4,138,101	(4,053)	4,185,161
Total Sources	4,140,139	3,340,243	4,051,456	4,047,403	(4,053)	4,093,884
Net County Cost	75,474	354,075	90,698	90,698		91,277
 NCC Breakdown						
Non-Mandated Services			90,698	90,698		91,277

## Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$90,698 or 2.2%, of which \$90,698 or 100% is discretionary. This discretionary amount represents the County Engineer function.

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

Budget adjustments have been made as follows: inclusion of merit increases; increase to Worker's Compensation charges due to a change in methodology; annualization of negotiated labor increases; a one-time reduction for the elimination of funding for seven vacant positions including four Associate Engineers, one Senior Engineer, one Principal Engineer and one Senior Drafting Technician; an increase in contract expenses and County service charges; and removal of one-time expenditures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(65,874)	(65,874)	0	0	0	0

### 2. Retirement Increases

Budget adjustments have been made to reflect increases in retirement contributions and are offset by revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
61,821	61,821	0	0	0	0

### 3. Adjustment to Fund Balance

Fund Balance has been adjusted to reflect revenue that was not realized and therefore not charged via Interfund Revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(263,377)	0	0	0	263,377	0
263,277	0	0	0	(263,377)	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(4,053)	(4,053)	0	0	0	(0)

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

### 4. Adjustment to Provide Current Level of Services

Budget adjustments have been made as follows: inclusion of merit increases, increased retirement contributions and corresponding revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
46,481	47,060	0	0	579	0

## Facilities Maintenance and Operations (4730P)

### Program Locator

#### County

#### Community Services

#### Public Works

#### Administrative Services

#### Engineering Services

#### ► Facilities Maintenance and Operations

#### Road Construction and Operations

#### Construction Services

#### Vehicle and Equipment Services

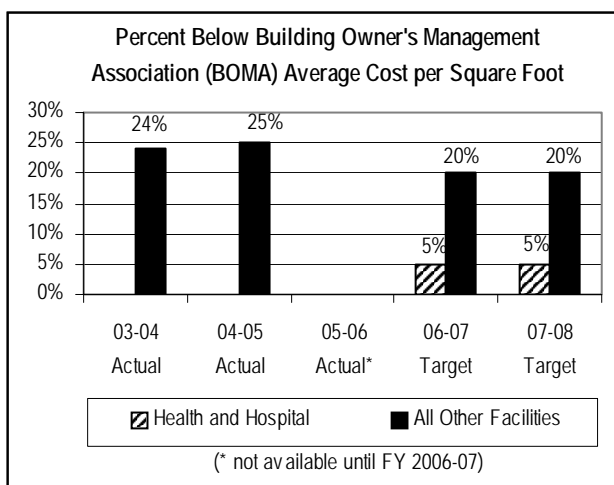
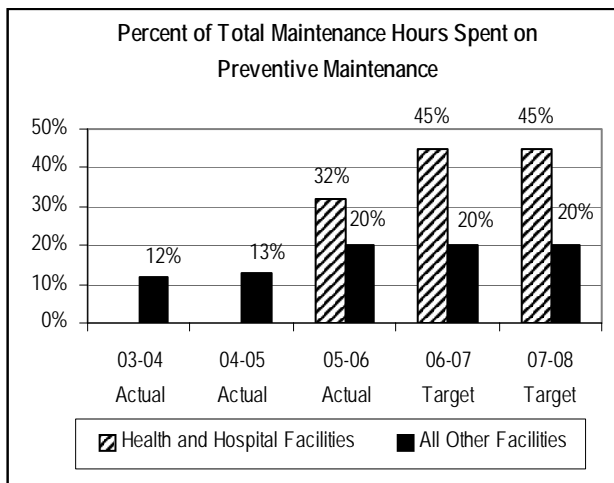
#### Waste Management and Environmental Services

#### 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

The Facilities and Maintenance Operations Program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government through the following activities: keeping County-owned and County-leased buildings and surrounding areas clean and safe, and assuring 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:

- Integrated preventive maintenance schedules for building systems and equipment into the Computerized Maintenance Management System (CMMS)
- Transferred two permanent support positions to provide full-time staffing of the Facilities Customer Service Center (FCSC); continued to refine and expand the operation and services of the Center
- Determined resources needed and set maintenance priorities for the new Youth Services Center; trained staff to operate and maintain the new equipment and building systems
- Developed two Requests for Proposals, one for a Facilities Condition Assessment of County maintained facilities and the other for custodial services in outlying County facilities
- Retrofitted 555 County Center with energy efficient lamps and ballasts to save to save on energy costs and reduce CO2 levels.
- Planned and coordinated the training and certification of four employees on backflow prevention devices
- Promoted two qualified employees to vacant supervisory positions (Building Services and Health & Hospital)
- Filled the vacant Facilities Services Manager position and transitioned three long-term Extra Help boiler watch engineers to permanent status (Health & Hospital)

- Collaborated with the Construction Services Section to obtain higher quality, lower cost maintenance and repair of building Life Safety Systems

### Story Behind Performance

The operational requirements and opportunities for the Facilities Customer Service Center (FCSC), which provides a single point of contact for customers and dispatch of staff for all facility services was fully established this year and FM&O refined internal processes, expanded use of the Computerized Maintenance Management System (CMMS) to manage the workload, and evaluated staffing needs. Two full time support positions were transferred to the FCSC, and the roles and responsibilities of these positions were defined and documented. The budgetary transfer of these positions will occur in FY 2006-07.

The new Youth Services Center opening in August 2006 will add approximately 330,000 square feet for maintenance by Facilities Services, and approximately 25,000 square feet for Custodial Services. The Program determined resources needed to cover the additional workload, and added two positions in FY 2005-06 (one Stationary Engineer and one Utility Worker) and will add a skilled crafts position and custodian in FY 2006-07. In addition, negotiations with Sheriff's Office management during FY 2005-06 may result in an agreement to provide complete janitorial services for the Maguire Jail beginning July 2006, adding 65,775 square feet to the area maintained by Custodial Services. Funding for the three new positions needed to staff the facility will be provided by the Sheriff's Office.

Increasing the percent of maintenance hours spent on preventive maintenance (PM) continues to be a priority. PM schedules have been integrated into CMMS and procedures developed to generate work orders. Using CMMS to track both the preventive maintenance records and the repair history of equipment and building systems, FM&O will develop a process to evaluate and compare costs to better determine priorities for replacement and also adjust resources based on the amount and type of services by building. To establish a baseline of overall improvements needed, FM&O retained the services of a contractor to perform a Facilities Condition Assessment of County maintained buildings. This assessment will result in a Facilities Condition Index report that notes deficiencies and the cost of bringing these deficiencies up to standard. PM hours are expected to increase due to the new systems that will be maintained at the Youth Services Center. Last year's priority to incorporate computer generated building maps and plans into CMMS to increase efficiency in troubleshooting problems and streamlining repair plans was delayed due to the costs associated with the conversion process. Other options have been identified and the conversion may become part of the Facilities Condition Assessment process, or internal staff may be assigned the task on a long-term, incremental basis. Staffing levels have stabilized after budget constraints forced reductions in FY 2004-05, and FM&O continues to evaluate and implement cost saving measures to keep cost per square foot below the Building Owners and Managers Association (BOMA) standard while providing responsive customer service. The Health and

Hospital (H&H) Facilities Services Manager position was filled this year after a prolonged vacancy and a plan has been developed to address customer satisfaction concerns.

Working to identify energy savings projects and reduce costs remained a high priority for FM&O this past year, and the Program partnered with Pacific Gas & Electric (PG&E) and Local Government Energy Partners (LGEP) to survey certain buildings for opportunities to save on energy costs and reduce CO2 levels. FM&O is also working with the County's RecycleWorks Program to develop a coordinated plan for meeting the newly adopted County goals for CO2 reduction. These efforts resulted in the lighting retrofit at 555 County Center and plans to retrofit several additional facilities with efficient lights, upgrade natural gas fired boilers, and recommend installation of solar panels at various facilities. A new cogeneration facility went on online at the Maguire Correctional Facility and a new cogeneration system to provide heat and power to the hospital is being evaluated.

### Major challenges over the next two years will be:

- To absorb rising utility costs without changing service levels
- To fully utilize the capabilities of the Computerized Maintenance Management System
- To plan for facility improvements based on the findings of the Facility Condition Index report
- To anticipate and manage changes in services when the Courts take over four facilities in 2007
- To continue effective service and leadership as we anticipate retirements in key positions
- To manage the anticipated increase in service requests the first 8-12 months after the opening of the new Youth Services Center

### Program Priorities

The Facilities Maintenance and Operations Program will meet performance targets by doing the following:

#### Increase the Percent of Total Maintenance Hours Spent on Preventive Maintenance to 30% (health and hospital) and 45% (non health and hospital)

- Define "prescribed timeframe" for all preventive maintenance activities and increase the percentage of time spent on PMs
- Establish a training program to provide Stationary Engineers with basic information about equipment, systems, and procedures in facilities other than those in their assigned area(s)
- Increase efficiency by standardizing building equipment and systems
- Compile information about the location and operation of equipment specific to certain facilities and develop a quick reference guide

#### Maintain Facility Costs per Square Foot at 20% below BOMA Average

- Continue to work with PG&E and LGEP to explore ways to save energy and reduce costs



- Identify a resource to provide meaningful cost comparisons for Health & Hospital cost per square foot
- Develop a new capital projects process to improve project scope definition and cost estimate information
- Explore options and make a recommendation for a process to incorporate computer generated building maps and plans into CMMS
- Research new strategies to eliminate supervision of high-pressure boilers

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Improve and expand our customer survey distribution process
- Explore options for obtaining regular feedback from customers in addition to customer surveys
- Establish schedules for regular safety meetings for all sections to help reduce accidents and injuries
- Research and identify a computerized energy management system that would meet Countywide needs now and in the future, and develop a plan for gradually changing existing systems
- Expand and refine the Department's new employee orientation program for Custodians
- Utilize CMMS to automatically notify customers of the status of work requests and when work is completed.

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of hours spent on preventive maintenance for:					
- Facilities - non Health and Hospital	3,829	3,902	4,710	6,500	7,000
- Facilities - Health and Hospital	2,201	1,933	1,702	2,500	2,500
Number of square feet maintained:					
- Facilities	2,240,333	2,240,333	2,240,333	2,570,333	2,570,333
- Custodial	1,811,640	1,811,640	1,812,310	1,903,085	1,811,640
- Health and Hospital	599,660	599,660	599,660	599,660	599,660
Number of work requests and special services					
- Facilities	5,494	6,971	7,938	7,400	6,400
- Custodial	107	218	252	210	200
- Health and Hospital <sup>(1)</sup>	---	3,594	5,106	5,000	5,000
Number of funded facilities/capital projects managed by Public Works project management staff	41	45	82	60	60
<b>How Well We Do It (Quality)</b>					
Percent of preventive maintenance completed within prescribed time frames:					
- Non Health and Hospital (data development)	---	---	---	---	60%
- Health and Hospital (data development)	---	---	---	---	60%
Percent of funded facilities/capital projects managed by Public Works project management staff completed on time and within budget <sup>(2)</sup>	---	100%	99%	80%	80%
Percent below Building Owner's Management Association International (BOMA) average operating cost per square foot <sup>(3)</sup> :					
- Non Health and Hospital	36.2%	24.7%	---	20%	20%
- Health and Hospital (data development)	---	---	---	5%	5.0%
Number and percent of customers rating services good or better <sup>(4)</sup> :					
- Facilities	106 / 98%	42 / 100%	48 / 95%	70 / 90%	80 / 90%
- Custodial	205 / 97%	189 / 99%	337 / 99%	180 / 90%	180 / 90%
- Health and Hospital	--- / ---	79 / 79%	89 / 71%	80 / 90%	90 / 90%

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of total maintenance hours spent on preventive maintenance					
- Facilities - non Health and Hospital	12%	13%	20%	30%	35%
- Facilities - Health and Hospital	38%	43%	32%	45%	45%
Number and percent of square feet with Facility Condition Index (FCI) of ten or below <sup>(5)</sup>	--- / ---	--- / ---	--- / ---	1,637,605 / 67%	1,637,605 / 67%

<sup>(1)</sup> Health and Hospital began tracking service requests at the beginning of the second quarter of FY 2004-05.

<sup>(2)</sup> Based on the construction schedule and budget established and agreed to by the customer at the time construction begins.

<sup>(3)</sup> Data will not be available until FY 2006-07.

<sup>(4)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

<sup>(5)</sup> The FY 2006-07 Capital Projects budget includes appropriation for a Countywide facility condition assessment. Data for this measure will be available after the assessment has been completed.

## Facilities Maintenance and Operations (4730P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>Salary Resolution</b>	94.0	99.0	99.0	104.0	5.0	104.0
<b>Funded FTE</b>	93.3	97.4	97.4	103.8	6.3	103.8
<b>Total Requirements</b>	8,339,066	7,984,202	6,853,271	5,665,764	(1,187,507)	5,517,643
<b>Total Sources</b>	8,274,752	7,448,063	6,576,090	5,353,962	(1,222,128)	5,205,841
<b>Net County Cost</b>	64,314	536,139	277,181	311,802	34,621	311,802
<b>NCC Breakdown</b>						
Emergency Services JPA			24,082	27,090	3,008	27,090
Non-Mandated Services			253,099	284,712	31,613	284,712

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$311,802 or 5.5%, of which \$284,712 or 91.3% is discretionary. This amount includes facilities maintenance for the San Mateo County Fairgrounds, Lathrop House, the Old Courthouse and the Child Care facilities.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised Budget to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; increase to Worker's Compensation charges due to a change in methodology; increase in retirement contributions; annualization of negotiated labor increases; reductions in contract expenses; deletion of one-time Fixed Assets purchases; a decrease in the Fund Balance and Reserves to cover utility costs not fully covered by Facility charges; increases in rent charges; changes in operating expenditures to remove one-time costs; increases in insurance costs; and increases in debt service and facilities surcharge.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(206,645)	1,066,447	(556,737)	(461,870)	254,485	0

### 2. Custodial Services for Maguire Facility

The Sheriff's Office has solicited and accepted a proposal from the facilities services custodial unit to provide full custodial services at the Maguire Facility. Services will be provided 5 days a week, 8 hours a day. Three custodian positions are being added with the accompanying supervision and overhead costs which are fully offset by intrafund transfers from the Sheriff's Office for these services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	237,930	(237,930)	0	0	3

### 3. Facilities Customer Service Center

Two filled positions (an Office Specialist position and an Administrative Secretary III position) are being transferred to the Facilities Services Administration unit to provide full-time support and staffing for the Facilities Customer Service Center. These positions are fully offset by facility service charges. This change will help the unit continue to improve its customer service ratings.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	148,388	(148,388)	0	0	2

### 4. New Youth Services Campus

The new Youth Services Campus will be occupied during the fiscal year. The costs to maintain the new facility will be funded through facility charges in addition to the 10% surcharge. The current year costs for maintaining this facility include the annualization of two positions that were added mid-year in FY 2005-06, the addition of one custodian position, maintenance supplies, miscellaneous services and contracts, utility costs and property insurance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,128,162	(1,348,026)	0	(219,864)	1

### 5. Adjustments to Fund Balance

Fund Balance and Reserves have been reduced due to utility cost overruns that reflect nationwide rising energy costs. The deficit and remaining Fund Balance shortfall will be covered in FY 2006-07 by non departmental revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,015,483)	(200,000)	(515,449)	(300,034)	0	0

## TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,222,128)	2,380,927	(2,806,530)	(761,904)	34,621	6

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; increase in retirement contributions; deletion of one-time Fixed Asset purchases; a decrease in the Fund Balance; increases in rent charges and increases in debt service payments for the Youth Campus.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(148,121)	5,342,721	(5,490,842)	0	0	0

## Road Construction and Operations (4520P)

### Program Locator

#### County

#### Community Services

#### Public Works

#### Administrative Services

#### Engineering Services

#### Facilities Maintenance and Operations



#### Road Construction and Operations

#### Construction Services

#### Vehicle and Equipment Services

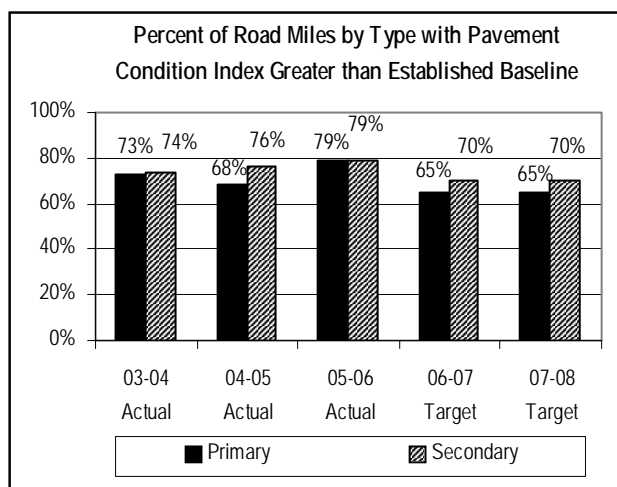
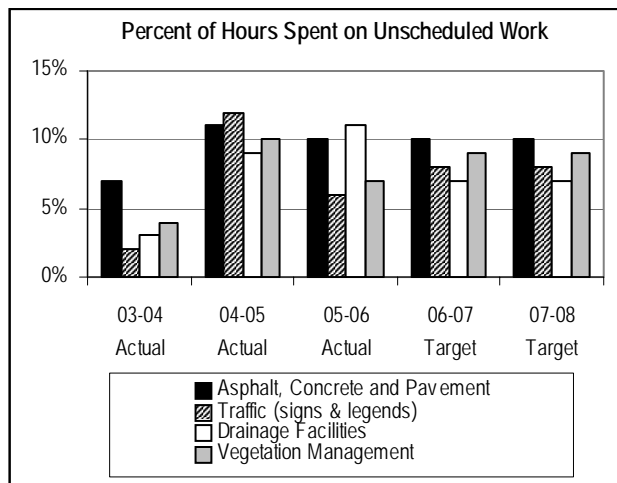
#### Waste Management and Environmental Services

#### 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, operating, repairing and maintaining roadways in a professional and cost effective manner.

### Services and Accomplishments

The Road Construction and Operations Program (RCO) contributes to the goals of the Shared Vision 2010 commitment to Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion through the following activities: repair, operation and maintenance of County maintained roads and working closely with Engineering Services to plan and prioritize road and road-related construction projects. Traffic, construction inspection and development review services are performed by the Road Operations Section (ROS) of this Program.

The following are major accomplishments in the current year:

- Evaluated, documented and prioritized maintenance activities and consolidated and implemented operating, maintenance and construction standards
- Completed the implementation of Computerized Maintenance Management System (CMMS) in Road Maintenance
- Implemented the first phase of a Countywide traffic management program including new processes for the installation of speed control devices, stop signs and other traffic related measures
- Completed assessment of current practices for permitting, monitoring and inspecting encroachments and subdivisions and implemented GIS tracking system
- Continued to use Pavement Management System to prioritize the repair of substandard roads and reduce the frequency and cost of unscheduled maintenance on those roads
- Assessed current training needs and conducted driver and operator training
- Completed citizen-requested traffic calming (i.e. speed hump) projects in conformance with the approved Board of Supervisors policy on three County-maintained roads
- Assisted the San Mateo County Flood Control District by completing portions of the Colma Creek habitat mitigation project

### Story Behind Performance

Funding for local road maintenance continues at reduced levels. Fuel and material costs continue to rise, along with the costs of salaries, benefits and worker's compensation insurance. Several road construction projects have been deferred and some low priority services have been modified due to diminished revenues. The State is considering bond funding for transportation projects but the benefit of such a bond for local roads is unknown at this time.

The deferral of road construction projects is expected to impact upon both the percent of hours spent on unscheduled work and the

percent of road miles by type with a Pavement Condition Index (PCI) greater than the established baseline, as the conditions of the roads will continue to decline. RCO continues to research and utilize new methods and technologies to maintain the road system at acceptable levels and reduce ongoing maintenance and repair costs including the installation of pre-cut and thermoplastic legends after road resurfacing and reconstruction projects are completed and the use of new natural vegetation management products such as kelp oil for weed control.

The Program also continues to expand its use of the Computerized Maintenance Management System (CMMS) to document, analyze and streamline preventive maintenance work.

The Road Operations Section (ROS) of the Program provides staffing at the Planning and Building Department Permits counter. The Board of Supervisors approved new service level expectations for the Planning and Building Department that resulted in increased demands for ROS staff time at the counter and shorter schedules for reviewing applications for development. The Section has cross-trained all staff positions for permitting functions, provided self-serve information at the Permit counter, and worked with the Utilities Section to streamline reviews and permitting by the County's sewer districts. ROS will continue to implement standards and protocols to meet the new expectations and improve customer service.

Customer satisfaction in all areas surveyed continued to exceed the county standard of 90%. The method of surveying customers that directly request Road services is being evaluated and the distribution process will be changed to coordinate with the CMMS system; which is anticipated to increase the number of survey respondents.

**Major challenges over the next two years will be:**

- To maintain the Pavement Condition Index (PCI) of the maintained road system with the continued decline in funding
- To manage the increasing number of requests for traffic calming, speed reduction and safety improvements on County maintained roads
- To meet new service level expectations for development review services provided by Road Operations Section to the Planning and Building Department
- To meet increasing demands that exceed available resources
- To continue to perform at high levels using reduced equipment fleet
- To provide timely service under increasingly stringent regulatory requirements
- To develop and consistently apply policies related to maintenance of the public right of way

**Program Priorities**

The Road Construction and Operations Program will meet performance targets by doing the following:

**Achieve and Maintain at Least 90% of Hours Spent on Scheduled Maintenance**

- Develop agreements and permits with resource agencies and County Planning Division to reduce delays to maintenance work in sensitive areas
- Continue ditch-paving efforts to reduce erosion, sedimentation and the need for weed abatement measures where appropriate
- Continue to evaluate alternatives to herbicides to eliminate handwork and reduce weed-related damage to roads
- Refine the processes currently in use to develop policies, procedures and standards to include input from employees and other stakeholders
- Develop standards and outreach materials to inform the public about their responsibilities for maintenance of private facilities in the public right of way
- Work with Risk Management and Administration on options to reduce injuries and therefore decrease lost time and modified work hours

**Maintain the Pavement Condition Index (PCI) of the maintained road system at current levels**

- Continue to use the Pavement Management System (PMS) to prioritize the repair of substandard roads
- Explore alternative funding sources for road repairs and improvements
- Continue to explore new methods and materials to extend pavement life

**Maintain an Overall Customer Satisfaction Rating of at Least 90%**

- Update street sweeping schedules to better coordinate with garbage pickup days
- Implement fee schedule for permits for construction activities in the public right of way
- Develop web presence for Traffic Services on the Department website to provide access to frequently requested documents and programs
- Complete all prioritized Engineering and Traffic Surveys for County roads and develop certification program for Traffic Counts
- Develop and implement the second phase of a Countywide traffic management program to include revised and new processes for installation of traffic and parking controls

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of service hours for:					
- Asphalt and concrete pavement	22,714	20,224	17,208	15,500	15,500
- Traffic signs, striping and legends	3,728	2,626	4,552	3,500	3,500
- Drainage facilities	12,525	12,176	15,808	13,000	13,000
- Vegetation management	15,568	14,569	1,763	12,500	12,500
- Project preparation work <sup>(1)</sup>	---	6,671	1,584	2,000	2,000
Number of requests for service from the public or other agencies for:					
- Asphalt and concrete pavement	51	85	88	70	70
- Traffic signs, striping and legends	47	15	70	40	40
- Drainage facilities	64	55	53	50	50
- Vegetation management	100	150	124	120	120
Number of maintained miles <sup>(2)</sup>	316	316	316	316	316
- Primary	102	102	102	102	102
- Secondary	214	214	214	214	214
Total productive hours for the Road Maintenance Section (includes overtime and on-call hours)	98,831	91,543	90,999	84,000	82,000
Number of lane miles					
- Sealed	17	82	53	0	25
- Resurfaced	23	14	14	8	12
- Reconstructed	2.9	0.3	1.2	2.4	1.0
Number of service requests for Traffic <sup>(3)</sup>	235	210	273	200	200
<b>How Well We Do It (Quality)</b>					
Percent of work completed according to schedule for:					
- Asphalt and concrete pavement	93%	89%	89%	90%	90%
- Traffic signs, striping and legends	98%	88%	89%	92%	92%
- Drainage facilities	97%	91%	89%	91%	92%
- Vegetation management	96%	90%	93%	91%	91%
Cost per mile	\$18,146	\$18,165	\$17,144	\$17,000	\$17,000
Percent of productive hours lost as result of injury	5.5%	5.6%	5.8%	5.0%	4.5%
Percent of productive hours spent on modified work assignments <sup>(4)</sup>	6.2%	3.9%	2.0%	4.0%	3.5%



Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
Cost per lane mile:					
- Sealed	\$16,904	\$17,000	\$17,000	\$23,000	\$23,000
- Resurfaced	\$91,844	\$106,000	\$127,000	\$150,000	\$150,000
- Reconstructed	\$861,072	\$494,000	\$438,000	\$600,000	\$600,000
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of hours spent on unscheduled work for:					
- Asphalt and concrete pavement	1,625 / 7%	2,901 / 11%	1,867 / 10%	1,400 / 10%	1,400 / 10%
- Traffic signs, striping and legends	50 / 2%	325 / 12%	276 / 6%	300 / 8%	300 / 8%
- Drainage facilities	474 / 3%	871 / 9	1,286 / 11%	950 / 9%	950 / 8%
- Vegetation management	647 / 4%	1,373 / 10%	888 / 7%	1,000 / 9%	1,000 / 9%
Number and percent of customer survey respondents rating services good or better (5):					
- Service requests	61 / 96%	49 / 94%	26 / 92%	40 / 90%	45 / 90%
- Street sweeping (6)	--- / ---	396 / 90%	205 / 83%	100 / 90%	80 / 90%
- Traffic (7)	--- / ---	41 / 90%	36 / 85%	50 / 90%	50 / 90%
Number of accidents (includes pedestrian and bicyclists)	340	318	232	340	340
Number and Percent of Road Miles, by type, with Pavement Condition Index greater than established baseline:					
- Primary (55 and above)	71 / 73%	68 / 68%	72 / 79%	65 / 65%	65 / 65%
- Secondary (40 and above)	155 / 74%	159 / 76%	167 / 79%	150 / 70%	140 / 70%
Number and value of road related claims	0 / \$0	0 / \$0	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) "Traffic Service Requests" are defined as requests that result in investigations/site visits, work orders for repairs, development of petitions or traffic data, and other miscellaneous requests where effort continues beyond the initial contact to the Road Operations section.

(4) Modified work is defined as temporary job tasks or job assignments that may be performed safely by employees whose physical capacities to perform their usual and customary jobs have been impaired as the result of a work-related injury.

(5) A Countywide standard of 90% was established in FY 2005-06.

(6) Ladera and West Menlo were surveyed for street sweeping services in 2004-05; Broadmoor was surveyed in 2005-06; and we plan to survey the Moss Beach area in 2006-07.

(7) The Road Operations Section began surveying citizens who accessed Traffic Services in December 2004.

## Road Construction and Operations (4520P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	68.0	69.0	69.0	69.0		69.0
Funded FTE	68.0	69.0	69.0	69.0		69.0
 Total Requirements	21,823,412	22,886,562	22,114,302	23,450,862	1,336,560	20,384,677
Total Sources	22,874,677	23,974,527	22,114,302	23,450,862	1,336,560	20,384,677
Net County Cost	(1,051,264)	(1,087,965)				

### 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised Budget to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: increase in retirement contributions; reductions in interest earned based on a decline in fund balance; reductions in gas tax based on current year actuals; and an increase in new permit fees. Funding has been removed for four vacant positions (one equipment operator and three road maintenance workers). Expenditures and corresponding revenue, fund balance and contingencies related to road design and construction projects are decreased based on projected project levels. The prior year appropriation for road construction projects was eliminated. The current year appropriation for road construction projects is budgeted as an adopted budget change. (See Funding Adjustment #2.)

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,454,997)	(1,958,532)	0	(1,046,565)	(1,550,000)	0

#### 2. Road Reconstruction Projects

The increase in appropriations represents the current year's road projects for the South Bayside (reconstruction of various roads in North Fair Oaks), South County (reconstruction of various roads in West Menlo) and Rural Area (reconstruction of various roads damaged by slides). These road areas were selected for reconstruction to maintain the overall road system pavement condition based on data provided by the pavement management system and to address damages caused by slides.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,550,000	0	0	1,550,000	0

#### 3. Adjustment to Fund Balance

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
2,791,557	2,581,010	0	210,547	0	0

## TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,336,560	2,172,478	0	(836,018)	0	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made as follows: slight increase in gas tax, decrease in interest based on declining fund balance; increase in retirement contributions; and an increase in new permit fees. Expenditures and corresponding revenue, fund balance and contingencies related to road design and construction projects are adjusted based on projected project levels. The prior year appropriation for road construction projects was eliminated. The current year appropriation for road construction projects is budgeted as a recommended budget change.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(485,175)	(953,070)	(1,485)	(300,620)	0	0

**5. Road Construction Projects**

The increase in appropriations represents the current year's road projects for the South Bayside (reconstruction of various roads in North Fair Oaks) and South County (reconstruction of various roads in West Menlo) and Rural Area. These road areas were selected for reconstruction to maintain the overall road system pavement condition based on data provided by the pavement management system.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	770,000	0	0	0	0

**6. Adjustment to Fund Balance**

Fund Balance and Reserves have been removed for one-time projects completed in the previous year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,791,557)	(2,581,010)	0	(210,547)	0	0

## TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,276,732))	(2,764,080)	(1,485)	(511,167)	0	0

## Public Works Department Roadway Improvement Fund

**Public Works Department Road Fund****Adopted Services FY 2006-07**

The following projects, equipment and plant improvements are budgeted for FY 2006-07

**MAJOR MAINTENANCE IMPROVEMENTS**

ADA Improvements		\$75,000		
Maintenance - Accidents		\$10,000		
Maintenance - Bridges		\$10,000		
General Maintenance		\$6,464,323	<b>Subtotal:</b>	<b>\$6,559,323</b>

**OTHER MAINTENANCE PROJECTS**

Countywide	Slurry/chip seal various roads	\$1,350,000		
Countywide	Culvert replacements	\$125,000		
Countywide	Pave unpaved ditches	\$100,000		
Countywide	NPDES - maintenance projects	\$110,000	<b>Subtotal:</b>	<b>\$1,685,000</b>

**MAJOR MAINTENANCE PROJECTS****TOTAL: \$8,244,323****General Engineering/Administration**

Contingencies		\$400,000		
Overhead		\$750,000		
Grant Applications		\$20,000		
Pavement Management		\$100,000		
Judgements		\$200,000		
Maintenance Road Records		\$413,500		
Traffic Counts		\$200,000		
Undistributed Services and Supplies		\$1,100,000	<b>TOTAL:</b>	<b>\$3,183,500</b>

**MAJOR CONSTRUCTION PROJECTS****Resurfacing Projects**

Rural	Various roads	\$300,000		
Bayside	County's portion of Bay Road	\$250,000	<b>Subtotal:</b>	<b>\$550,000</b>

**Reconstruction Projects**

South Bayside	Various roads in North Fair Oaks	\$525,000		
South County	Various roads in West Menlo	\$475,000	<b>Subtotal:</b>	<b>\$1,000,000</b>

**Public Works Department Road Fund****Adopted Services FY 2006-07**

<b>Safety Projects</b>				
Countywide	Intersection investigations	\$50,000	<b>Subtotal:</b>	<b>\$50,000</b>
<b>All Other Projects</b>				
Countywide	All other projects	\$2,906,065	<b>Subtotal:</b>	<b>\$2,906,075</b>
<b>MAJOR CONSTRUCTION PROJECTS</b>			<b>TOTAL:</b>	<b>\$4,506,075</b>
<b>CONTRIBUTIONS / AID TO CITIES</b>				
Woodside (City/County Agreement)	Bear Gulch Road maintenance	\$4,000		
Belmont	Los Costanos development plan	\$225,000	<b>TOTAL:</b>	<b>\$229,000</b>
<b>REIMBURSABLE OTHER SERVICES</b>				
Services to Other Agencies		\$508,426	<b>TOTAL:</b>	<b>\$508,426</b>
<b>EQUIPMENT AND PLANT</b>				
Fuel Point System		\$100,000		
Equipment Hoist Replacement		\$46,000		
End Dump Trailer Replacement		\$58,000		
1/2 Ton Pickup Replacement		\$22,500		
Equipment Maintenance		\$2,276,298	<b>TOTAL:</b>	<b>\$2,482,798</b>
<b>TOTAL FOR FY 2006-07</b>			<b>\$19,154,122</b>	

**Public Works Department Road Fund****Adopted Services FY 2007-08**

The following projects, equipment and plant improvements are budgeted for FY 2007-08				
<b>MAJOR MAINTENANCE IMPROVEMENTS</b>				
ADA Improvements		\$75,000		
Maintenance - Accidents		\$10,000		
Maintenance - Bridges		\$10,000		
General Maintenance		\$6,404,886	<b>Subtotal:</b>	<b>\$6,499,886</b>
<b>OTHER MAINTENANCE PROJECTS</b>				
Countywide	Slurry/chip seal various roads	\$1,210,000		
Countywide	Culvert replacements	\$125,000		
Countywide	Pave unpaved ditches (Fishnet 4C)	\$100,000		

## Public Works Department Road Fund

## Adopted Services FY 2007-08

Countywide	NPDES - maintenance projects	\$110,000		
Midcoast	Various drainage improvements	\$70,000	Subtotal:	\$1,615,000
<b>MAJOR MAINTENANCE PROJECTS</b>			<b>TOTAL:</b>	<b>\$8,114,886</b>
<b>General Engineering/Administration</b>				
Contingencies		\$400,000		
Overhead		\$725,000		
Grant Applications		\$20,000		
Pavement Management		\$100,000		
Judgements		\$200,000		
Maintenance Road Records		\$400,000		
Traffic Counts		\$200,000		
Undistributed Services and Supplies		\$1,100,000	TOTAL:	\$3,170,000
<b>MAJOR CONSTRUCTION PROJECTS</b>				
<b>Resurfacing Projects</b>				
Coastside		\$850,000		
Bayside		\$300,000		
Rural		\$200,000	Subtotal:	\$1,350,000
<b>Reconstruction Projects</b>				
South County	Various roads in West Menlo	\$100,000		
South Bayside	Various roads in North Fair Oaks	\$270,000	Subtotal:	\$370,000
<b>Safety Projects</b>				
Countywide	Intersection investigations	\$50,000	Subtotal:	\$50,000
<b>All Other Projects</b>				
Countywide	All other projects	\$600,249	Subtotal:	\$600,249
<b>MAJOR CONSTRUCTION PROJECTS</b>			<b>TOTAL:</b>	<b>\$2,370,249</b>
<b>CONTRIBUTIONS / AID TO CITIES</b>				
Woodside (City/County Agreement)	Bear Gulch Road Maintenance	\$4,000		
Belmont	Los Costanos Development Plan	\$225,000	TOTAL:	\$229,000
<b>REIMBURSABLE OTHER SERVICES</b>				
Services to Other Agencies		\$515,017	TOTAL:	\$515,017

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**Public Works Department Road Fund**


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**Adopted Services FY 2007-08**

EQUIPMENT AND PLANT				
Replacement				
Equipment Maintenance		\$2,289,405	TOTAL:	\$2,289,405
TOTAL FOR FY 2007-08				\$16,688,557

**The following projects are budgeted for FY 2006-07**

MAJOR RECONSTRUCTION AND RESURFACING PROJECTS		
South Bayside	Resurfacing of various roads in North Fair Oaks	\$175,000
South County	Resurfacing of various roads in West Menlo Park	\$175,000
Mid Coast Urban	Drainage Improvements in Montara	\$650,000
Rural	Reconstruction of various roads damaged by slides	\$200,000
All Other Projects		\$100,000
TOTAL:		\$1,300,000

**The following projects are budgeted for FY 2007-08**

MAJOR RECONSTRUCTION AND RESURFACING PROJECTS		
Mid-Peninsula	Resurfacing of various roads in San Mateo Highlands	\$150,000
South Bayside	Resurfacing of various roads in North Fair Oaks	\$200,000
Emerald Lake	Resurfacing of various roads in Emerald Lake Hills	\$150,000
South County	Resurfacing of various roads in West Menlo Park	\$200,000
Mid Coast Urban	Drainage improvement	\$150,000
Rural	Resurfacing of various roads in the rural area	\$150,000
TOTAL:		\$1,000,000

## Construction Services (4740P)

### Program Locator

#### County

#### Community Services

#### Public Works

#### Administrative Services

#### Engineering Services

#### Facilities Maintenance and Operations

#### Road Construction and Operations



#### **Construction Services**

#### Vehicle and Equipment Services

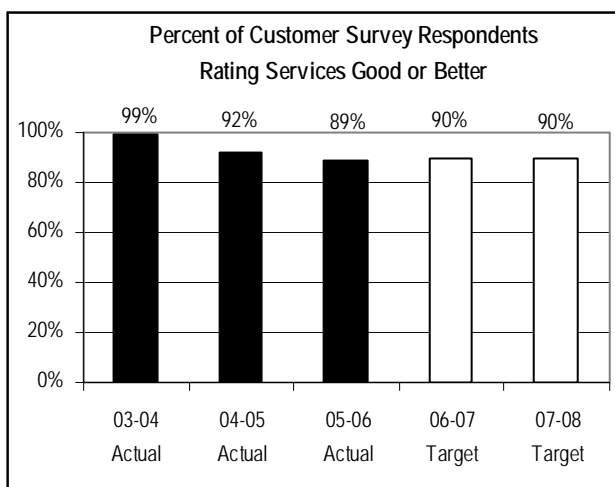
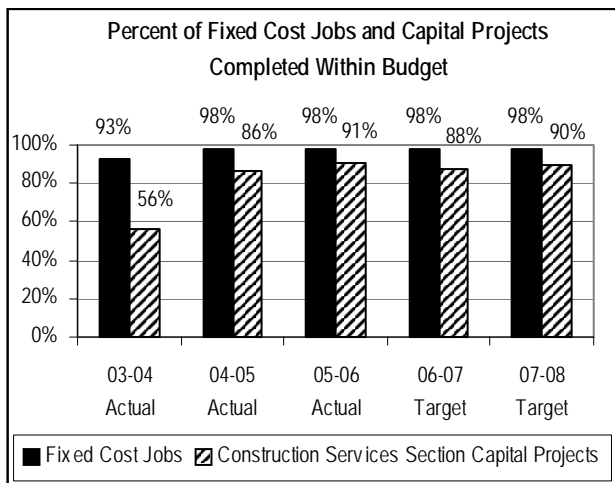
#### Waste Management and Environmental Services

#### 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 contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government through the following activities: providing repair, renovation and other construction services combined with a mixture of building maintenance services 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 as well as the cities of Menlo Park, Atherton and Millbrae. These services are funded with County Service Area 8 revenue and contractual agreements with the afore mentioned cities.

The following are major accomplishments in the current year:

- Will have completed over 700 requests for services, provided at least 200 construction cost estimates, were assigned approximately 30 capital improvement projects, responded to and repaired approximately 2,000 street lighting outages and abated over 1100 graffiti sites.
- Incorporated fully all services into the Facilities Customer Service Center (FCSC) and the Computerized Maintenance Management System (CMMS) in order to track all incoming requests for services, track time spent, monitor progress and completion, perform preventative maintenance through the Electrical Apparatus Maintenance System and more accurately tracked performance measures
- Continued to work with the County's Commission on Disabilities to complete upgrades at 9 additional County facilities
- Completed projects such as Phase II of the the Colma Creek Restoration Project as well as the Cupids Row Flood Mitigation Project and are fully involved in Traffic Signal Maintenance in cooperation with both the Engineering and Roads Sections of Public Works
- Successfully recruited and filled a Crafts Supervisor position to provide better support to line staff and customers
- Added a Low-Voltage Electrician position to provide Life Safety (Fire Alarm Maintenance, Repair and Installation),
- Cardkey and Security Camera capabilities to all County Departments.
- Worked with Vehicles and Equipment, Facilities and ISD's Radio Shop to create a comprehensive Generator
- Maintenance Program integrated with the Electrical Apparatus Maintenance Program (EAMP) and CMMS.



## Story Behind Performance

Overall customer satisfaction with the Construction Services Section (CSS) in FY 2004-05 met expectations with 90% of returned surveys rating services as good or better. The process for distribution of surveys changed with the implementation of the CMMS work request system, which resulted in a reduced response rate. Working together with Facilities Maintenance and Operations and the FCSC, an efficient and standard method of distributing and collecting customer surveys is being developed and is anticipated to increase the quantity of surveys returned.

The number of work requests is expected to increase to over 700 this year and increase substantially in FY 2006-07 and FY 2007-08 due to tracking of Street Lighting Maintenance, Graffiti Abatement calls and increased preventative maintenance assignments routed through the Facilities Customer Service Center and the Computerized Maintenance Management System (CMMS). CSS successfully implemented the fire alarm maintenance program and the Electrical Apparatus Maintenance Program (EAMP) has been integrated into CMMS, which has improved the ability to schedule, perform and track electrical preventive maintenance activities.

Expectations are that the number of Capital Projects assigned will hold steady over the next two fiscal years with 30 assigned for FY 2005-06. Although the percentage of fixed cost projects completed within budget remains on target, the quantity of multi-trade projects is on the decline. CSS will be pursuing a new customer base in addition to expanding services offered to include maintenance of generators and life safety systems.

The percent of fixed cost jobs completed within budget slightly exceeded the target of 98% due to the continued efforts of CSS staff to provide realistic estimates and use time and materials efficiently on the job.

### Major challenges over the next two years will be:

- To work with Employee and Public Services and Bargaining Units to create a tiered classification system (entry, journey level, etc.) for all construction trades associated with CSS that is cost neutral and incorporates existing staff
- To expand existing Graffiti Abatement Program as well as other services with outside agencies
- To research services presently performed by contract that could be more efficiently and cost effectively done by CSS i.e. Fire Sprinklers, Back Flow Certification and Generator Maintenance
- To continue to be aware of changing fiscal constraints for CSS customers and be willing to assist in developing alternative solutions to meet their needs
- To develop a standardized hand tool list for trades and expand policies on tool usage and responsibilities.

## 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

- Employ the necessary resources to support additional maintenance activities including addition of a Generator Mechanic and Fire Sprinkler/Back Flow Prevention Tech
- Continue necessary training and skills development to improve services and reduce costs
- Follow through on the creation of a tiered classification or pay scale structure for Carpenter, Electrician and Plumber positions that is cost neutral
- Improve technical training to expand staff abilities including back flow prevention
- Explore opportunities to partner with project management staff on capital projects
- Attend financial reporting and budget monitoring training for supervisors and managers

### Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Develop a comprehensive tool policy including a must-have list for each trade and explore a possible tool allowance for hand tools
- Communicate to customer's available services, CSS operation details and County Building Standards by fully utilizing the Facilities Customer Service Center
- Continue to provide cost saving construction alternatives to our customers
- Promote available CSS services including Graffiti Abatement to outside agencies

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of work requests	608	853	879	740	760
Number of capital projects	25	39	28	30	30
Number of jobs estimated	242	236	216	240	250
<b>How Well We Do It (Quality)</b>					
Percent of fixed cost jobs completed within budget	93%	98%	98%	98%	98%
Percent of Construction Services Program capital projects completed within budget <sup>(1)</sup>	56%	86%	91%	88%	90%
Percent of estimated jobs assigned	73%	66%	65%	73%	73%
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of customers rating service good or better <sup>(2)</sup>	139 / 99%	34 / 92%	34 / 89%	80 / 90%	90 / 90%

<sup>(1)</sup> The methodology for this measure changed in FY 2004-05 to be consistent with a similar measure in the Engineering Services Program. Data now reflects only those projects actually completed during the report period instead of all assigned projects.

<sup>(2)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

### Construction Services (4740P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	27.0	29.0	29.0	30.0	1.0	30.0
Funded FTE	26.6	28.8	28.8	30.0	1.1	30.0
Total Requirements	3,985,570	3,870,804	4,487,455	4,868,859	381,404	4,801,473
Total Sources	3,985,571	3,870,804	4,487,455	4,868,859	381,404	4,801,473

### 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised Budget to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; increase to Worker's Compensation charges due to a change in methodology; annualization of negotiated labor increases; an increase in retirement contributions; an increase in County service charges; and removal of one-time expenditures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
140,288	140,288	0	0	0	0

### 2. Transfer of Generator Maintenance

One Equipment Mechanic and associated expenditures and revenues are being transferred from the Road Fund (Org 47630) to Construction Services Section (CSS). This position has been responsible for countywide generator repair. The Department is creating a centralized generator and pump maintenance program at CSS. Implementation is expected to result in significantly improved operation of county facilities during emergencies as well as a more coordinated effort for routine maintenance scheduling. All costs are offset by revenue that is received from the various entities that are provided services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
134,509	134,509	0	0	0	1

### 3. Adjustment to Fund Balance

Fund Balance has been appropriated to offset increases in construction costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
106,607	106,607	0	0	0	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
381,404	381,404	0	0	0	1

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases and removal of one-time expenditures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
39,221	39,337	0	(116)	0	0

### 5. Adjustment to Fund Balance

One-time Fund Balance appropriations from the previous year have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(106,607)	(106,607)	0	0	0	0

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TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(67,386)	(67,270)	0	(116)	0	0

## Vehicle and Equipment Services (4760P)

### Program Locator

#### County

#### Community Services

#### Public Works

#### Administrative Services

#### Engineering Services

#### Facilities Maintenance and Operations

#### Road Construction and Operations

#### Construction Services



#### **Vehicle and Equipment Services**

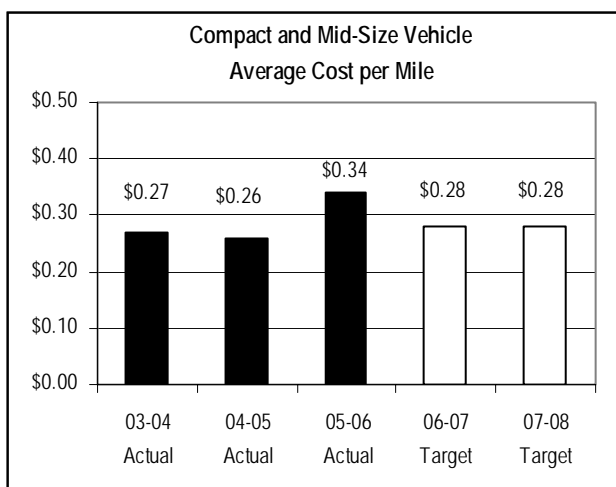
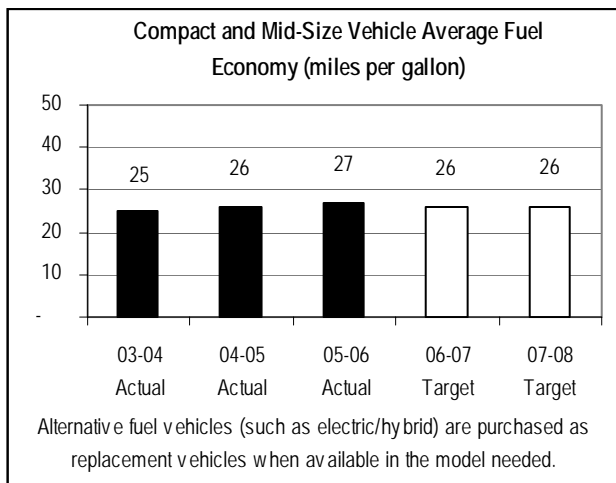
#### Waste Management and Environmental Services

#### Transportation Services

#### Utilities, Flood Control and Natural Resources

#### Airports

### Headline Measures



### Program Outcome Statement

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

The Vehicle and Equipment Services Program (Vess) contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government through the following activities: providing fleet and equipment acquisition, replacement, maintenance and repair and fuel services to all County agencies.

The following are major accomplishments in the current year:

- Expanded the alternate fuel vehicle program to include replacement of older mid-size pool cars with hybrid cars of the same class.
- Retrofitted all existing diesel vehicles with catalytic converters or particulate filters to comply with the new California Air Resources Board (CARB) Tier III emissions regulations.
- Trained eight employees to service, maintain and perform diagnostic work on hybrid vehicles.
- Changed task codes and refined the process for scheduling preventive maintenances to more effectively distinguish between the different requirements for cars, buses, trucks, and heavy equipment.
- Completed successful remediation of soil from an Underground Storage Tank removal.
- Planned and coordinated three training programs at the Redwood City corporation yard; solicited the participation of employees from other government agencies in the training program for a fee which resulted in our employees receiving the training at a reduced cost or no cost.
- Promoted three qualified employees into vacant supervisory positions; provided support and training needed to have them successfully performing all aspects of the jobs within six months of hire.

### Story Behind Performance

Maintaining the average cost per mile at a level equal to or lower than the industry standard relies heavily on the ability to do timely, quality preventive maintenances and thereby avoiding expensive unscheduled repairs. VESS continues to refine its preventive maintenance program, both in terms of scheduling and tracking all costs associated with operating and maintaining vehicles. Fleet vehicles are currently being serviced as scheduled and, because of this and because of an effective replacement program, the frequency of unscheduled repairs has decreased. However, only priority repairs are being done on Road Fund equipment due to reduced funding.

A priority identified in 2005-06, installation of gas tank fuel and mileage reader rings for the fleet, has been postponed. This system would ensure that fuel usage is being recorded accurately for each vehicle. After planning the installation and implementation process, VESS was informed that the State has taken a position against use of the devices until they are certified for use in California. The result of pending legal action will determine if and when the reader rings will be installed.

VESS continues to explore options for incorporating alternate fuel vehicles into the fleet. Mid-size hybrid cars will be added to the vehicle acquisition and replacement program. This will enhance the ability to reach and maintain the goal of 26.5 miles per gallon average fuel economy. VESS is also researching the viability of acquiring Fuel Cell Vehicles (FCV) when they become available. The FCV uses a fuel cell to power the engine and then runs as an electric vehicle. A vehicle of this type would not only increase average fuel economy, but would help meet new emissions standards the California Air Resources Board (CARB) expects to implement in 2009 and 2012.

Customer satisfaction remains high as VESS continues to be responsive to customer needs and a rating well above 90% of services rated as good or better is expected. Soaring fuel prices have created a high demand for pool cars since many employees are reluctant to drive their own vehicles during the workday. A new policy of offering a "free upgrade" if the class of vehicle requested is not available has been implemented. Repairs to the roof and bathroom at the Redwood City Corporation yard and to the air circulation system at the Redwood City motor pool have also enhanced employee satisfaction and morale.

#### **Major challenges over the next two years will be:**

- To maintain the current cost per mile below the industry standard.
- To work within the confines of shrinking resources to provide Roads with adequate maintenance and repair services and keep equipment down time to a minimum.
- To install catalytic particulate filters on all new off-road diesel engines with existing funding in order to comply with CARB Tier III Emission Standards.

#### **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

- Offset increased fuel costs with continued acquisition of alternate fuel vehicles
- Continue an aggressive preventive maintenance program by monitoring vehicle and equipment repair history.
- Implement bar coding system for repair orders

##### Increase the Average Fuel Economy to 26.5 Miles per Gallon

- Replace older vehicles with Alternate Fuel Vehicles
- Incorporate more classes of hybrids into the fleet

##### Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Provide accurate and timely information to customers regarding vehicle replacement reserves
- Research and provide technical training for new Automotive Service Workers and Mechanics
- Explore using the Sheriff's Work Program to do both heavy-duty cleaning and regular housekeeping tasks at the shops
- Maintain staff morale by continuing to have informal, low or no cost employee appreciation activities
- Complete the installation of a wash rack at the Belmont motor pool

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of fleet vehicles (pool and assigned) <sup>(1)</sup>	814	727	723	715	715
Number completed:					
- Preventive maintenances	1,696	1,810	2,344	1,900	1,900
- Scheduled repairs	1,612	1,458	1,204	1,425	1,423
- Unscheduled repairs	392	355	265	420	420
Number of Ultra Low Emission Vehicles (ULEV) or Zero Emission Vehicles (ZEV) of total fleet	143	169	179	188	200
<b>How Well We Do It (Quality)</b>					
Ratio of preventive maintenances and scheduled repair costs to unscheduled repair costs	17:1	18:1	22:1	18.5:1	18.5:1
Cost per mile for compact and mid-size vehicles purchased within the past two years <sup>(2)</sup> :					
- San Mateo County	\$0.27	\$0.26	\$0.34	\$0.30	\$0.30
- Industry standard	\$0.28	\$0.27	\$0.32	\$0.27	\$0.27
Percent of fleet purchases annually that are ULEV or ZEV <sup>(3)</sup>	38%	18%	19%	18%	19%
Percent of total fleet that are ULEV or ZEV	21%	24%	27%	27%	28%
<b>Is Anyone Better Off? (Outcome)</b>					
Compact and mid-size vehicle average fuel economy (includes ULEVs and ZEVs)	25 miles per gallon	26 miles per gallon	27 miles per gallon	26 miles per gallon	26 miles per gallon
Number and percent of customers rating services good or better <sup>(4)</sup>	184 / 98%	127 / 99%	140 / 99%	125 / 90%	125 / 90%

<sup>(1)</sup> Reducing the number of vehicles was a recommendation in the Internal Service Fund audit and should result in lower costs while still being able to cover demand 95% of the time.

<sup>(2)</sup> The industry standard benchmark is calculated on new cars; therefore, we calculate our average cost per mile using the same criteria.

<sup>(3)</sup> Current state recommendation is at least 10%.

<sup>(4)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

## Vehicle and Equipment Services (4760P)

### Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	26.0	25.0	25.0	24.0	(1.0)	24.0
Funded FTE	26.0	25.0	25.0	24.0	(1.0)	24.0
 Total Requirements	13,734,673	14,807,561	12,391,093	12,420,353	29,260	10,906,746
Total Sources	12,683,407	13,719,596	12,391,093	12,420,353	29,260	10,906,746
Net County Cost	1,051,266	1,087,965				

#### 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised Budget to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; increase to Worker's Compensation charges due to a change in methodology; increases in retirement contributions; annualization of mid-year position changes and negotiated labor increases; increases in contract expenses; increases in fuel and vehicle repair costs; deletion of one-time Fixed Asset purchases and an offsetting increase in Reserves; decreased reimbursement (Intrafund Transfers) from the Road Fund for equipment purchases; an increase in revenue due to an increase in mileage rates; and adjustment to the Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
348,927	(3,103,191)	197,552	3,321,141	66,575	0

##### 2. Annual Vehicle Replacement - Lease and Assigned Vehicles

Fifty-eight Assigned Vehicles that meet the seven-year replacement cycle will be purchased. Forty-six will be replaced with conventional vehicles; twelve will be replaced with gasoline/electric hybrid 4 door sedans. Eleven Sheriff Patrol cars will be replaced. Two Leased vehicles that meet the five-year replacement cycle will also be replaced. Vehicle replacement according to established schedules will help maintain the average cost per mile below \$0.30 per gallon.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,776,898	0	(1,776,898)	0	0

##### 3. Car Wash at Belmont Motor Pool

A car wash will be constructed at the Belmont Motor Pool. Funds from Capital Reserves will fully offset costs. The Sheriff's Work Program will provide the labor to operate it. Funds have been re-appropriated from FY 05-06 as the contract will not be awarded until after June 30, 2006. Adding a car wash at the Belmont Motor Pool will improve customer service and help the program achieve overall customer satisfaction ratings of at least 90%.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	188,000	0	(188,000)	0	0



**4. Plant Improvements**

Improvements include installation of ventilation fans; installation of exhaust fans to remove fumes; installation of ceiling insulation; asphalt replacement; and installation of a door in window to create an emergency exit in the Belmont shop. Improvements to the Redwood City Motor Pool and the Belmont Motor Pool will help the program achieve an overall customer satisfaction rating of at least 90%.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	175,800	0	(175,800)	0	0

**5. Motor Pool Vehicle Replacements**

Vehicle replacements in the Motor Pool will help the Program maintain the cost per mile below \$0.29 per gallon. One dump truck, two compact hybrid vehicles and two mid-size hybrid vehicles will be purchased to replace vehicles that are not cost effective to repair due to age and/or high mileage. New vehicles require fewer repairs and are generally more fuel-efficient.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	165,000	0	(165,000)	0	0

**6. Realignment of Staff**

Staff are being realigned in accordance with where services are provided. One Management Analyst and one Fiscal Office Specialist are being transferred from the General Fund, Org 47610 - Administration, to the Fleet Internal Service Fund, Org 47650. One Utility Worker II is being transferred from the Road Fund, Org 47630, to the Fleet Internal Service Fund, Org 47650. Additionally, one Equipment Mechanic and associated overhead expenditures are being transferred from the Road Fund to Construction Services Section (CSS 4740P).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(118,094)	(125,009)	191,954	(251,614)	(66,575)	(1)

**7. FuelPoint Tracking System**

The GasBoy Automated Fueling System will be upgraded per the recommendation from the County Controller's Office's Fleet Maintenance Division Operations 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. The cost will be split between the Fleet Internal Service Fund (Fleet Vehicles) and the Road Fund (Road Equipment). An intrafund transfer from the Road fund will pay for the Road portion and Capital Reserves will pay for the Fleet portion. This project is being re-appropriated from FY 05-06. This system will provide more efficient and accurate billings to customers, thereby helping to sustain customer satisfaction ratings of at least 90% and it will help the program maintain the cost per mile below \$0.29 per gallon. .

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	140,000	(60,000)	(80,000)	0	0

**8. Heavy Duty Vehicle Repair Hoist**

A new Vehicle Repair Hoist will be purchased for the Belmont Motor Pool. This new hoist is needed for lifting and inspecting heavy-duty trucks.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	45,000	0	(45,000)	0	0

**9. Software Upgrade for Equipment Scanner**

New software will be purchased to update scanners used for reading vehicle computers and smog equipment in order to stay current with new regulations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	11,000	0	(11,000)	0	0

**10. Upgrade Fuel Tanks**

Fuel tanks at both Redwood City Motor Pool and Belmont Motor Pool will be upgraded to meet current State requirements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	7,500	0	(7,500)	0	0

**11. Adjustment to Fund Balance**

Fund Balance has been reduced and Reserves eliminated due to motor pool purchases that were completed and therefore not carried forward to FY 2006-07.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(201,573)	0	0	(201,573)	0	0

**12. Fixed Asset Purchases**

Funds have been reappropriated for vehicle purchases not completed in FY 2005-06.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,042,960	(126,500)	(1,042,960)	0	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
29,260	450,458	203,006	(624,204)	0	0

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases and negotiated labor increases; retirement contribution increases; and corresponding increases in Revenue and transfers from the Road fund to cover these costs; removal of one-time Fixed Asset purchases and project costs; and the balance set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,513,607)	(2,473,806)	46,893	913,691	385	0

**14. Vehicle Replacement – Lease and Assigned Vehicles**

Sixty-two Assigned Vehicles that meet the seven-year replacement cycle will be purchased. Fifty-one will be replaced with conventional vehicles; twelve will be replaced with gasoline/electric hybrid 4 door sedans. Twelve Sheriff Patrol cars will be replaced. Vehicle replacement according to established schedules will help maintain the average cost per mile below \$0.29 per gallon.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	2,049,000	0	(2,049,000)	0	0

**15. Plant Improvements**

Improvements include: building an enclosed storage area for tires at the Redwood City Motor Pool to help prevent a potential breeding ground for mosquitoes as recommended by Environmental Health; and building an overhang across the front of the Belmont Motor Pool shop area to prevent rain from blowing into the shop creating unsafe conditions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	70,000	0	(70,000)	0	0

**16. Elimination of Vehicle Purchases**

Appropriations have been eliminated for vehicles purchased in FY 2006-07.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(1,169,460)	126,500	1,042,575	(385)	0

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,513,607)	(1,524,266)	173,393	(162,734)	0	0

## Waste Management (4820P)

### Program Locator

#### County

#### Public Works

#### Community Services

#### Administrative Services

#### Engineering Services

#### Facilities Maintenance and Operations

#### Road Construction and Operations

#### Construction Services

#### Vehicle and Equipment Services

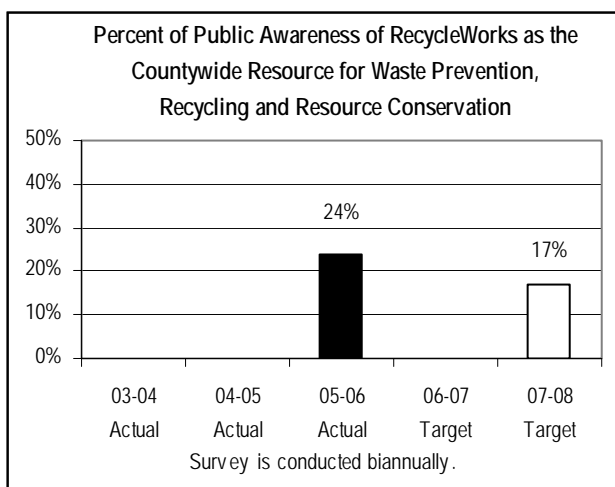
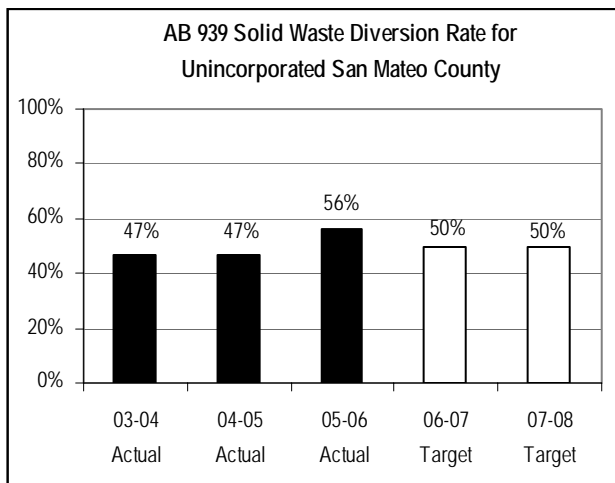
#### ► Waste Management and Environmental Services

#### Transportation Services

#### Utilities, Flood Control and Natural Resources

#### Airports

### Headline Measures



### Program Outcome Statement

Waste Management and Environmental Services (RecycleWorks) creates, promotes and delivers recycling, composting, waste prevention, procurement, sustainability and green building programs and outreach at County facilities and for residents, employees, businesses and visitors in the unincorporated area of the County and, when appropriate, throughout San Mateo County to encourage, facilitate and achieve resource conservation and the practice of responsible environmental stewardship and to maintain compliance with the California Integrated Waste Management Act (AB 939).

### Services and Accomplishments

The Waste Management and Environmental Services Program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by designing RecycleWorks programs that 1) will reduce the amount of solid waste that would otherwise be landfilled, 2) achieve and maintain compliance with AB939, which sets forth clear and ambitious waste diversion mandates for all cities and counties in California, and 3) promote resource conservation behaviors and environmental stewardship in San Mateo County.

The following are major accomplishments in the current year:

- Expanded recycling opportunities at County facilities, developed a DPW policy for fly ash in concrete, which reduces CO<sub>2</sub> emissions and increases the use of recycled materials, and worked with the Facilities Maintenance Division on energy reduction.
- Delivered workshops, presentations, and events on recycling, waste reduction, composting and green building to schools, architects, gardeners, clubs, and the general public.
- Partnered with Coyote Point Museum, Sustainable San Mateo County and many others on the Green Dollhouse Exhibit and with Sunset Magazine on the Sunset Idea House, which included the publication of a new RecycleWorks brochure – the “Green-It-Yourself Guide.”
- Created the “San Mateo County – A Great Place to Live” poster, game and parent guide on local habitats to encourage children and families to become stewards of our natural environment.
- Implemented new recycling programs in several unincorporated schools and apartments.
- Offered a lecture series to educate city and county staff and the public.
- Worked with Goodwill Industries and the Human Services Agency to offer a reuse and recycling program for old computers.

### Story Behind Performance

The mandates of AB 939 are the core of the RecycleWorks program and each RecycleWorks priority affects the waste diversion rate for Unincorporated San Mateo County.

In 2004, the amount of waste disposed from the unincorporated area continued to decrease and the County reached a diversion goal of 56%. Diversion rates for 2004 are calculated in 2005 when data becomes available from the State.

RecycleWorks has a strong countywide outreach program that consists of a website, hotline, and publications; a schools program; a backyard composting program and a green building program. These services have been integrated into and make up a fundamental part of each city's own recycling program.

The Master Composter program trains RecycleWorks "ambassadors" (volunteers), who teach composting in their communities. RecycleWorks is expanding this "ambassador" approach to include training teachers and supporting and promoting programs that other groups offer, which take RecycleWorks' messages into the community.

RecycleWorks identifies and collaborates on projects that engage the public in resource conservation issues. Two projects conducted in fall 2005 were extremely popular – the Green Dollhouse Exhibit at Coyote Point Museum and the Sunset Idea House in Menlo Park. Both projects offered opportunities for promoting green building, waste reduction strategies and the use of salvaged materials and materials with recycled content.

RecycleWorks continues to improve recycling programs at County facilities. Outreach materials to educate County employees and to inspire more participation are distributed. Additional recycling bins have been added in public areas. Opportunities to make a difference through collaborative efforts with other departments or programs are identified and utilized, as these can often provide the largest reductions in the amount of waste disposed. RecycleWorks is working with the Facilities Maintenance Division to reduce energy use and to help the County meet the CO<sub>2</sub> reduction resolution adopted by the Board of Supervisors in November 2005.

RecycleWorks' success is related to the ability of the program to stay connected with community organizations and to seize opportunities that present themselves. RecycleWorks will continue implementing new programs in the unincorporated area and at County facilities and to work on countywide projects that assist the County and cities to achieve and maintain a diversion rate above 50%. A couple of these projects include upgrading the LaHonda Community Recycling Program and starting new recycling programs at some apartment buildings in North Fair Oaks.

**Major challenges over the next two years will be:**

- To influence waste diversion in the unincorporated area, including at facilities such as San Francisco International Airport and the San Francisco Jail, to maintain the 50% AB939 diversion goal,
- To minimize any negative effects of legislative and regulatory changes on program outcomes,
- To respond constructively to changing conditions caused by haulers, recyclers and other service providers,

- To provide excellent service and information to an increasing number of interested residents, businesses and professionals,
- To manage an expanding scope of program responsibilities while maintaining our high standards of excellence.
- Program Priorities

The Waste Management and Environmental Services Program will meet performance targets by doing the following:

Maintain and surpass the AB 939 target of 50% diversion.

- Provide recycling and waste reduction technical assistance and outreach to unincorporated area businesses, apartments, schools and underserved populations.
- Provide resource conservation technical assistance to County facilities, departments and agencies.
- Provide training and tools to enable others to teach or advocate resource conservation.
- Take advantage of collaborative opportunities to increase awareness of waste reduction, recycling, composting, green building and sustainability and to encourage action.
- Collaborate with other departments to address their unique waste streams, building projects and operations and/or suggest policy or procedural changes that will help reach AB 939 goals and the County's CO<sub>2</sub> emission reduction targets.

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of website visits to the County's RecycleWorks.org website <sup>(1)</sup>	80,455	128,192	327,872	380,000	380,000
Number of programs implemented that reduce waste or conserve resources (data development)	---	---	34	36	36
<b>How Well We Do It (Quality)</b>					
Percent of public awareness in San Mateo County of RecycleWorks as the Countywide resource for waste prevention, recycling and resource conservation issues <sup>(2)</sup>	---	---	24%	---	30%
Percent of RecycleWorks hotline customers served well <sup>(3)</sup>	98%	100%	100%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
AB939 solid waste diversion rate for unincorporated San Mateo County	47%	47%	56%	60%	50%

<sup>(1)</sup> Improving the ability of the software to accurately provide a relevant measure of "productive" visits to the website has lowered the basis of counts; the website is actually receiving more usage over time and the declining numbers just represent the software changes.

<sup>(2)</sup> The percent of correct responses given during bi-annual random telephone surveys is used to determine the level of public awareness.

<sup>(3)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

### Waste Management (4820P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	10.0	10.0	10.0	8.0	(2.0)	8.0
Funded FTE	9.4	9.9	9.5	7.9	(1.6)	7.9
 Total Requirements	 17,294,841	 16,840,444	 16,509,478	 14,501,776	 (2,007,702)	 9,181,509
Total Sources	17,294,842	16,840,444	16,509,478	14,501,776	(2,007,702)	9,181,509

### 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised Budget to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: an increase in Worker's Compensation charges due to a change in methodology; annualization of negotiated labor increases; increases in retirement contributions; increases in contract expenses; deletion of one-time Fixed Assets purchases; and a reduction in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,300,124)	40,340	0	(1,340,464)		0

### 2. Position Changes in SBWMA Program

The County no longer houses the South Bay Waste Management Association (SBWMA) Staff. Therefore, the positions along with the reimbursement for the positions are being eliminated..

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(206,977)	(206,977)	0	0	0	(2)

### 3. Human Services Agency PeninsulaWorks Recycling Program

This collaborative project is with Human Services Agency (HSA) and National Institute for the Severely Handicapped (NISH), a federally funded nonprofit agency that creates employment opportunities for people with severe disabilities, to establish a recycling operation in the North County that handles shredding, styrofoam and other unusual items that are difficult to recycle in San Mateo County. This new program will support the County's effort to maintain the solid waste diversion rate required by AB 939.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	75,000	0	(75,000)	0	0

### 4. Vegetation Management

This program will provide funding to the Parks Department for the purchase of two chippers needed to reduce offsite composting by 50%, reduce vegetation disposal and to support the Decision Making Guidelines for Vegetation Management in San Mateo County Parks (May 2006). This new program will support the County's effort to maintain the solid waste diversion rate required by AB 939.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	74,000	0	(74,000)	0	0

### 5. County Facility HazMat

This program will support the disposal of County hazardous waste, such as fluorescent tubes and batteries in order to comply with new regulations for disposal in County facilities. This new program will support the County's effort to maintain the solid waste diversion rate required by AB 939.

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

**6. Adjustment to Fund Balance**

Fund Balance and Reserves have been reduced as a result of purchases and projects completed in FY 2005-06.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(500,601)	0	0	(500,601)	0	0

**7. Fixed Asset Purchases**

Appropriations have been increased to include the purchase of a new street sweeper and utilities management software.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	240,000	0	(240,000)	0	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,007,702)	247,363	0	(2,255,065)	0	(2)

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 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; increases in retirement contributions; removal of one-time revenue; removal of one-time project costs; removal of one-time equipment purchases; and adjustments to the Fund Balance and Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(5,320,267)	(2,132,997)	0	(3,187,270)	0	0

**9. Elimination of Fixed Asset Purchases**

One-time appropriations have been removed for replacement equipment and vehicles.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(740,601)	0	740,601	0	0

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(5,320,267,702)	(2,873,598)	0	(2,446,669)	0	0



## Transportation Services (4830P)

### Program Locator

#### County

#### Community Services

#### Public Works

#### Administrative Services

#### Engineering Services

#### Facilities Maintenance and Operations

#### Road Construction and Operations

#### Construction Services

#### Vehicle and Equipment Services

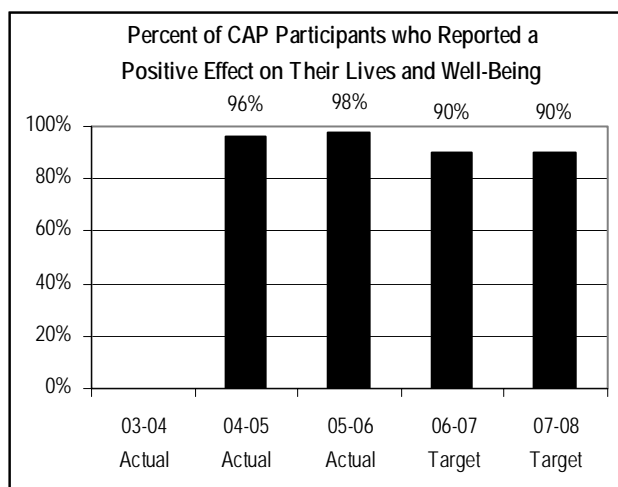
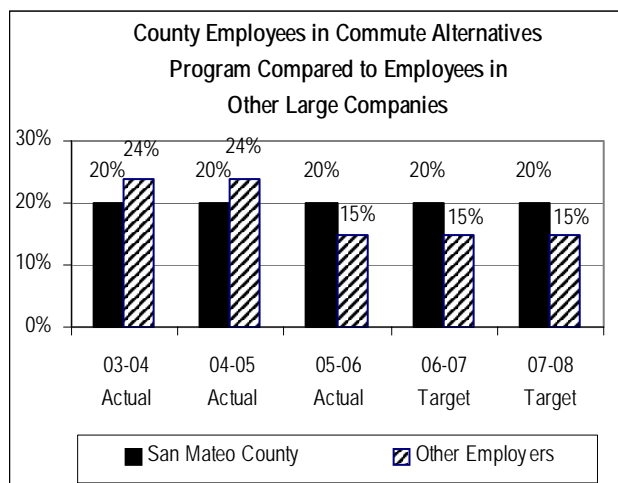
#### Waste Management and Environmental Services

#### ► Transportation Services

#### Utilities, Flood Control and Natural Resources

#### Airports

### Headline Measures



### Program Outcome Statement

The Transportation Services Program improves the movement of people and goods in San Mateo County and improves the environment by implementing with cities and transportation agencies, programs, transportation services and capital projects that have regional significance, to preserve a high quality of life in the County.

### Services and Accomplishments

The Transportation Services Program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by planning and coordinating improvements to local transportation programs. The Program also designs and implements programs that assist County employees commuting to and from work using methods that conserve energy and improve air quality.

The following are major accomplishments in the current year:

- Made a positive effect on the lives and well-being of 97% of the Commute Alternative Program (CAP) participants.
- Implemented a vehicle registration fee in San Mateo County and provided funding to the cities and the County to support congestion management and stormwater pollution prevention programs.
- Developed an interactive website where program participants can register, order transit tickets, and request various subsidies on-line. The website is in the testing phase and will be put on-line within the next few months.

### Story Behind Performance

The CAP has had an increase in participation after declines of one to nine percent in the past three years. Greater traffic congestion from the improved economy combined with the cost of fuel has made driving alone less attractive. The number of new participants is now exceeding the number of participants leaving the Program.

The participants in the CAP for the first half of FY 2005-06 represents a 7% increase over FY 2004-05. The estimated year end number indicates the program will exceed the FY 2005-06 target, before implementing a \$30 increase in subsidy allowed by the Federal Government as a tax-free benefit. It is unlikely that CAP will maintain this number without that increase because transit providers have increased fares and reduced service. Also, if the economy begins to decline, there will be less traffic congestion. Driving alone to work will become more attractive.

A survey of 551 program participants (out of 1120) shows that most (97%) users feel that the CAP has improved their work experience, well being, and financial situation. The CAP is exceeding the participation rate of other large companies in the region that offer similar programs. Most of these employers are located close to transit. San Mateo County has many facilities not accessible to

transit. The CAP will explore ways to address this issue and to make carpools and vanpools more attractive.

The Outcome Based Management process for FY 2005-06 established a priority for implementing an interactive website to make the CAP more convenient for participants. Staff has designed the website and contracted with a provider for programming, implementation and maintenance of the site. It is currently in the final stages of development and testing. It is anticipated to be fully operational by the end of FY 2005-06. Workers will be able to register and access all of the programs from their worksite or home. It will reduce paper transactions, expedite service, and be easier for participants to use.

The Transportation Services Program provides staff support to the City/County Association of Governments (C/CAG). This includes being a liaison between the Metropolitan Transportation Commission, CalTrans and the California Transportation Commission. C/CAG adopted a Countywide Transportation Plan that identifies policy guidelines to address congestion issues over the next 20 years. Staff works to facilitate the implementation of this plan and to make sure that resources are coordinated. C/CAG has also retained a lobbyist in Sacramento to help cities and the County monitor and influence legislation.

The Governor and the Legislature is proposing major efforts to rebuild transportation infrastructure. This includes billions of dollars in bond funding over the next ten years. Staff is working with the Administration and the Legislature to ensure that projects in San Mateo County receive funding.

The Half Cent Transportation Fund is the main source of revenue for the Transportation Services Section. It pays for the CAP and Transportation Services staff, roadway projects in the Unincorporated Areas, as well as other County programs. The Fund balance has been declining, as has the Road Fund (proceeds from the excise tax on fuel); while the need for road improvements is increasing. It will be necessary to establish priorities for the use of this Fund to ensure that it is only used for projects that are most consistent with its intended purpose.

#### **Major challenges over the next two years will be:**

- To develop promotion efforts to encourage the use of alternative commuting methods to save money, reduce stress, improve the environment and the health of commuters.
- To expand access to CAP through the Internet.
- To utilize lobbying in Sacramento to secure transportation funding and ensure that San Mateo County local jurisdictions receive appropriate shares of funding.
- To implement ramp metering on Route 101 and Northern U.S. 280 to manage or reduce traffic congestion.
- To address the declining balance in the Half Cent Transportation Fund due to the use of reserves for programs.

#### **Program Priorities**

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

##### Maintain parity between the County and other employers for participation rates in CAP.

- Slightly increase participation and expand program offerings in the CAP.
- Expand marketing efforts, including those that focus on benefits to the environment and to personal finances.
- Implement an interactive website where individuals can find out about commute options and register to use the program.
- Consider increasing the subsidy for transit tickets and vanpool participation to the Federal maximum of \$105 per month to stabilize program participation rates, and reduce paperwork/financial accounting by eliminating the large number of small checks that participants submit to cover the cost of the transit tickets that exceed the current \$75 subsidy.

##### Achieve a Customer Satisfaction Rating of 90% for C/CAG Assistance to Local Jurisdictions.

- Monitor State decisions that impact local planning and program implementation.
- Prioritize transportation projects for which there is insufficient funding.
- Develop procedures so that funding opportunities can be addressed in a timely manner.
- Implement ramp-metering on Route 101 and Northern U.S. 280 to manage roadway congestion.

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Average monthly number of County employees served in the Commute Alternatives Program	933	1,043	1,120	1,130	1,140
- Vanpool	42	40	16	16	16
- Transit tickets	686	768	855	870	875
- Carpool	175	205	225	220	225
- Bike/walk	27	30	25	22	22
<b>How Well We Do It (Quality)</b>					
Commute Alternatives Program cost per participant per quarter <sup>(1)</sup>	\$201	\$216	\$214	\$245	\$250
<b>Is Anyone Better Off? (Outcome)</b>					
Number of new Commute Alternatives Program participants	75	98	127	100	100
Number and percent of survey respondents (participants) who reported that the Commute Alternatives Program had a positive effect on their lives and well-being	--- / --- ---	580 / 96%	551 / 98%	520 / 90%	520 / 90%
Percent participation of County employees in Commute Alternatives Program as compared to percent employee participation in large companies <sup>(2)</sup>					
- San Mateo County (SMC)	20%	20%	20%	20%	20%
- Other large employers in SMC	24%	24%	15%	15%	15%
Number and percent of customers in local jurisdictions rating C/CAG assistance in delivery of projects as good or better <sup>(3)</sup>	--- / ---	18 / 90%	5 / 100%	10 / 90%	11 / 90%

<sup>(1)</sup> Although participation has increased, the cost per participant is projected to rise due to the increase in transit subsidies, negotiated salary increases, and start-up costs of the new website allowing on-line ordering of transit tickets.

<sup>(3)</sup> Different source data was identified in FY 2005-06 that better reflects companies with programs similar to San Mateo County.

<sup>(2)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

## Transportation Services (4830P)

### Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	5.0	6.0	6.0	6.0		6.0
Funded FTE	4.8	6.0	5.4	6.0	0.6	6.0
 Total Requirements	5,099,547	4,157,108	4,413,572	3,263,712	(1,149,860)	2,210,041
Total Sources	5,099,547	4,157,109	4,413,572	3,263,712	(1,149,860)	2,210,041

### 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised Budget to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: annualization of negotiated labor increases; an increase to Worker's Compensation charges due to a change in methodology; an increase in retirement contributions; a slight increase in other charges; and a reduction in Fund Balance and Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(878,812)	169,283	0	(1,048,095)	0	0

#### 2. Adjustment to Fund Balance

Fund Balance has been reduced and Reserves eliminated as a result of completed projects and purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(271,048)	(85,152)	0	(185,896)	0	0

#### 3. School Crossing Guards

Appropriations have been increased to reflect the County's contribution to the School Crossing Guard program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	10,000	0	(10,000)	0	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,149,860)	94,131	0	(1,243,991)	0	0

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## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made as follows: adjustments have been made for the inclusion of merit increases and negotiated labor increases; interest earned has been reduced due to a declining fund balance. The following programs will be reduced: School Crossing Guards, Disabled Patient Transport, Peninsula Policy Partnership, Probation Client Transport, TSM Program and various road projects. The Fund Balance, revenue and Reserves have been adjusted based on current level of operations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,053,671)	(1,053,671)	0	0	0	0

## Utilities (4840B)

### Program Locator

County

Community Services

Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

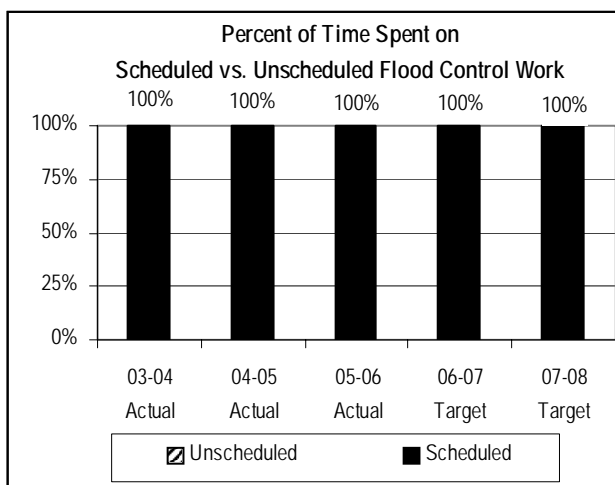
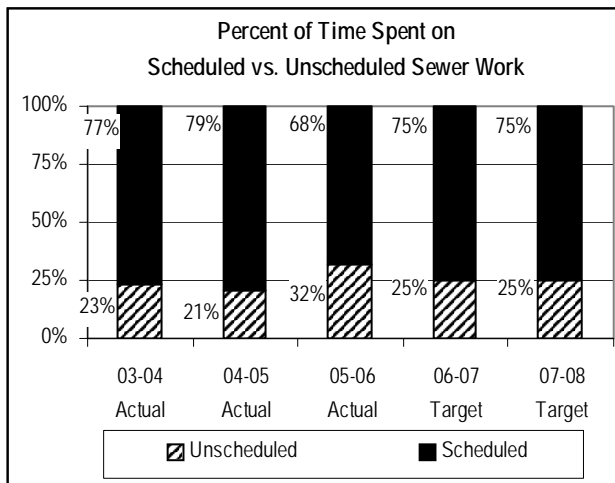
Waste Management and Environmental Services

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 ten 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 contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by offering 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 facilities of the flood control zones to ensure they are functional and free of obstructions, by 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 city council meetings to provide information about district activities. The Program manages the facilities such that residents and businesses are provided with protection of life and property from flood conditions.

The Program manages ten 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, environmentally sensitive sewage treatment and disposal, and competent and courteous customer service. The Program is also responsible for: evaluating rate structures to effectively finance the maintenance of the sewer districts, treatment of sewage, and financing the District's proportionate share of downstream agencies' capital improvement projects; generating invoices for reimbursable costs in accordance with agreements between the districts and other agencies; setting and interpreting sewer policies; providing plan reviews for sewer projects within the districts; maintaining and updating standard

drawings; and working 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. There are a variety of issues to address on a daily basis because the locations served by the districts widely vary. 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 four County Service Areas (CSAs); two CSAs provide residents and businesses in two small communities with adequate and reliable supplies of high quality water. Providing this service includes ensuring 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 CSA finances street lighting to a community in the same manner as provided in the lighting districts, and the other CSA provides 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 Road Construction and Operations 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 Pollutant Discharge Elimination System (NPDES) permit; working to procure grant funding for watershed protection projects; and developing 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 the environment for current and future generations.

**The following are major accomplishments in the current year:**

- Completed construction of a habitat creation and enhancement project as a mitigation measure, which allowed the Colma Creek flood control project to move forward.

- Completed the floodwall improvement project on Colma Creek from Spruce to San Mateo Avenues to reduce flood potential in areas susceptible to flooding.
- Developed a maintenance matrix to be applied to the sections of Colma Creek maintained by the flood control district.
- Obtained permits and performed sediment and vegetation removal on the Cupids Row portion of San Bruno Channel.
- Staffed the section with a permanent employee working as a biologist, which has streamlined the Department's permit preparation process and biological field reviews and has significantly reduced the use and cost of outside biological consulting services.
- Completed construction of a sewer capital improvement project in the Fair Oaks District.
- Prepared work orders for scheduled sewer preventative maintenance that integrated the CMMS with GIS mapping to indicate areas for work to be performed.
- Made significant progress in developing the contract documents for video inspection such that two thirds of the sewer system network can be inspected under contract.
- Implemented a new system for issuing sewer permits and providing comments directly into the Building and Planning Permit Database, which has improved the flow of important information to the sewer districts.

### Story Behind Performance

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 maintenance responsibilities of the Colma Creek Flood Control Zone continue to increase as channel construction, which provides 50-year flood protection, is completed. The District is working with the permitting agencies to develop acceptable methods for maintaining the channel while meeting District maintenance standards and permitting agency requirements such that work can be scheduled.

The San Francisquito Creek Zone (Zone) is continuing to finance a portion of the San Francisquito Creek Joint Powers Authority (SFCJPA), which is working with the Army Corps of Engineers to study a project to improve flood protection for the cities of Menlo Park, East Palo Alto, and Palo Alto. 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, which is currently in the Feasibility Phase.

The San Bruno Creek Zone (SBCZ) continues to maintain San Bruno Creek which channels water through San Francisco International Airport property. The SBCZ's maintenance activities are complicated by the presence of the San Francisco garter snake and the California red legged frog that have inhabited the flood control channel and environs, necessitating State and Federal permits to

maintain the channel. The SBCZ has been working with the permitting agencies to determine what types of work will be allowed, associated monitoring requirements, and types of permits required to establish long-term maintenance plans for the channel.

All of the maintenance work performed for the Zones was scheduled work.

### Utilities

**Lighting** - The program continues to meet performance goals for responding to streetlight repairs. The number of streetlights maintained by the districts decreased during FY 2005-06 as the Ravenswood Highway Lighting District was transferred to the City of East Palo Alto for the City to assume maintenance responsibility for the streetlights within their jurisdiction.

**Sewer** - The number of sewer connections in the districts will continue to slowly and steadily increase as properties are subdivided and vacant properties are developed. The districts are implementing programs to reduce the number of Sanitary Sewer Overflows (reportable sewer overflows) from the systems to comply with State requirements and the Clean Water Act to reduce pollutants in the environment. The districts have been utilizing the Computerized Maintenance Management System (CMMS) and the Geographic Information System (GIS) to manage the sewer systems through appropriate and timely preventative maintenance activities as well as programming necessary system repairs. Through the use of these tools and strategies, more time will be spent on scheduled preventative maintenance work, while the number of reportable sewer overflows will decrease. Injuries to staff has impacted the amount of preventative maintenance work performed and 06-07 targets have been adjusted until appropriate staffing levels can be established and implemented. Customer service targets continue to be met with greater than 90% of customers rating services good or better.

**Water** - Minor system upgrades in CSA 7 (La Honda) continue to be identified which are financially feasible while improving the integrity of the water distribution system as the cost to replace of the 70 year old water system exceeds \$1,500,000. Monitoring activities will continue on the existing well in CSA 11 (Pescadero) as it continues to produce good quality water as well as the required water quality monitoring and annual reporting of test results to customers.

**Watershed Protection** - Watershed Protection continues to group numerous work sites into defined projects in an effort to reduce the paperwork, time, and resources required to obtain permits. Generally, as the number of sites included in a project increase, the hours required to process each site decreases. Many of the permits obtained are for Road Fund projects. Permit requirements continue to increase as agency review time has also increased, which has lengthened the time required to obtain permits for Agency projects. A significant amount of time will be spent working to procure long term permits for maintenance of flood control channels (Colma Creek and San Bruno Creek). The program continues to evaluate culverts based on their condition and environmental impacts but this activity is anticipated to decrease based on the number of inspections

already performed. Watershed Protection continues to aid all divisions of the Agency in meeting the associated regulatory requirements to avoid regulatory violations. The program also works with other County Departments to meet the requirements of the County's NPDES permit and the County's goals for watershed protection.

### Major challenges over the next two years will be:

- To prioritize required work in all the special districts where the State has taken property taxes to fund the State budget. Capital improvement and repair projects may need to be delayed due to the reduction in tax revenue
- To increase the sanitary sewer service charge rates and effectively communicate to the districts' customers the need for additional revenue to sufficiently fund system maintenance and upgrades, anticipated increases in treatment costs, regulatory requirements, and the districts' proportionate share of downstream improvements
- To regularly communicate with sewer and sanitation agencies that provide services to the Districts to determine proposed projects or fee increases which will affect the districts' financial outlook.
- To implement the Regional Water Quality Control Board's regulatory requirements for a Sanitary System Management Plan with the declining financial resources given other financial obligations
- To continue to address the age and condition of sewer mains while meeting the financial obligations incurred by the districts for sewage treatment and disposal
- To continue addressing complicated maintenance activities and obtain approvals from various regulatory agencies in the San Bruno Creek Zone due to the presence of the California red legged frog and the San Francisco garter snake
- To obtain approval from the permitting agencies for a long term maintenance plan for Colma Creek

### Program Priorities

The Utilities, Flood Control and Watershed Protection Program will meet performance targets by doing the following:

#### Spend 75% of Time on Scheduled Sewer Work

- Complete implementation of a system to televise two thirds of the sewer system during the next fiscal year to obtain condition information and identify potential areas of repair
- Implement a sewer construction improvement plan which identifies capital improvement plans and needed system "spot" repairs while meeting other district financial obligations
- Allocate time to evaluate alternate or improved methods to perform preventative maintenance and repairs such that treatment benefits are maximized
- Provide training for sewer crew and staff to increase their common understanding of best management practices for sewer system maintenance



- Realign staff to effectively meet the needs of the section in terms of technical expertise, field operations, customer service, and administrative functions
- Expand the use of CMMS and the GIS mapping program to schedule work, track and retrieve information, monitor outstanding work to be prioritized and completed, and evaluate the data to identify system improvements
- To continue to create, improve, and implement GIS mapping of maintenance needs in the sewer districts
- To consistently review that sanitary sewer service charge rates to determine whether they are adequate to meet the districts' financial obligations.
- Complete implementation of the Sanitary System Management Plan for the sewer districts in conformance with the 2006-07 schedule provided by the State
- Update district standards on such that they are compatible with industry standards and district requirements
- Consistently update district maps to reflect field conditions, improvement projects, and mapping inaccuracies

#### Maintain Zero Regulatory Violations

- Continue implementation of watershed maintenance standards and develop new standards as required based on specific types of work and changes to regulatory requirements
- Continue working with inspectors to effectively communicate project expectations and compliance with regulatory permits

#### Achieve a 90% Rate of Scheduled Work for Flood Control

- Continue work on developing and permitting a long-term maintenance plan for San Bruno Creek Flood Control Zone
- Continue development of and apply for a long-term maintenance plan permit for improved channels in Colma Creek
- Perform regular inspections of San Bruno Creek and Colma Creek in accordance with the maintenance plans
- Perform maintenance as required and in compliance with the maintenance plans for San Bruno Creek and Colma Creek
- Perform maintenance of Colma Creek habitat creation and enhancement project in accordance with established maintenance plan to promote continued success of the enhancement project

Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of streetlights maintained <sup>(1)</sup>	2,885	2,894	2,920	2,174	2,147
Number of properties served by County sewer districts	11,310	11,354	11,376	11,374	11,374
Number of projects and sites submitted for environmental review <sup>(2)</sup> :					
- Projects	33	29	28	20	20
- Sites	84	243	68	100	100
Total number of cross culverts inspected in rural areas <sup>(3)</sup>	225	105	19	100	100
Miles of flood control channel maintained (data development)	---	---	8.0	7.7	7.7
<b>How Well We Do It (Quality)</b>					
Percent of streetlights repaired within ten days	96%	97%	94%	95%	95%
Number of inspected cross culverts repaired or replaced	---	---	30	30	30
Hours incurred per environmental submittal:					
- Projects	36	43	40	40	40
- Sites	14	6	8	6	6
Percent of time spent on scheduled vs. unscheduled work:					
- Scheduled sewer work	77%	79%	68%	75%	75%
- Unscheduled sewer work	23%	21%	32%	25%	25%
- Scheduled flood control work	100%	100%	100%	100%	100%
- Unscheduled flood control work	0%	0%	0%	0%	0%
<b>Is Anyone Better Off? (Outcome)</b>					
Number of regulatory violations	0	1	0	0	0
Number of reportable sewer overflows <sup>(4)</sup>					
- 1,000 gallons or more	0	0	1	0	0
- Between 100 and 999 gallons	---	---	7	20	20
Number of projects permitted	17	20	27	25	25
Number and percent of customers rating services good or better for sewer services <sup>(5)</sup>	37 / 100%	78 / 99%	36 / 100%	25 / 90%	25 / 90%

- (1) A decrease is expected in FY 2006-07 when the Ravenswood Highway Lighting District is transferred to the City of East Palo Alto.
- (2) The number of projects and sites is expected to stabilize at lower numbers as related activities become grouped under one permit.
- (3) The number will drop and then stabilize as staff focuses on repairing and replacing culverts that have already been inspected and found to be needing improvement.
- (4) A change in reporting requirements beginning in FY 2005-06 requires tracking and reporting sewer overflows less than 1,000 gallons.
- (5) A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

## Utilities (4840B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	13.0	15.0	15.0	15.0		15.0
Funded FTE	13.0	15.0	14.9	15.0	0.1	15.0
 Total Requirements	46,817,322	44,387,501	40,010,966	40,151,409	140,443	36,033,473
Total Sources	47,006,163	44,777,035	40,131,672	40,272,115	140,443	36,154,095
Net County Cost	(188,841)	(389,534)	(120,706)	(120,706)	0	(120,622)
 NCC Breakdown						
Non-Mandated Services			(120,706)	(120,706)		(120,622)

### 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised Budget to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: increase in operating revenue; increase in Worker's Compensation charges due to a change in methodology; increase in retirement contributions; annualization of negotiated labor increases; increases in on-going project expenses; deletion of one-time Fixed Assets purchases; deletion of one time project costs and reimbursements from other agencies; increase in Reserves for future projects; and offsetting adjustments in Fund Balance and Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,338,305)	(5,591,665)	(12,326)	3,265,686	0	0

#### 2. Sewer Capital Improvement Master Plan

Public Works completed an evaluation of the sewer infrastructure in the nine County Sewer/Sanitation Districts in 2002. 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

upsized sewer mains to increase capacity: Nimitz, Milton, Hull, Santiago, Woodside – Fair Oaks SMD in the amount of \$900,000. This work is anticipated to increase to 90% time spent on scheduled sewer maintenance by reducing unscheduled repairs and emergency work.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	900,000	0	(900,000)	0	0

### 3. San Francisquito Creek Joint Powers Authority (SFCJPA)

The San Francisquito Creek Flood Control Zone budget includes this year's commitment \$1,000,000 for the District's share of the cost of an Army Corps of Engineers General Investigation (GI) study for flood damage and ecosystem restoration authorized by Congress. The Santa Clara Valley Water District will match the Flood Control District's total commitment of \$1,500,000. The study will be performed under the auspices of the San Francisquito Creek Joint Powers authority.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,000,000	0	(1,000,000)	0	0

### 4. TV Inspection of Existing Sewer Mains

A television inspection system for televising existing sewer mains will help determine the condition of the existing system, be compatible with the Computerized Maintenance Management System (CMMS), and help prioritize future sewer improvement projects. This system will help in identifying and scheduling necessary repairs resulting in the reduction of unscheduled and emergency repairs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	200,000	0	(200,000)	0	0

### 5. Colma Creek Flood Control Project

Channel improvements from Spruce Avenue to San Mateo Avenue and for raising the San Mateo Avenue Bridge were recently completed. This project is for design efforts for a floodwall between Utah Avenue and the navigable slough. The project is funded from the Colma Creek Flood Control Zone revenues. This work is anticipated to increase time spent on scheduled maintenance by reducing unscheduled repairs and emergency work..

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	500,000	0	(500,000)	0	0

### 6. Middlefield Fair

Appropriations have been increased and Reserves reduced to reflect the County's contribution to the Middlefield Fair.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	10,000	0	(10,000)	0	0

### 7. County Service Area #8 Scholarships

Appropriations have been increased and Reserves reduced to reflect the County's contribution to CSA #8 San Mateo County Office of Education Outdoor Education Program as part of the efforts of RecycleWorks to educate the residents of North Fair Oaks on recycling and other environmental issues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	10,000	0	(10,000)	0	0

**8. Adjustment to Fund Balance**

Additional fund balance has been appropriated with remainder placed in Reserves for future projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,478,758	279,930	0	2,198,828	0	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
140,453	(2,691,735)	(12,326)	2,844,514	0	0

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made as follows: increase in Salaries and Benefits to cover negotiated labor increases; increase in retirement contributions; decrease in interest earned; increase in sewer service charges; deletion of one-time contract expenditures; deletion of one-time Fixed Asset purchases and projects; and decrease in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,832,810)	(3,569,101)	0	(263,638)	84	0

**10. Elimination of One-time Purchases**

Revenue and Appropriations for one-time purchases have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(285,197)	(279,930)	0	(5,267)	0	0

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(4,118,020)	(3,849,031)	0	(268,905)	84	0

## Airports (4850P)

### Program Locator

#### County

#### Public Works

#### Community Services

#### Administrative Services

#### Engineering Services

#### Facilities Maintenance and Operations

#### Road Construction and Operations

#### Construction Services

#### Vehicle and Equipment Services

#### Waste Management and Environmental Services

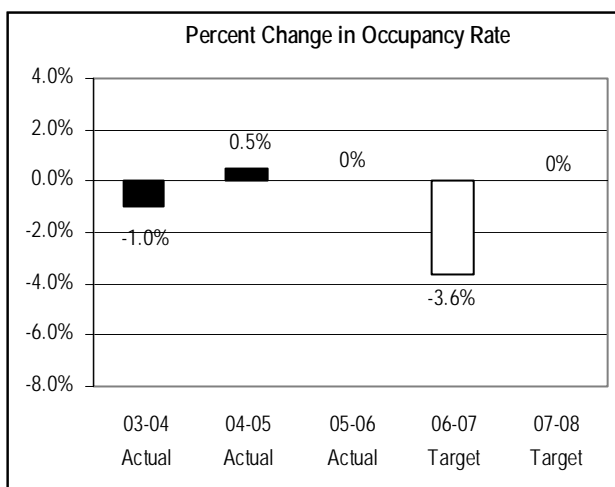
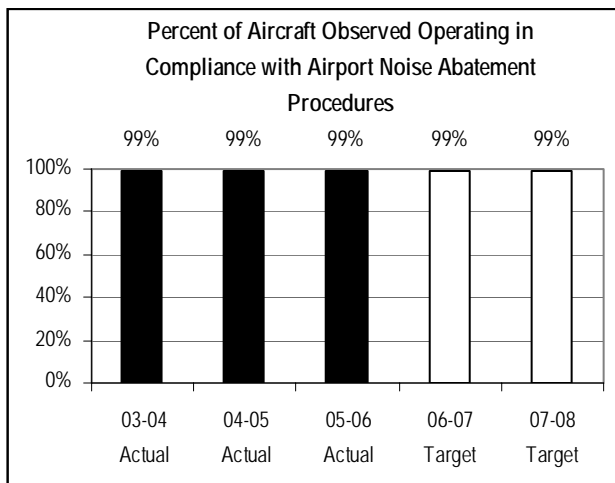
#### Transportation Services

#### 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

Airports contribute to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by operating the San Carlos and Half Moon Bay Airports in partnership with the Federal Aviation Administration (FAA) and the State of California Division of Aeronautics (State). Airport staff are responsible for maintaining facilities and equipment; managing tenant and business contracts and agreements; ensuring compliance with FAA, State and local regulations and safety practices; implementing and monitoring security procedures; and administering the airports noise abatement program.

The following are major accomplishments in the current year:

- Completed the renovation of the Mary Griffin-Ramseur terminal building lobby at San Carlos Airport
- Installed a new pilot weather briefing system in the terminal building at San Carlos Airport
- Constructed safety improvements at Half Moon Bay Airport with \$625,000 in federal and state grants funds
- Finalized plans for the construction of safety and security improvements at San Carlos Airport to be financed in part with \$3,000,000 in federal and state grant funds
- Promoted two qualified employees to vacant supervisory and administrative positions, and filled two journey-level Operations Specialist positions
- Completed the airspace review and evaluation of traffic pattern alternatives at Half Moon Bay Airport
- Updated the Airport Layout Plan sets and Airport Capital Improvement Plans for both airports -- and submitted them to the FAA for review -- to ensure the highest level of eligibility for FAA and State grant funding
- Directed airport noise monitoring efforts to those neighboring communities most impacted by aircraft noise
- Developed new procedures with the San Carlos Airport Air Traffic Controllers to advise pilots of noise abatement procedures and to monitor specific departures for compliance
- Completed preliminary engineering and design studies for the construction of new aircraft hangars and T-shelters at San Carlos Airport with input received from the survey sent to all airport tenants and waiting list applicants

## Story Behind Performance

The Program is responsive to the concerns of neighboring residents related to aircraft noise and continues to enhance the Airport Noise Abatement Programs. Pilot compliance with voluntary noise abatement procedures continues to be high at 99%, and the Program developed new procedures with the Airport's Air Traffic Controllers at San Carlos Airport to increase pilot awareness and compliance with the procedures. The Program continues to provide quality maintenance services for airport facilities and implement customer requested improvements including the renovation of the Mary Griffin-Ramseur terminal building lobby at San Carlos Airport, the replacement of corroded box beams in the aircraft storage hangars at Half Moon Bay Airport, and high frequency of sweeping patrols on the airport taxiways to minimize the hazard and damage from small rocks and debris. These improvements and initiatives are expected to sustain a 90% customer satisfaction rating.

The program constructed safety improvements at Half Moon Bay Airport with \$625,000 in federal and state grants funds including a 24-hour automatic weather reporting system, precision approach path indicators, and a new airport rotating beacon and support tower. Additionally, engineering and design plans were finalized for the construction of safety and security improvements at San Carlos Airport that will be financed in part with \$3,000,000 in federal and state grant funds. Improvements include the overlay of the runway and taxiways, construction of stopways at both ends of the runway, installation of a 24-hour automatic weather reporting system, precision approach path indicators, fencing and drainage improvements. The safety improvements at San Carlos airport are scheduled to be constructed in FY 2006-07.

The FAA and State airport improvement grants are funded through aviation user fees and are available to fund up to 95% of the costs for eligible safety, security and maintenance projects. Grant recipients must agree to operate their airports in compliance with federal standards and grant assurances. The Program has developed five-year capital improvement plans and updated its airport layout plans to ensure the highest level of grant eligibility.

The Program continues to increase its financial self-sufficiency and reserves by developing leases, business agreements and fee structures that reflect fair-market value as required by the FAA. The number of business and charter flights continues to increase at the airports in response to the demand for these services. However, overall aircraft operations have declined slightly over the last several years as a result of high fuel and operating costs and the number of pilots moving to homes outside of the Bay Area.

Addressing the demand for aircraft storage hangars continues to be a high priority for the Program. Preliminary engineering and design studies have been completed for the construction of 43 new aircraft hangars and 29 T-shelters at San Carlos Airport, with construction scheduled to begin in FY 2006-07. Additionally, the Program continues to audit aircraft storage hangar accounts to ensure compliance with the Board of Supervisors' hangar waiting list and aircraft airworthiness policies. The efforts have resulted in a substantially shortened wait for hangars.

## Major challenges over the next two years will be:

- To maintain a high occupancy level as more pilots move their homes to other areas outside of the Bay Area or sell their aircraft because of significant increases in fuel and operating costs
- To complete the development of new aircraft hangars and T-shades at San Carlos Airport including funding, construction, and temporary relocation of aircraft
- To continue to provide professional, effective and responsive service to airport users, tenants, and the community as new employees at the entry, journey, supervisory and administrative levels learn and develop the skills and experience necessary to perform their jobs at a high level
- To complete the construction of safety and security improvements at San Carlos Airport and ensure security at both airports
- To monitor the encroachment of potentially non-compatible development in the areas surrounding the Airports

## Program Priorities

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

### Maintain a 99% Noise Abatement Compliance Rate

- Train new employees on monitoring standards and airport noise abatement procedures
- Distribute noise abatement posters and handouts to pilots and flight schools
- Continue educational efforts and aircraft noise abatement monitoring at both airports
- Continue to meet with neighborhood groups surrounding the airports regarding aircraft noise impacts and the airports' noise abatement efforts

### Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Identify resources and develop a plan to address sewage backups at San Carlos Airport terminal building
- Continue to provide high-level maintenance services for airport facilities and hangars
- Complete the landscape improvement plans for the airport entry areas at both airports
- Resurface and re-stripe the San Carlos Airport main terminal building parking lot
- Develop and implement automobile parking policies and a fee schedule with input from airport users
- Continue to provide increased frequency of apron sweeping patrols at both airports

### Achieve No Change in the Occupancy Rate

- Construct new aircraft hangars and T-shelters at San Carlos Airport to address the high demand for these types of facilities
- Utilize the FAA and State Division of Aeronautics grant programs to fund airport safety, security, maintenance and airport improvement projects at both airports

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Total number of aircraft operations at San Carlos Airport	163,833	152,979	146,042	143,000	143,000
Total number of airport accounts	415	417	417	375	375
<b>How Well We Do It (Quality)</b>					
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 <sup>(1)</sup>					
- San Carlos Airport	- 2.0%	- 6.6%	- 4.5%	- 4.9%	0%
- Bay Area Average	- 6.3%	- 4.4%	- 6.4%	---	---
Percent change in occupancy rate	- 1.0%	+ 0.5%	0.0%	- 3.6%	0%
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of customer survey respondents rating services good or better <sup>(2)</sup>	37 / 97%	43 / 95%	40 / 97%	35 / 90%	35 / 90%
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%

<sup>(1)</sup> The average change in aircraft operation counts at other Bay Area general aviation airports is published for information only as statistics become available.

<sup>(2)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

## Airports (4850P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	8.0	8.0	8.0	8.0		8.0
<b>Total Requirements</b>	5,029,177	4,730,163	7,722,831	8,475,706	752,875	4,159,867
<b>Total Sources</b>	5,029,177	4,730,164	7,722,831	8,475,706	752,875	4,159,867

### 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised Budget to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: an increase in Worker's Compensation charges due to a change in methodology; annualization of negotiated labor increases; an increase in retirement contributions; the elimination of one-time prior year Capital Improvement Projects with corresponding decreases in revenue; an increase in revenue from assuming ownership of an additional tenant-occupied building at San Carlos Airport; and an adjustment to Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,551,260)	(3,855,747)	0	304,487	0	0

### 2. San Carlos Airport Improvements

An appropriation has been added for infrastructure improvements including apron, runway and taxiway rehabilitation, drainage, fencing and safety improvements. Construction and design costs will be fully offset with grant funding from the Federal Aviation Administration (FAA) and State Division of Aeronautics (State) and Reserves. These improvements will enhance the safety, security and utility of the airport for airport users and prospective airport users.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,301,200	3,368,070	0	(66,870)	0	0

### 3. Building Construction Improvements

An appropriation has been added for construction improvements to the BelAir building at the San Carlos Airport which is reverting from a lease hold to County ownership on June 1, 2006. Reserves will be used to fund these improvements and will be offset in future years by increased revenue to the Airport for rents paid by building tenants. The improvements, which include work specified under ADA regulations for accessibility, will enhance the safety, security and utility of the building for tenants and their customers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	50,000	0	(50,000)	0	0

### 4. Half Moon Bay Airport Improvements

An appropriation has been added for infrastructure improvements including runway rehabilitation, airfield drainage, beacon and weather reporting system installations, and safety improvements. Construction costs will be fully offset with grant funding from the Federal Aviation Administration (FAA) and State Division of Aeronautics (State) and Reserves. These improvements will enhance the safety, security and utility of the airport for airport users and prospective airport users.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
863,310	888,047	0	(24,737)	0	0

### 5. Half Moon Bay Airport Master Plan

An 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 grant funding from the Federal Aviation Administration (FAA) and State Division of Aeronautics (State) and Reserves. Completion of the Half Moon Bay Airport Master Plan process will ensure eligibility for FAA and State grant funding for eligible airport improvement projects that will enhance the safety, security and utility of the airport for airport users and prospective airport users.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
157,500	166,667	0	(9,167)	0	0

**6. Adjustment to Fund Balance**

Fund Balance has been adjusted to as a result of completed purchases and projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(17,875)	0	0	(17,875)	0	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
752,875	617,037	0	135,838	0	0

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

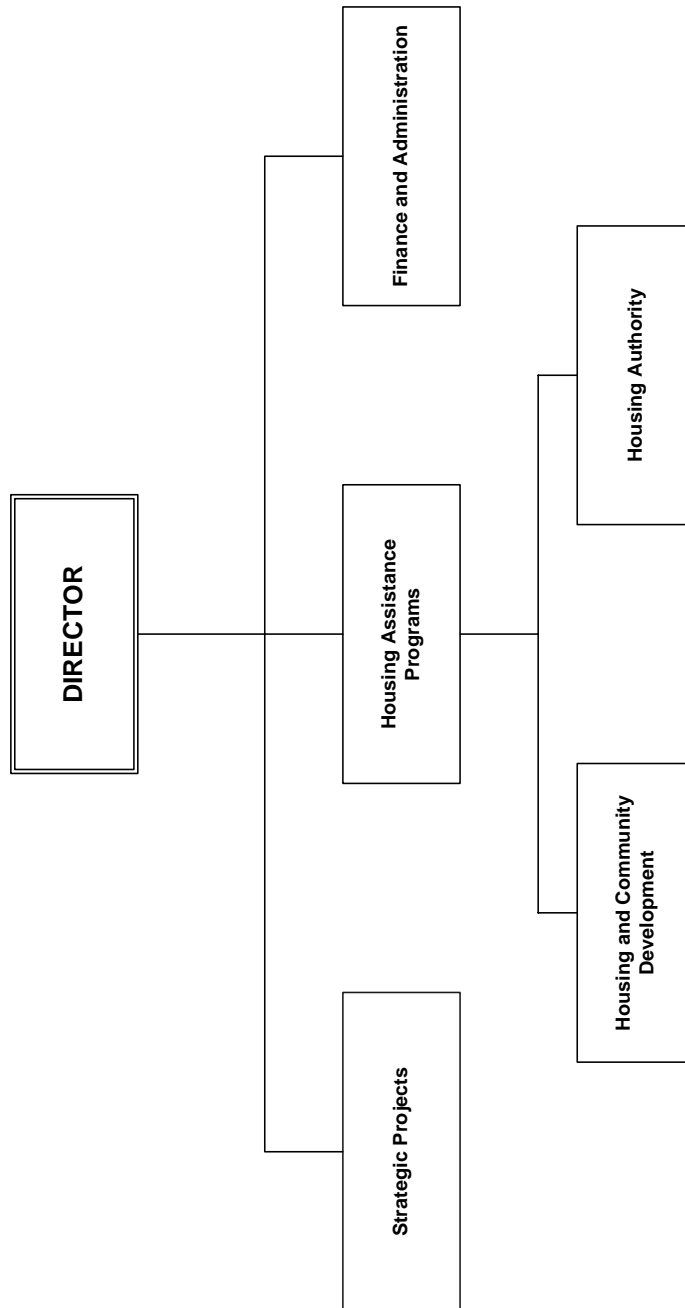
**7. Adjustments to Provide Current Level of Services**

Budget adjustments have been made to meet performance targets: increase in Salaries and Benefits to cover negotiated labor increases; increase in retirement contributions; the elimination of one-time prior year Capital Improvement Projects with corresponding decreases in revenue; and an adjustment to Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(4,315,839)	(4,448,839)	0	133,000	0	0

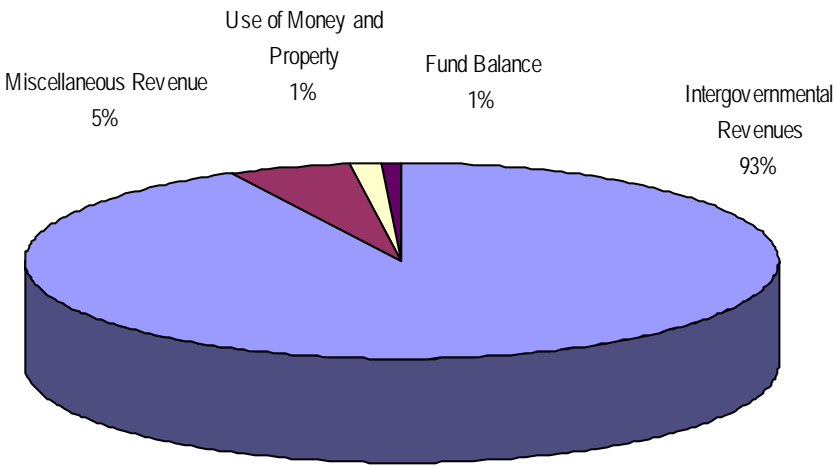
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## DEPARTMENT of HOUSING

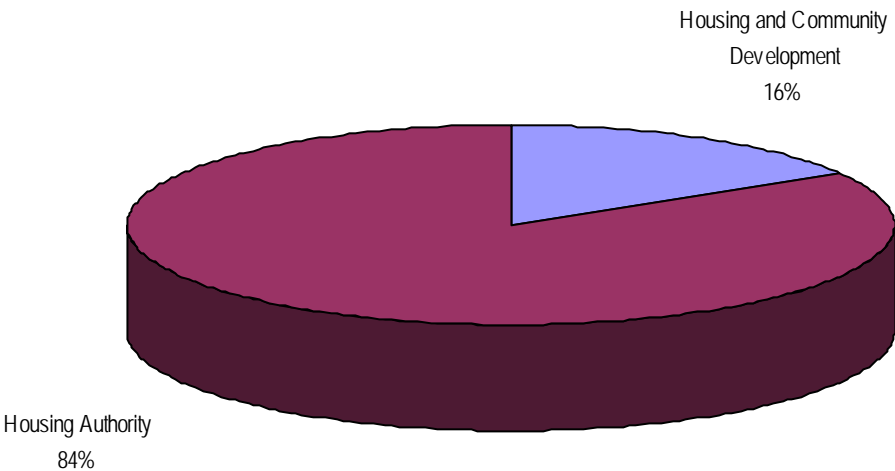


# Department of Housing

FY 2006-07 Adopted Sources



FY 2006-07 Adopted Requirements



## Department Locator

### County

#### Community Services

Economic Development/Real Property Services

Public Safety Communications

Environmental Services Administration

Fire Services

Local Agency Formation Commission

County Library

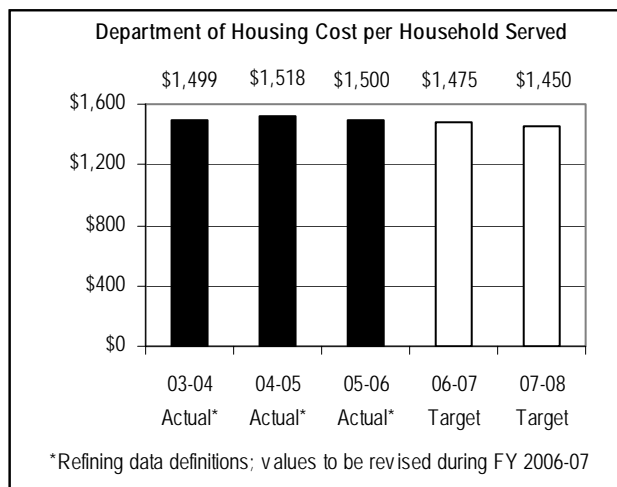
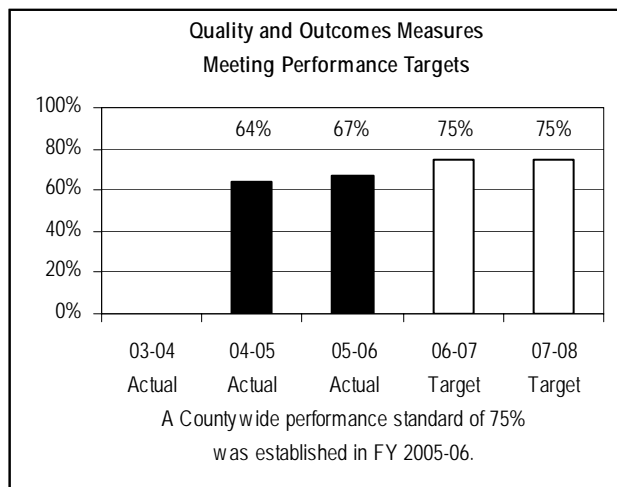
Planning and Building Department

Parks Department

Public Works

### ► Housing

## Department Measures



## Department Mission Statement

The Department of Housing is a catalyst for increasing access to affordable rental housing, increasing the supply of workforce housing, and supporting related community development, so that housing exists for people of all income levels and generations in San Mateo County.

## Contributions to Shared Vision 2010 (Fiscal Years 2000 – 2005)

### PEOPLE

#### Ensure Basic Health and Safety for All

##### • Housing Assistance Programs

In the past decade, staff and programs now comprising the Department of Housing have provided rental, homebuyer, or housing rehabilitation assistance to over 5,000 households and have made essential contributions to the construction of new affordable housing for an additional 1,000 households.

### PLACE

#### Offer a Full Range of Housing Choices; and Redesign our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

##### • Great Housing Design Anchors “Great Places”

Due to the intense public scrutiny that affordable housing developments undergo, and the large network of agencies that must cooperate, sites—like Metro Center, City Center Plaza, Nugent Square in Foster City, Redwood City, and East Palo Alto—anchor locally prized “great places.”

### PROSPERITY

#### Create Opportunities for Every Household to Participate in our Prosperity

##### • Housing Options Anchor Workforce and Transit

In cities and key unincorporated areas, economic revitalization, inclusive housing in which one out of every six or seven homes is permanently affordable, and improved transit service through increased ridership, go hand in hand.

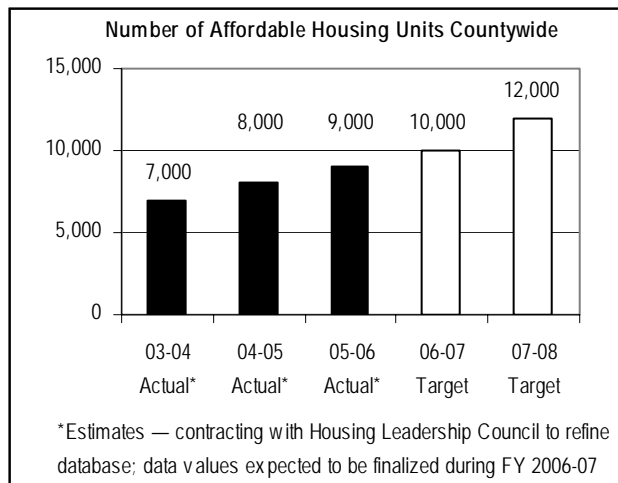
### PARTNERSHIPS

#### Commitment: Responsive, Effective and Collaborative Government; and Leaders Work Together Across Boundaries to Preserve and Enhance our Quality of Life

##### • Collaborative Housing Initiatives

Historically, almost all of the Department of Housing's programs have provided community-building services through partnerships. Federal HOME and Community Development Block Grant (CDBG) grants go to cities and non-profits. The Housing Authority provides rental assistance predominantly through private and non-profit landlords. Going forward, the Department will step up its efforts to develop funding and

influence land-use practices favorable to housing goals through collaboratives such as the Housing Endowment and Regional Trust (HEART), the Ten-Year Plan to End Homelessness (HOPE) initiative, and Grand Boulevard.



## Major Accomplishments in FY 2005-06

### Realize the Potential of our Diverse Population

- Successfully extended funding for the Family Self-Sufficiency, Shelter Plus Care, and Moving To Work programs

### Ensure Basic Health and Safety for All

- Provided critical funding for Belmont Apartments, a showcase of multi-agency collaboration, that provides housing to formerly homeless mental health clients
- Achieved good performance ratings from HUD for Section 8 and public housing programs

### Offer a Full Range of Housing Choices

- Contributed funding to 942 affordable units in 16 sites

### Redesign our Urban Environment to Increase Vitality, Expand Variety, and Reduce Congestion

- Hired staff and developed workplans to implement the Department's expanded charter—to stimulate housing production countywide

### Responsive, Effective and Collaborative Government

- Provided staffing and technical assistance to HEART
- Participated actively in development of the HOPE initiative

## Major Issues to be Addressed

- **Housing Affordability Gap**—the housing affordability gap in San Mateo County—the gap between what housing costs and what the people who live, work and grow up here can afford—is huge, and growing
- **Inadequate Housing Supply**—the constrained housing supply is a major factor in driving up housing costs and pushing fixed-income, entry-level and mid-workforce residents and workers out of the market

- **Lack of Consistent Local Political Support**—although a strong market apparently exists for well-designed, compact infill housing in downtowns and near transit, local political support has not emerged consistently to zone for infill housing and gain land use approvals for specific developments
- **Lack of Comprehensive Housing Strategy**—although various housing initiatives are being pursued by numerous agencies and organizations, there is no comprehensive strategy that is supported by a countywide political constituency for implementation
- **Adapting Best Practices to Unique County Needs**—solutions to critical technical problems that have been invented in other areas have not been customized to San Mateo County's local political and statutory context

## Key Department Initiatives

### 1. Countywide Housing Strategy

#### Major Issues to be Addressed:

- Lack of goal alignment and coordinated implementation of programs among the County, cities, agencies, and organizations
- Broadly appreciated countywide measures of production progress linked to sustainability goals do not yet exist

#### Alignment to Shared Vision:

- Offer a Full Range of Housing Choices
- Redesign our Urban Environment to Increase Vitality, Expand Variety, and Reduce Congestion
- Responsive, Effective and Collaborative Government

#### Goal:

- Increase infill housing production countywide by aligning complementary efforts of public and private organizations to produce well-placed housing for households at all income levels in the community

#### Objectives:

- Publish strategy and implementation plan showing how much housing is needed and why, where it can go, who is doing what to produce it, and how these initiatives fit together
- Develop measurable "sustainability goals" and set housing production targets necessary to achieve them
- Develop integrated marketing approach to coordinate among initiatives
- Increase production rates to a level necessary to reach sustainability targets by 2025
- Increase annual funding five-fold for special needs housing

#### Major Milestones:

- Publish project plan for Countywide Housing Strategy
- Publish action model and inventory of current initiatives
- Publish draft strategy for stakeholder review
- Publish a readily updatable measure of housing funding

- Publish guidelines for integrated messaging
- Publish readily updatable measures of housing production
- Collect broad endorsement of strategy
- Publish refined strategy and action plan
- Establish method/body to monitor progress and update plan

**Partners:**

- Human Services Agency, Center on Homelessness
- Environmental Services Agency, Planning Division
- City/County Association of Governments (C/CAG), HEART, HOPE, SamTrans, cities

**FY 2006-07 Budget Impact:**

Approximately \$500,000 in Federal and other funding sources will cover staffing and other costs of both Department of Housing initiatives, with no Net County Cost.

## 2. Showcase Housing Solutions

**Major Issues to be Addressed:**

- Locally adapted demonstrations of best-practice solutions—"great places" anchored by great housing—are not sufficiently commonplace or widely diffused to stimulate replication by planners and policy makers and stimulate popular and market demand

**Alignment to Shared Vision:**

- Offer a Full Range of Housing Choices
- Redesign our Urban Environment to Increase Vitality, Expand Variety, and Reduce Congestion
- Responsive, Effective and Collaborative Government

**Goal:**

- Showcase exemplary housing solutions and, as needed, import, adapt and demonstrate best-practices

**Objectives:**

- Encourage exemplary developments on County-owned or regulated land
- Establish and publicize measures of progress toward "network of 100 great places"
- Publish series of local demonstrations/adaptations of best-practice housing solutions

**Major Milestones:**

- Publish list of opportunity sites and areas
- Convene "network of 100 great places" working group
- Develop website showing initial "great places" set
- Convene subsidy coordination group
- Secure C/CAG grant for El Camino housing planning
- Meadowbrook ground breaking at Colma BART
- Conceptual plan for Midway Village revitalization
- Identify jurisdiction for corridor overlay zone pilot project
- Show how infill development can reduce local traffic

- Demonstrate method for voluntary recycling of single-family and/or light industrial sites into more intensive mixed-use areas

**Partners:**

- Human Services Agency, Center on Homelessness
- Environmental Services Agency, Planning Division
- C/CAG, HEART, HOPE, SamTrans, cities

**FY 2006-07 Budget Impact:**

Approximately \$500,000 in Federal and other funding sources will cover staffing and other costs of both Department of Housing initiatives, with no Net County Cost.

## Other Significant Objectives by Program

The Department of Housing includes the following programs:

- Housing and Community Development
- Housing Authority

The following program objectives will significantly contribute to Departmental success (additional program-level objectives are included in individual Program Plans):

### Housing and Community Development

- Spearhead development of Countywide Housing Strategy
- Remodel \$50 million loan portfolio and program to increase leverage and focus on strategic priorities
- Support local, State, and Federal efforts to increase overall funding for production of affordable housing

### Housing Authority

- Fully utilize vouchers and public housing units
- Strengthen partnerships with cities and housing organizations
- Maximize impact of Federal housing subsidies by helping local affordable housing organizations, both public and private, build equity



## Department of Housing (7900B) ALL FUNDS

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	1,024,775	1,120,441	1,281,334	1,176,294	(105,040)	1,176,294
Intergovernmental Revenues	73,680,206	70,312,996	75,669,198	72,767,634	(2,901,564)	72,569,094
Miscellaneous Revenue	3,077,044	5,053,861	3,081,262	4,100,618	1,019,356	4,100,618
Other Financing Sources			1,182,650	66,431	(1,116,219)	66,431
<b>Total Revenue</b>	<b>77,782,025</b>	<b>76,487,298</b>	<b>81,214,444</b>	<b>78,110,977</b>	<b>(3,103,467)</b>	<b>77,912,437</b>
Fund Balance	1,968,722	84,606	84,606	650,868	566,262	650,868
<b>TOTAL SOURCES</b>	<b>79,750,747</b>	<b>76,571,904</b>	<b>81,299,050</b>	<b>78,761,845</b>	<b>(2,537,205)</b>	<b>78,563,305</b>

### REQUIREMENTS

Salaries and Benefits	5,535,975	4,843,792	6,097,963	6,030,638	(67,325)	6,055,981
Services and Supplies	2,409,283	2,359,122	3,463,957	2,536,702	(927,255)	2,511,359
Other Charges	71,790,776	67,748,933	72,435,456	69,368,651	(3,066,805)	69,170,111
Other Financing Uses	20,162	20,400				
<b>Gross Appropriations</b>	<b>79,756,196</b>	<b>74,972,247</b>	<b>81,997,376</b>	<b>77,935,991</b>	<b>(4,061,385)</b>	<b>77,737,451</b>
Intrafund Transfers	(110,785)	(36,974)	(782,932)		782,932	
<b>Net Appropriations</b>	<b>79,645,411</b>	<b>74,935,273</b>	<b>81,214,444</b>	<b>77,935,991</b>	<b>(3,278,453)</b>	<b>77,737,451</b>
Contingencies/Dept Reserves	105,337	1,636,631	84,606	825,854	741,248	825,854
<b>TOTAL REQUIREMENTS</b>	<b>79,750,748</b>	<b>76,571,904</b>	<b>81,299,050</b>	<b>78,761,845</b>	<b>(2,537,205)</b>	<b>78,563,305</b>

### AUTHORIZED POSITIONS

Salary Resolution	79.0	78.0	78.0	66.0	(12.0)	66.0
Funded FTE	77.8	77.5	77.5	65.3	(12.2)	65.3

### FY 2006-07 Budget Overview

#### TOTAL SOURCES

Total Sources decreased by \$2,537,205 or 3.1% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Use of Money and Property

There is a decrease of \$105,040 in this funding source due to decreased tenant rent payments.

#### Intergovernmental Revenues

There is a decrease of \$2,901,564 in this funding source due to reduction in grant funding from the U.S. Department of Housing and Urban Development.

#### Miscellaneous Revenue

There is an increase of \$1,019,356 in this funding source due to adjustment in anticipated project cost reimbursement revenue based upon prior year experience.

Other Financing Sources

There is a decrease of \$1,116,219 in this funding source due to a projected decrease in Housing Authority revenue.

Fund Balance

There is an increase of \$566,262 in this funding source due to FY 2005-06 closing balances.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$2,537,205 or 3.1% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is a decrease of \$67,325 in this expenditure category due to negotiated increases, offset by a net decrease of 12 positions including an increase of two positions in Housing and Community Development and a decrease of 14 positions reflecting anticipated reductions in Federal funding.

Services and Supplies

There is a decrease of \$927,255 in this expenditure category due to reductions in contract professional services and budget reductions based on prior actual experience.

Other Charges

There is a decrease of \$3,066,805 in this expenditure category due to reductions in federal grants and budget reductions based on prior actual experience.

Intrafund Transfers

There is a decrease of \$782,932 in this expenditure category due to elimination of administrative and support service charges from HSA following the reorganization creating a separate Department of Housing.

Contingencies/Departmental Reserves

There is an increase of \$741,248 in this expenditure category due to redirection of available year-end balances to meet the County policy of maintaining an amount in General Fund Reserves equal to or greater than 2% of Net Appropriations.

**NET COUNTY COST**

No change.

**FY 2007-08 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$198,540 or 0.3% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

Intergovernmental Revenues

There is a decrease of \$198,540 in this funding source due to projected reductions in federal funding.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$198,540 or 0.3% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$25,343 in this expenditure category due to projected salary and benefit increases totaling \$25,343 in Housing and Community Development.

Services and Supplies

There is a decrease of \$25,343 in this expenditure category due to reduced professional contract services expense.

Other Charges

There is a decrease of \$198,540 in this expenditure category due to elimination of HSA charges following the reorganization creating a separate Department of Housing.

**NET COUNTY COST**

No change.

## Housing & Community Development (7920P)

### Program Locator

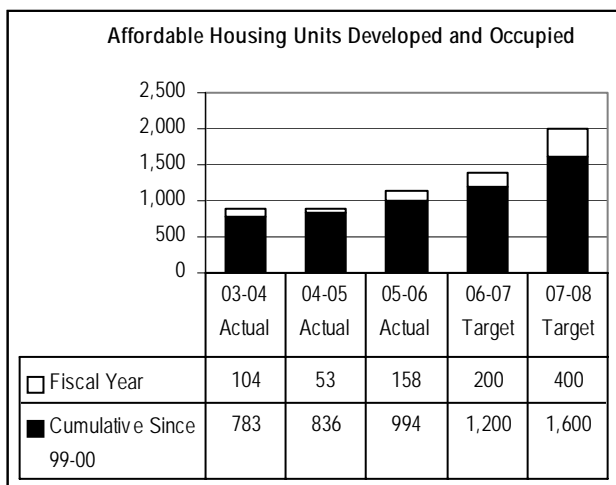
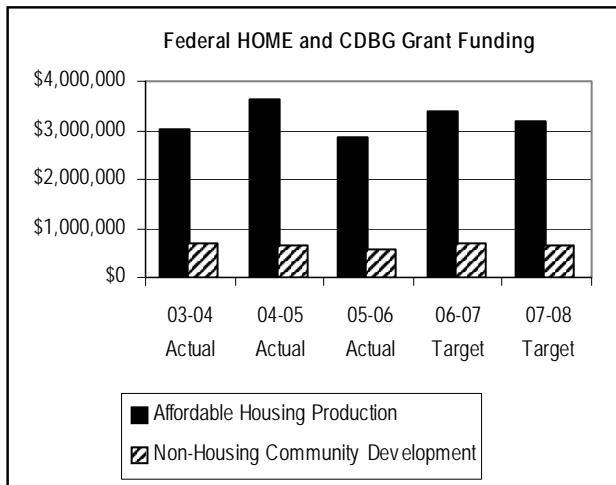
County

Community Services

Housing

▷ **Housing and Community Development**  
Housing Authority

### Headline Measures



### Program Outcome Statement

Housing and Community Development provides affordable housing assistance and community development financing to improve the quality of life in the community for very low, low, and moderate income residents. Its programs focus on increasing the supply of low-income and workforce housing and supporting related community development.

### Services and Accomplishments

The Housing and Community Development (HCD) program primarily contributes to the goals of the Shared Vision 2010 commitment to Offer a Full Range of Housing Choices by administering Federal, State, and County subsidy programs, and by promoting and supporting strategic collaborations. HCD operates numerous housing subsidy programs that increase the capacity of County, city, and community organizations to develop and implement affordable housing programs; acquire or rehabilitate existing homes and rental units; and provide financial assistance to low and moderate income first-time homebuyers. Non-HCD programs include providing affordable child care and youth recreation facilities and services; providing public services for seniors and other special needs populations (e.g., physical access improvements for the disabled); supporting economic development services such as job training and business start-up assistance; and enforcing fair housing practices. In addition to these direct services, HCD administers first-time homebuyer programs for cities, housing rehabilitation loan programs for cities and through non-profit partners, and provides staffing and technical assistance to Housing Endowment and Regional Trust (HEART), the countywide housing trust fund, and HOPE—the Ten-Year Plan to End Homelessness initiative.

The following are major accomplishments in the current year:

- Moved through interim departmental start-up arrangements to hiring permanent staff and refinement of a workplan that responds to the Board of Supervisors' direction to address the inadequacy of the housing supply relative to the needs of many people who work or grow up in the County
- Completed, with County funding contribution, a total of 159 units in five projects of decent homes that are within the affordability of workers and residents including persons with special needs; 783 additional units are under construction in 11 other developments
- Participated actively in the development of the HOPE initiative, and its integration into departmental objectives
- Served as fiscal agent and program staff responsible for developing and implementing programs for HEART, which has committed \$5 million to date for specific affordable housing developments currently in production, which will also contribute to meeting targets set in the HOPE initiative

### Story Behind Performance

With prices in the County continuing to rise, housing presents a challenge to many workers and residents in the County, not only those on fixed or low incomes and certainly not just those living in unincorporated areas. To keep pace, the mission of the Department of Housing has stretched beyond the traditional boundaries of the County's direct land use authority and direct funding sources—to embrace a countywide geographical perspective, and to address the challenges of households that earn more than \$100,000 yet still cannot find housing suitable to enable them to remain in the County and continue contributing their talents to the County workforce pool.

Traditional County sources of funding for housing-related programs are shrinking in relative terms, when compared to the rise of housing-related costs such as land acquisition, construction, and professional staffing. Moreover, Federal funding—which has been the County's prominent funding source—is decreasing in absolute dollars as well. This compels the Department to leverage existing money, use existing money more effectively, and develop new funding sources.

Responsibility for housing-related services crosses departmental boundaries; therefore, the Department strives to continuously improve its effectiveness as an intra-County partner. The Department collaborates with the Human Services Agency (HSA) to maintain a seamless delivery system of services, shelter, housing, and new supportive housing for individuals and families who are homeless or at risk of becoming homeless. The Department also works closely with the Community Development Division of the Environmental Services Agency to implement all housing components of the County's General Plan.

**Major challenges over the next two years will be:**

- To fund new initiatives, as well as those existing programs that have proven effective, in light of yearly cuts in Federal Housing and Urban Development (HUD) funding to the CDBG, HOME, and ESG programs
- To stimulate countywide production of infill housing, especially affordable special needs housing, in light of the County's limited subsidy resources and land use regulatory authority
- To promote effective coordination of resource allocation among numerous public and private organizations, given the diversity of their allocation processes and priorities

**Program Objectives**

Housing and Community Development will meet performance targets by doing the following:

Spearhead Development of a Countywide Housing Strategy

- Drive a strategy development process that identifies commonalities among the major housing-related initiatives in the county (e.g., HEART, HOPE, Housing Dialogues, Inclusionary Housing Initiative, Grand Boulevard, Corridor Development Project), and coordinate deployment of stakeholders' various action plans and resources

Remodel \$50 Million Loan Portfolio and Program to Increase Leverage and Focus on Strategic Priorities

- Use loan programs to strengthen partnering with cities and other strategic partners
- Focus loans on priorities that do "double-duty" with initiatives supported by the Department
- Collaborate with commercial financial institutions to leverage diminishing public funds with private capital

Support Local, State, and National Efforts to Increase Overall Funding for Production of Affordable Housing

- Continue to partner with HEART and HOPE in implementing fund development strategies
- Support statewide campaigns to develop a dedicated source of public funding for affordable housing as a necessary part of community infrastructure
- Organize and promote coordination of timing of subsidies among local funding sources for affordable housing development projects
- Maximize use of project-based vouchers to enable development of supportive housing and to retain federal housing subsidies in the form of project equity

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Federal HOME and CDBG grant funding provided for:					
- Affordable housing production	\$3,022,644	\$3,615,000	\$2,851,850	\$3,400,000	\$3,200,000
- Non-Housing Community Development	\$699,525	\$635,864	\$552,050	\$700,000	\$650,000
<b>How Well We Do It (Quality)</b>					
Homeowner Assistance loans distributed:					
- Rehabilitation loans	\$457,000	\$602,500	\$907,000	\$750,000	\$950,000
- Down payment	\$678,750	\$340,000	\$2,019,449	\$500,000	\$350,000
Percent of customer survey respondents rating services good or better <sup>(1)</sup>	---	---	---	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Number of Affordable Housing Units developed and occupied:					
- Fiscal Year	104	53	158	200	400
- Cumulative (since FY 1999-2000)	783	836	994	1,200	1,600
Number of households benefitting from Homeowner Assistance loans <sup>(2)</sup>	1,289	1,303	1,300	1,350	1,400

<sup>(1)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06. First HCD survey to be conducted in FY 2006-07.

<sup>(2)</sup> Includes both rehabilitation and down payment loans.

## Housing & Community Development (7920P)

### Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	18.0	17.0	17.0	19.0	2.0	19.0
Funded FTE	16.8	16.5	16.5	18.3	1.8	18.3
<b>Total Requirements</b>	9,873,261	11,141,652	13,850,149	12,920,953	(929,196)	12,722,413
<b>Total Sources</b>	9,873,260	11,141,652	13,850,149	12,920,953	(929,196)	12,722,413

### Program 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 the Community Development Block Grants (CDBG), the HOME Partnership Act, and the Emergency Shelter Grant from the U.S. Department of Housing and Urban Development (HUD).

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; revenue reductions reflecting a 10% cut in HUD funding; appropriations for the Learning Content Management System (LCNMS); increased project cost revenue based on prior year performance; increased tenant improvement costs; decreased administrative and accounting charges from the Housing Authority; and increased Reserves, based on projected year-end balances, in order to meet the Countywide 2% policy.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,466,568)	(2,487,218)	782,932	237,718	0	0

### 2. Staffing Adjustments

Staffing adjustments support meeting performance targets by addressing operational requirements in the later stages of implementing the newly created Department of Housing. A vacant Fiscal Office Specialist position is deleted and an Accountant II added. One Executive Secretary and one Payroll/Personnel Specialist are added as part of staffing changes in developing the new Department's management team.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	33,842	0	(33,842)	0	2

### 3. Adjustments to Fund Balance

Increased Fund Balance is set aside in Reserves for operating contingencies. General Fund Reserves total \$825,854 and significantly exceed the County's 2% Reserves policy.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
537,372	0	0	537,372	0	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(929,196)	(2,453,376)	782,932	741,248	0	2

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; reductions in program expense based on decreased federal grant funding; and elimination of charges formerly paid to the HSA Business Systems Group for accounting services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(198,540)	(198,540)	0	0	0	0

## Housing Authority (7930P)


### Program Locator

County

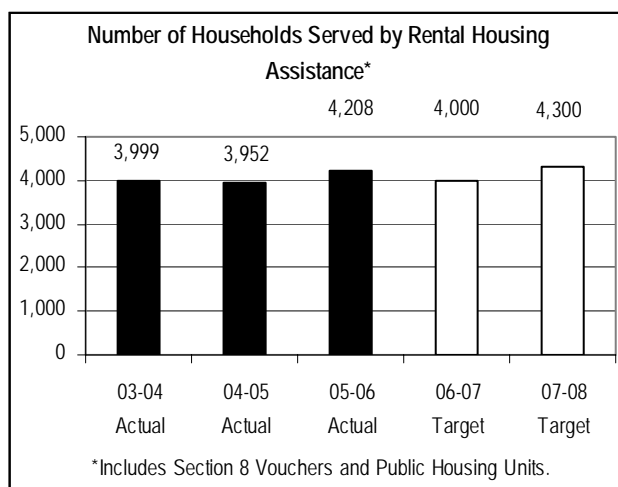
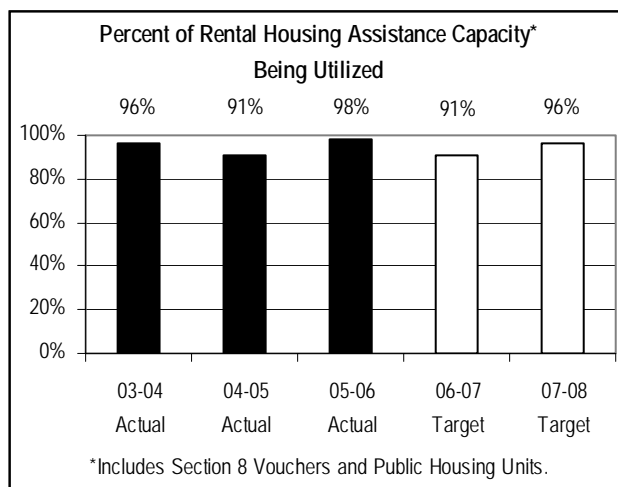
Community Services

Housing

Housing and Community Development

 **Housing Authority**

### Headline Measures



### Program Outcome Statement

The Housing Authority provides public housing and rental subsidy through the Section 8 rental assistance programs to help eligible low-income families or individuals obtain decent, safe, and sanitary housing.

### Services and Accomplishments

The Housing Authority Program primarily contributes to the goals of the Shared Vision 2010 commitment to Offer a Full Range of Housing Choices by providing housing assistance to eligible low-income families through its Section 8 Housing Choice Voucher Program and three public housing developments: 150 family units at Midway Village in Daly City; 60 units for senior citizens in Half Moon Bay; and 30 units at El Camino Village in Colma.

Within the Section 8 Housing Choice Voucher Program are sub-programs designed to achieve certain goals: the Family Self-Sufficiency (FSS) Program is a five-year program that combines case management, education, and training with rental subsidy to help Section 8 families transition from public assistance to employment; the Aftercare Program provides rental assistance to certified physically, developmentally, or mentally disabled low-income persons who participate in a planned, ongoing program of rehabilitation, education, or other related supportive services; Half Moon Bay Village provides Section 8 Project-Based assistance to low-income seniors; Project-Based assistance is also provided to 19 privately-owned housing developments throughout the County; and the Homeownership Program allows first-time homebuyers to use their Section 8 rental subsidy to meet their monthly homeownership expenses.

The Housing Authority administers special programs that receive separate funding, typically through an annual nationwide competition, from the U.S. Department of Housing and Urban Development (HUD): the Shelter Plus Care Program provides Section 8 rental assistance and supportive services to homeless people with disabilities and their families; the Supportive Housing Program provides rental assistance as part of the Continuum of Care to promote the development of housing and supportive services to assist homeless persons with disabilities in their transition from streets and shelters to permanent housing and maximum self-sufficiency; the Moving to Work Demonstration Program—awarded to San Mateo County Housing Authority as one of 24 Housing Authorities nationwide—provides incentives to families to become economically self-sufficient, to reduce Housing Authority's costs and achieve greater cost effectiveness, and to increase housing choices for low-income families; and the Moderate Rehabilitation Program assists very low-income families in obtaining decent, safe, and sanitary housing in privately owned, rehabilitated units.

The following are major accomplishments in the current year:

- Achieved strong performance ratings from HUD for Section 8 and Public Housing programs
- Opened waiting lists for Public Housing and Project-Based Section 8 apartments
- Received new or extended funding for the Family Self-Sufficiency, Shelter Plus Care, and Moving To Work programs

- Provided critical funding for Belmont Apartments, a showcase of multi-agency collaboration that is now home to 25 formerly homeless mental health clients

### Story Behind Performance

Due to the level of appropriations and fixed funding policy enacted by Congress, the Housing Authority of San Mateo County receives less funding from HUD than is needed to meet the costs of the current number of authorized vouchers in use. Moreover, due to regulatory constraints, program adjustments to compensate for this shortfall take effect slowly, forcing the Housing Authority to draw down its very limited reserves.

#### Major challenges over the next two years will be:

- To maintain the maximum program size of the Section 8 Housing Choice Voucher Program (HCVP) in the face of ongoing federal budget cuts and rule changes
- To return the Housing Authority to economic self-sufficiency in spite of diminishing federal funding and regulatory inflexibility
- To strengthen the Housing Authority's role as a key collaborator in countywide strategic priority projects including production of affordable and supportive housing, especially as related to the HOPE Initiative to end homelessness

### Program Objectives

The Housing Authority will meet performance targets by doing the following:

#### Fully Utilize Vouchers and Public Housing Units

- Rehabilitate off-line units and bring them back into service
- Resolve administrative delays in lease-up of project-based units
- Negotiate with landlords to bring voucher costs to current fair market rent levels
- Make accurate income/tenant payment determinations and enhance quality control of documentation and file review
- Closely monitor program costs, lags, and turnover rates to maintain 100% utilization

#### Improve the Housing Authority's Fiscal Condition

- Invest "use-it-or-lose-it" capital funds in income-producing rehabilitation projects
- Convert El Camino Village to Project-Based vouchers
- Aggressively pursue accounts receivable
- Streamline administrative processes such as upgrading program/financial software system

#### Maximize Economic Recycling of Federal Housing Subsidies

- Reprogram Housing Choice Vouchers to Project-Basing to the maximum allowable extent
- Develop performance measures for subsidy retention



## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of households served by rental assistance <sup>(1)</sup>	3,999	3,952	4,208	4,000	4,300
<b>How Well We Do It (Quality)</b>					
Percent of rental assistance capacity being utilized	96%	91%	98%	91%	96%
Percent of customer survey respondents rating services good or better <sup>(2)</sup>	93%	94%	97%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of clients transitioning out of rental housing assistance <sup>(3)</sup>	32 / 1%	30 / 1%	35 / 1%	35 / 1%	35 / 1%

<sup>(1)</sup> Includes Section 8 Vouchers (Housing Choice, Project Based, and Special Programs) and Public Housing Units (Midway Village and El Camino Village).

<sup>(2)</sup> A Countywide customer satisfaction performance standard of 90% was established FY 2005-06.

<sup>(3)</sup> Due to either income gain or home purchase.

## Housing Authority (7930P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>Salary Resolution</b>	61.0	61.0	61.0	47.0	(14.0)	47.0
<b>Funded FTE</b>	61.0	61.0	61.0	47.0	(14.0)	47.0
<b>Total Requirements</b>	69,877,487	65,430,252	67,448,901	65,840,892	(1,608,009)	65,840,892
<b>Total Sources</b>	69,877,487	65,430,252	67,448,901	65,840,892	(1,608,009)	65,840,892

### Program Net County Cost

This budget is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by the U.S. Department of Housing and Urban Development (HUD). The Housing Authority budget is not part of the County budget and is included in this section for informational purposes only.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets and accommodate anticipated level of Federal funding: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; deletion of nine

unfunded positions, as well as five vacant positions with no anticipated negative impact on service levels (two Housing Occupant Specialists, one Maintenance Worker, one Management Analyst III, and one Housing Services Specialist); revenue adjustments to reflect recent trends and increased collection efforts; and expenditure reductions resulting from consolidating regional offices. The Housing Authority is a non-County fund; this budget is presented for information only.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,608,009)	(1,608,009)	0	0	0	(14)

#### FY 2007–08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the 2007-08 Adopted Budget:

No change.

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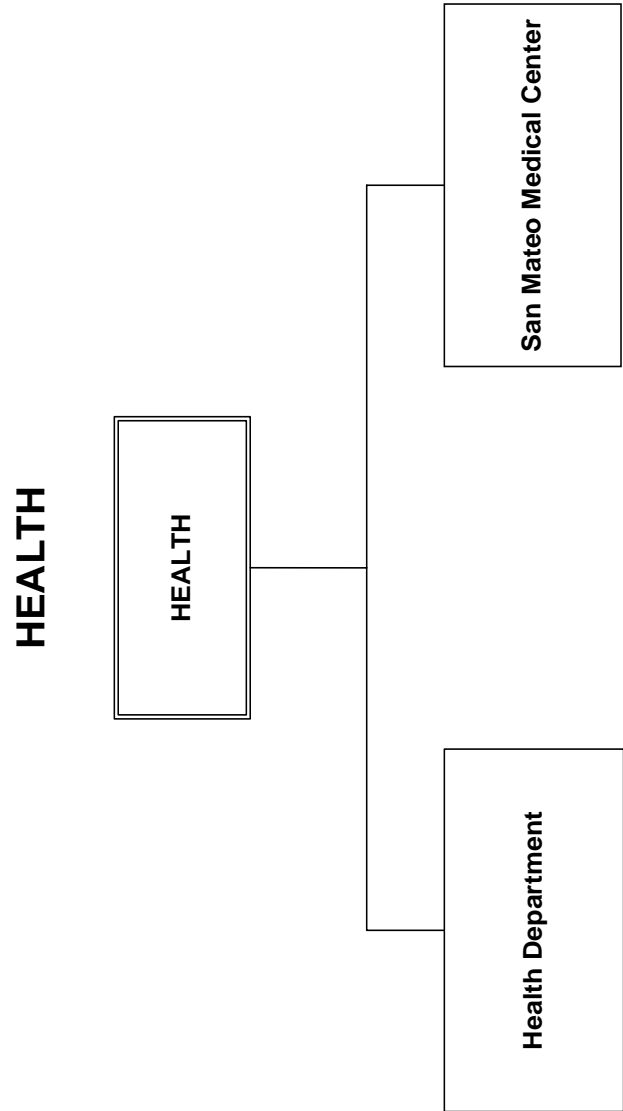
# *Health*



*Adopted Budget*  
*FY 2006-07*  
*FY 2007-08*



People	<p><b>Realize the potential of our diverse population.</b></p> <ol style="list-style-type: none"> <li>1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.</li> <li>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.</li> </ol> <p><b>Provide equal access to educational opportunity.</b></p> <ol style="list-style-type: none"> <li>3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.</li> <li>4. Residents have many educational and training opportunities beyond high school.</li> </ol> <p><b>Ensure basic health and safety for all.</b></p> <ol style="list-style-type: none"> <li>5. Residents have access to healthcare and preventive care.</li> <li>6. Children grow up healthy in safe and supportive homes and neighborhoods.</li> <li>7. Maintain and enhance the public safety of all residents and visitors.</li> <li>8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.</li> </ol>
Place	<p><b>Offer a full range of housing choices.</b></p> <ol style="list-style-type: none"> <li>9. Housing exists for people at all income levels and for all generations of families.</li> </ol> <p><b>Redesign our urban environment to increase vitality, expand variety and reduce congestion.</b></p> <ol style="list-style-type: none"> <li>10. Public transportation choices that are convenient, affordable, accessible and safe.</li> <li>11. New housing is clustered with jobs and commercial services along transportation corridors.</li> <li>12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.</li> </ol> <p><b>Preserve and provide people access for our natural environment.</b></p> <ol style="list-style-type: none"> <li>13. Fixing the boundary between open space and development protects the quality of the natural environment.</li> <li>14. Important natural resources are preserved and enhanced through environmental stewardship.</li> <li>15. Residents have nearby access to green space, such as parks and recreational opportunities.</li> </ol>
Prosperity	<p><b>Create opportunities for every household to participate in our prosperity.</b></p> <ol style="list-style-type: none"> <li>16. Residents hold the majority of jobs created in the county.</li> <li>17. All households experience real gains in income.</li> </ol> <p><b>Sow the seeds of our future prosperity.</b></p> <ol style="list-style-type: none"> <li>18. San Mateo County attracts and maintains leading-edge industries.</li> <li>19. The skill level of new workers rises with improved K-12 education and training options.</li> </ol>
Partnerships	<p><b>Responsive, effective and collaborative government.</b></p> <ol style="list-style-type: none"> <li>20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.</li> <li>21. County employees understand, support and integrate the County vision and goals into their delivery of services.</li> <li>22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.</li> </ol> <p><b>Leaders work together across boundaries to preserve and enhance our quality of life.</b></p> <ol style="list-style-type: none"> <li>23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.</li> <li>24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.</li> <li>25. Residents express their support for regional, collaborative approaches to issues.</li> </ol>

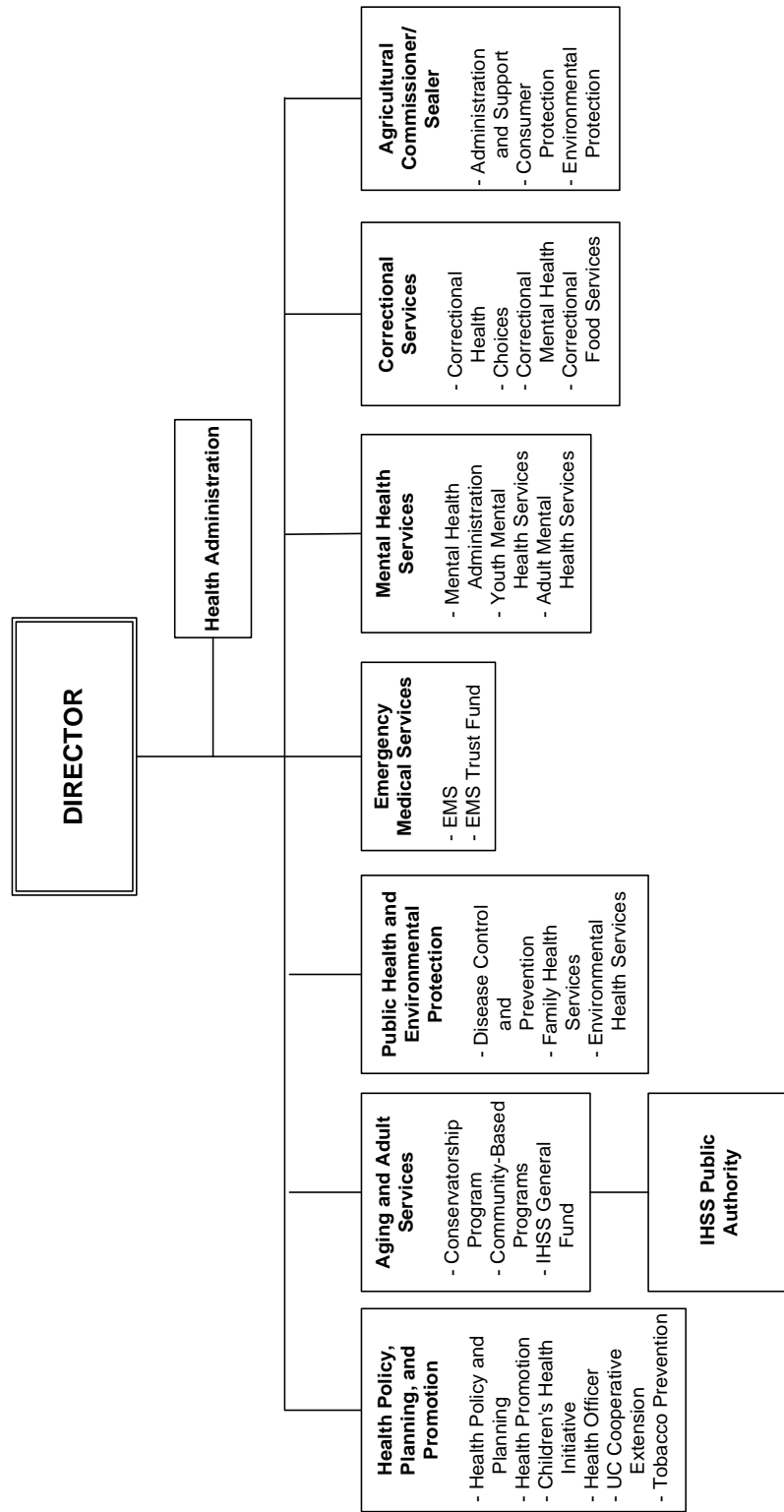


## Health

### FY 2006-07 and 2007-08 All Funds Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>General Fund Budgets</b>						
Health Administration	5,681,375	6,059,182	6,536,065	7,636,968	1,100,903	7,873,080
Health Policy, Planning & Promotion	5,691,826	6,742,688	8,104,858	7,689,520	(415,338)	7,882,440
Emergency Medical Services GF	724,457	1,268,397	1,567,965	1,825,259	257,294	1,606,045
Aging and Adult Services	15,960,928	17,354,034	18,224,938	20,282,284	2,057,346	20,539,276
IHSS Public Authority GF	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
Environmental Health Services	10,710,722	11,147,452	11,839,284	14,006,147	2,166,863	13,440,598
Mental Health Services	84,599,484	88,526,632	94,806,114	102,766,581	7,960,467	102,568,866
Public Health Services	36,000,189	36,951,666	39,050,103	43,589,799	4,539,696	43,807,256
Correctional Services	5,586,793	5,312,146	5,825,212	7,090,463	1,265,251	7,016,227
Agricultural Commissioner/Sealer	2,927,860	3,267,449	3,129,863	3,399,729	269,866	3,432,352
Contributions to Medical Center	62,713,302	60,296,415	54,047,737	70,286,367	16,238,630	72,183,046
<b>Total General Fund</b>	<b>235,084,459</b>	<b>241,413,584</b>	<b>247,619,662</b>	<b>283,060,640</b>	<b>35,440,978</b>	<b>284,836,709</b>
<b>Non-General Fund Budgets</b>						
Emergency Medical Services Fund	2,388,203	2,994,122	2,747,720	3,055,749	308,029	3,055,749
IHSS Public Authority	13,385,725	13,254,449	15,257,493	15,556,782	299,289	15,693,054
San Mateo Medical Center	185,130,676	197,213,424	197,829,487	217,118,223	19,288,736	222,123,547
Medical Center Capital Purchases	3,282,742	693,974	11,470,000	6,266,000	(5,204,000)	6,266,000
<b>Total Non-General Fund</b>	<b>204,187,346</b>	<b>214,155,969</b>	<b>227,304,700</b>	<b>241,996,754</b>	<b>14,692,054</b>	<b>247,138,350</b>
<b>Total Requirements</b>	<b>439,271,805</b>	<b>455,569,553</b>	<b>474,924,362</b>	<b>525,057,394</b>	<b>50,133,032</b>	<b>531,975,059</b>
<b>Total Sources</b>	<b>376,250,762</b>	<b>388,986,311</b>	<b>404,455,919</b>	<b>434,326,585</b>	<b>29,870,666</b>	<b>437,920,086</b>
<b>Net County Cost</b>	<b>63,021,042</b>	<b>66,583,242</b>	<b>70,468,443</b>	<b>90,730,809</b>	<b>20,262,366</b>	<b>94,054,973</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	2,143.0	2,271.0	2,271.0	2,344.0	73.0	2,343.0
Funded FTE	1,971.6	2,056.9	2,056.8	2,145.4	88.6	2,144.6

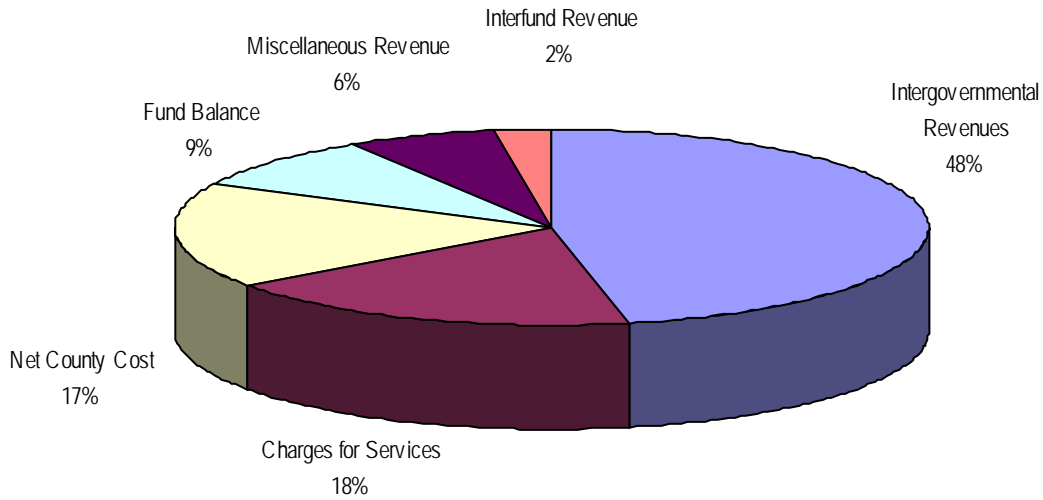
# HEALTH DEPARTMENT



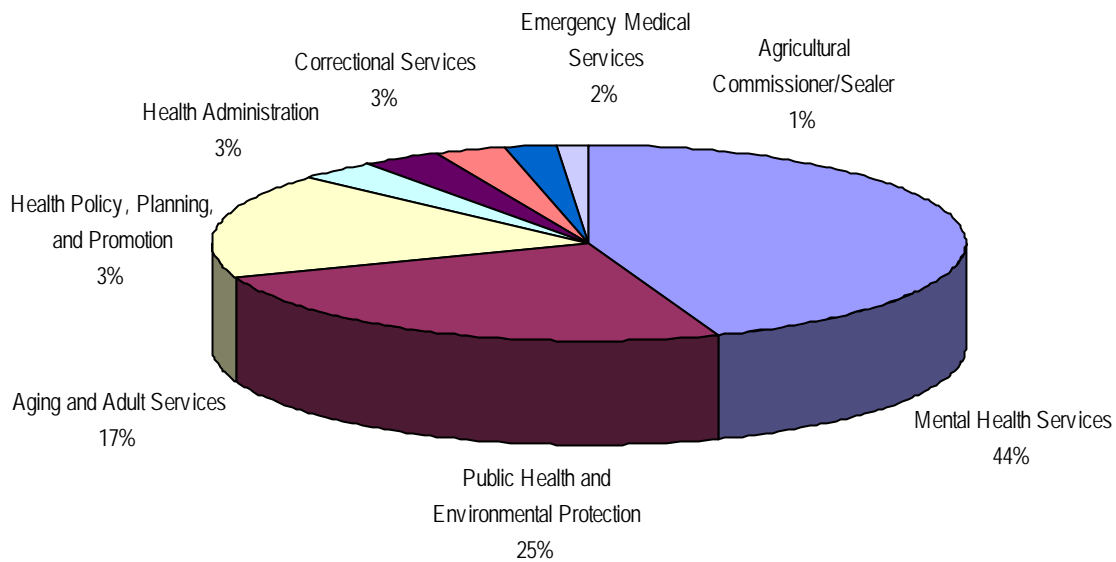


## Health Department

### FY 2006-07 Adopted Sources



### FY 2006-07 Adopted Requirements



## Department Locator

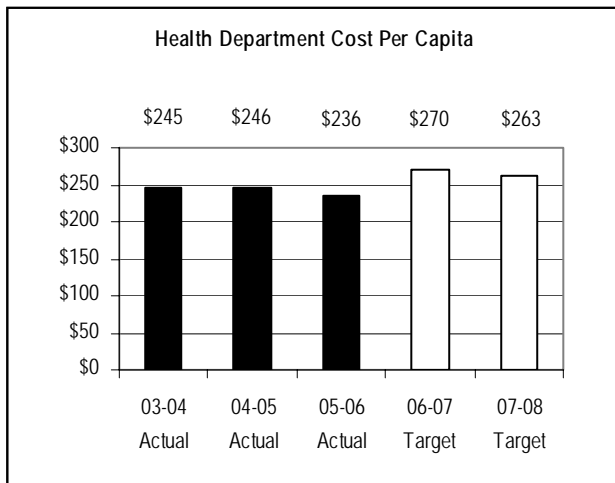
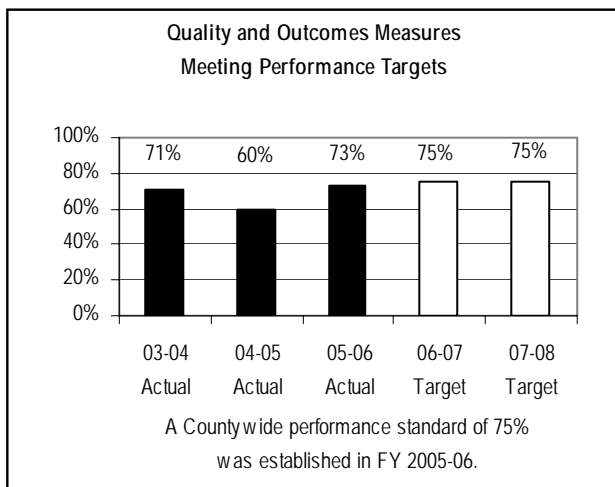
### County

Administration and Fiscal  
Criminal Justice  
Community Services

### ► Health

Health Department  
San Mateo Medical Center  
Children, Youth and Family Services  
Non-Departmental Services

## Department Measures



## Department Mission Statement

The mission of the Health Department is to build a healthy community and increase the longevity and quality of people's lives by: protecting the public health of all residents and the environment; providing physical and mental health care and protective social services; ensuring emergency response; and engaging the community in key health issues.

## Contributions to Shared Vision 2010 (Fiscal Years 2000 – 2005)

### PEOPLE

#### Ensure Basic Health and Safety for All

- Partners for Safe and Healthy Children**  
 Researched, designed, and launched Partners for Safe and Healthy Children (PSHC), a partnership between the Health Department and Human Services Agency (HSA) through an investment of 9 Full-Time Equivalent (FTE) positions in FY 2005-06. PSHC provides assessment, treatment, and intervention services to children ages 0-5 and their parents who have open or voluntary child welfare cases, in order to improve the health and well-being of the County's youngest children at risk of child abuse and neglect.
- Community-Wide Disaster Preparedness**  
 Continued focus, in partnership with various County departments and hospitals across the County, on community-wide disaster preparedness, integrating experiences from SARS, West Nile Virus, and bioterrorism planning to develop a comprehensive Pandemic Flu Preparedness and Response Plan. This plan strengthens the community's ability to understand the virulence of the virus; method of spread; availability of vaccines and antiviral agents; and the effectiveness of medical and non-medical containment measures. Prior year results include training of 700 Health Department staff and dissemination of 395,000 emergency preparedness guides to San Mateo County residents.
- Children's Health Initiative**  
 Continued statewide leadership on the issue of expanding access to health insurance through the Children's Health Initiative (CHI), which aims to provide universal access to health insurance for children in San Mateo County. Results to date include enrollment of 5,800 children in the Healthy Kids program, which was created in 2003, and an additional 2,267 children enrolled in other public health insurance programs for which they were eligible. The County invests \$2.7 million per year to support this work.

#### Realize the Potential of Our Diverse Population

- Mental Health Services Act**  
 Completed a community-informed Mental Health Services Act (MHSA, "Proposition 63") plan focused on promoting wellness, resilience, and equity in expanding mental health services to

unserved and underserved seriously mentally ill adults, older adults, and seriously emotionally disturbed children and youth. Engaged more than 1,400 community members in designing the plan and applying learnings to all aspects of the Mental Health Services system of care.

- **Healthy Communities San Mateo**

Continued community-engaged progress on *Healthy Communities San Mateo: A Community Health Improvement Initiative to Eliminate Health Disparities*, which was launched by the Health Disparities Summit in May 2004. Developed community strategic plans to Prevent Childhood Obesity (PCO) and Alcohol, Tobacco, and Other Drug (ATOD) Prevention involving more than 300 community members. Completed formative research regarding the baseline level of linguistic access to healthcare in San Mateo County. Presented Blueprint for Prevention of Childhood Obesity to the Board of Supervisors in April 2006, culminating a one-year participatory planning process involving more than 250 community leaders from the healthcare, educational, pre-school, after-school, and other sectors. Presented a Roadmap for Alcohol, Tobacco, and Other Drug Prevention to the Board of Supervisors in June 2006, resulting in unanimous approval of a community-informed planning process conducted in partnership with the Human Services Agency.

## PLACE

### Offer a Full Range of Housing Choices

- **Unsafe at Home Initiative**

Began the "Unsafe at Home" initiative, in partnership with the San Mateo Medical Center (SMMC), to improve frail seniors' ability to remain at home despite complex medical and social needs.

## PARTNERSHIPS

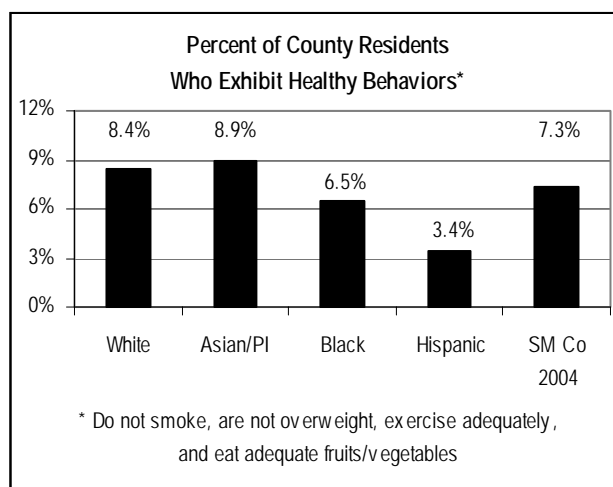
### Responsive, Effective and Collaborative Government

- **San Mateo Mental Health Assessment and Response Team (SMART) Initiative**

Partnered with law enforcement agencies and multiple County departments to create and begin the SMART initiative involving a multidisciplinary approach to respond to "behavioral" emergencies in the field at the request of law enforcement or mental health staff. An FY 2005-06 investment of \$1.1 million over three years was made to launch this effort.

- **Strategic Plan for Prenatal to Three Initiative**

Engaged 80 community leaders in the fields of early childhood development, health, literacy, and education in creating a five-year strategic plan for the Prenatal to Three Initiative.



## Major Accomplishments in FY 2005-06

### Ensure Basic Health and Safety for All

- PSHC first-year results include services to 136 families and 161 children and increased timeliness of contact with a multidisciplinary team addressing behavioral health and well-being.
- Achieved implementation and statewide recognition for use of web-based One-E-App tool to facilitate "one-stop" enrollment in all public health insurance programs for low-income children in the County.

### Realize the Potential of Our Diverse Population

- Achieved State approval of MHSA plan to receive an additional \$4.5 million in leveraged Federal and State reimbursement to transform the mental health services system.
- Engaged more than 300 community leaders in shaping community plans to reduce health disparities in the areas of PCO and ATOD Prevention.

### Responsive, Effective and Collaborative Government

- Implemented SMART Program that responds, at law enforcement's request, with a specially trained paramedic to assist persons having behavioral emergencies. SMART began in December 2005 and is targeted to respond to 70% of the law enforcement requests for Code 2 EMS responses for behavioral emergencies.

## Major Issues to be Addressed

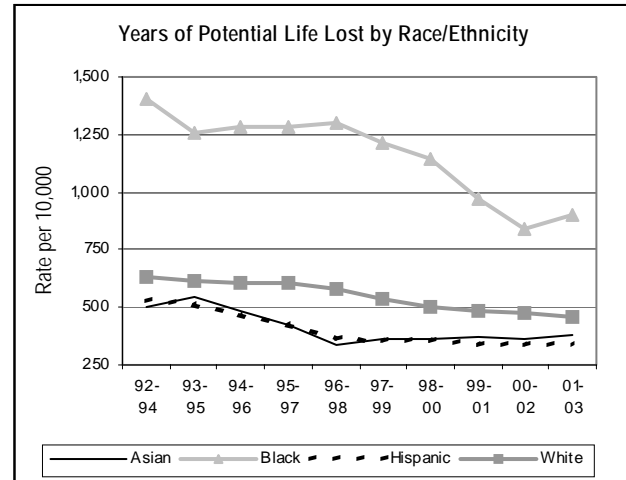
- **Poverty and Disparities**—the Department must continue to thoughtfully address pressing long-term health issues that are rooted in communities and reflect many underlying factors linked with poverty and disparities, while also addressing day-to-day imperatives of ensuring basic health and safety and assisting vulnerable people to achieve a better quality of life.
- **Chronic Disease**—it is recognized that chronic disease, including mental illness and addiction to alcohol, tobacco, and other drugs takes an enormous toll on the community; categorical funding makes it challenging to address such issues

with a public health perspective targeting behavior and community change.

- **Threat of Pandemic Influenza**—building on the Pandemic Flu Preparedness and Response Plan completed during FY 2005-06, it is anticipated that substantial attention will be directed toward activities related to preparing local government and the community for the possibility of spread of Avian Influenza. These efforts will address basic individual/family health and safety, as well as potential interruptions of vital government and business functions that may follow an outbreak in the community.
- **Increasing Healthcare Costs**—the Federal government projects that healthcare costs will increase by an average of more than 7% per year until 2015, with even greater increases expected for public healthcare spending. These cost pressures will strain existing systems as public funding sources are expected to remain relatively flat.
- **Disaster Preparedness**—it will be important to leverage increased attention to disaster preparedness resulting from unfortunate events such as Hurricane Katrina and Avian Influenza, while appropriately scaling the Department's approach to disaster preparedness within the spectrum of public health priorities that must be addressed.
- **Workforce Capacity and Diversity**—the Department must continue to invest in a workforce that aligns with the diversity of the communities being served and recognize the need for differing health approaches in the County's diverse communities.
- **Aging "Baby Boomers"**—with the large changes that are anticipated in population demographics as the "baby boom" population ages, it is necessary to think strategically regarding how best to anticipate and plan for needed systems changes.
- **Community Capacity**—there is a need to be mindful of the community's capacity to address priority health issues and how best to partner with the community in promoting health and well-being.
- **Data-Informed Practices**—the Department will be challenged to keep up with the vast amount of "best practice" and "evidence-based" research that emerges on health issues and incorporate the findings most relevant for the community, its assets, and its needs.
- **Critical Infrastructure**—there is need to invest in critical infrastructure (space, information technology, seismically sound buildings) that is necessary to support the many programs and initiatives for which the County is responsible.
- **Public Healthcare Policy**—State and Federal policy-makers must continually be informed of County efforts to innovate and pilot community-based solutions for building a healthy community.

The following graph illustrates how several of these issues—such as poverty and disparities, chronic disease, and public healthcare policy—influence the important community health outcomes of life expectancy and quality of life. Years of Potential Life Lost (YPLL) is an epidemiological indicator for the aggregate impact of early deaths on a population that aims to measure the years of life cut short

relative to the average life expectancy of the population. Considering the age of death, in addition to the event of death itself, enables a measure of quality of life lost through "premature" death in a population. The underlying assumption for YPLL is that the more "premature" a death (i.e., the younger a person is when he/she dies), the greater the loss of life. The graph depicts three-year moving averages of YPLL between 1994 and 2003.



## Key Department Initiatives

### 1. Healthy Communities San Mateo

#### Major Issues to be Addressed:

- A growing body of research documents that many U.S. population groups—including racial and ethnic minority groups such as African Americans, Hispanics/Latinos, Asian Americans, American Indians, Alaska Natives, and Pacific Islanders, as well as some geographic and/or socioeconomic groups such as low-income and rural populations—experience a disproportionately high burden of disease and mortality.
- These health disparities are present in San Mateo County and reducing them will require concerted action across a wide range of issues and sectors.

#### Alignment to Shared Vision:

- Ensure Basic Health and Safety for All
- Realize the Potential of Our Diverse Population

#### Goals:

- Reduce health disparities
- Engage the community in addressing priority health issues

#### Objectives:

- By 2010, reduce levels of childhood overweight from 25% to 20%
- By 2010, reduce proportion of youth using alcohol, tobacco, and other drugs from 26% to 21%

- Improve linguistic access to healthcare services by developing an action plan to address key findings from the Department's Linguistic Access Study

#### **Major Milestones:**

- Engage the community in strategic plans for PCO and ATOD Prevention
- Complete baseline assessment of Linguistic Access to Health Care in San Mateo County
- Select priority recommendations for implementation with Health Department leadership
- Retain community participation and guidance in shaping approach and priorities

#### **Partners:**

- Human Services Agency
- San Mateo Medical Center
- Health Plan of San Mateo
- First 5 of San Mateo County

#### **FY 2006-07 Budget Impact:**

In addition to the 2.75 FTE staff resources in the Health Policy, Planning, and Promotion (HPPP) unit that will continue to lead and coordinate these efforts, \$150,000 of Health Department resources are being redirected toward this initiative. This work is being conducted in partnership with several County and community organizations.

## **2. Chronic Disease and Well-Being**

#### **Major Issues to be Addressed:**

- According to the Centers for Disease Control and Prevention (CDC), chronic diseases today account for 70% of the deaths of all Americans and 75% of this country's annual health care costs. Unless steps are taken to deal effectively with chronic diseases, the nation is headed for serious financial and quality-of-life challenges.
- The growing impact of chronic disease, including issues related to obesity, mental illness, and addiction to alcohol, tobacco, and other drugs, is seen within the Health Department's programs and in planning for the needs of an aging population.

#### **Alignment to Shared Vision:**

- Ensure Basic Health and Safety for All

#### **Goals:**

- Strengthen support to most vulnerable populations and promote wellness, resilience, and adoption of healthy behavior to address priority populations with chronic diseases within the County
- Work with community partners, including consumers, to broaden and deepen community knowledge and ability to manage and prevent chronic disease

#### **Objectives:**

- Through implementation of MHSA and other systems changes, increase the number of clients served in the Mental

Health system from 11,154 in FY 2004-05 to 11,426 in FY 2005-06 and 12,794 in FY 2006-07

- Increase level of physical activity among children and older adults
- Reduce binge drinking

#### **Major Milestones:**

- Implement "full service partnership" programs for seriously mentally ill adults, older adults, children/youth, and transition age youth
- Achieve progress in action plans developed to address childhood obesity and active living among older adults
- Work in partnership with HSA to reduce the impact of substance use on the health of the community by: selecting priority recommendations from AOD Strategic Plan to incorporate in Health Department work with clients who have co-occurring disorders and other populations facing challenges with substance abuse; and initiating, with AOD, a two-and-one-half year system capacity development process to effectively identify, assess, and treat individuals with co-occurring mental health and substance use disorders

#### **Partners:**

- Human Services Agency
- Probation Department
- San Mateo Medical Center
- Sheriff's Office
- Health Plan of San Mateo

#### **FY 2006-07 Budget Impact:**

Existing resources within Mental Health Services have been redirected to lead MHSA implementation, with a total of \$7.5 million in Proposition 63 and other leveraged resources targeted to support new and expanded services. Additional existing resources are invested from a variety of Health Department, County, and community partners.

## **3. Youth Development**

#### **Major Issues to be Addressed:**

- The San Mateo County Adolescent Report 2001 documented the rationale and need to shift the focus in serving youth from one of risk reduction to one of youth development, including promoting "assets" or positive traits and supports.
- Such a focus can assist youth in developing the skills and resiliency they need to build positive self-esteem, problem-solving ability, and healthy social relationships, as well as reduce risk behaviors.

#### **Alignment to Shared Vision:**

- Ensure Basic Health and Safety for All

#### **Goals:**

- Promote asset development among all youth in San Mateo County

- Work in partnership with HSA and other County departments to incorporate youth development approach in high priority initiatives affecting youth in the community

**Objectives:**

- By 2010, increase the level of youth assets
- Reduce disparities in youth asset levels by ethnicity

**Major Milestones:**

- Complete baseline assessment of recommended Health Department actions to promote youth development
- Select priority recommendations for implementation
- Retain community participation and guidance in shaping approach and priorities

**Partners:**

- Human Services Agency
- Probation Department
- County Office of Education

**FY 2006-07 Budget Impact:**

Existing Health Department resources are being redirected to lead this work, with additional resources invested from a variety of County and community partners.

#### 4. Community Capacity

**Major Issues to be Addressed:**

- Research and practice have affirmed the important roles that communities play in shaping health outcomes through family and peer supports, social and cultural norms, and other factors that are rooted in communities.
- Community-based organizations are key Department partners in promoting health, but their resources are often stretched.

**Alignment to Shared Vision:**

- Responsive, Effective and Collaborative Government

**Goals:**

- Strengthen community capacity to partner with the Health Department on priority health issues

**Objectives:**

- Follow-up on recommendations heard from communities during MHSA planning through focused efforts to improve access to mental health services, initially focusing on partnerships with at least two ethnic communities in the County
- Formalize linkages with at least six communities through implementation of "Health Department Community Liaisons"
- Help sustain and improve operations of at least three key community partners that contract with the Health Department

**Major Milestones:**

- Develop a plan for implementing at least two initiatives involving tailoring access to mental health services to ethnic communities within the County

- Design a strategy for the Community Liaison program through involvement of Health Department staff working in partnership with geographic community collaboratives
- In partnership with HSA, develop an approach for understanding and addressing challenges facing community contract partners, including coordinated mapping of community programs and joint leadership of the County committee that is reviewing community-based organization contracting

**Partners:**

- Human Services Agency
- Employee and Public Services (County Nonprofit Liaison)
- County Manager's Office

**FY 2006-07 Budget Impact:**

Existing Health Department resources are being redirected to lead this work, with additional resources invested from a variety of County and community partners.

#### Other Significant Objectives by Program

The Health Department includes the following programs:

- Health Administration
- Health Policy, Planning, and Promotion
- Emergency Medical Services
- Aging and Adult Services
- In-Home Supportive Services Public Authority
- Mental Health Services
- Public Health and Environmental Protection
- Correctional Services
- Agricultural Commissioner/Sealer

The following program objectives will significantly contribute to Departmental success (additional program-level objectives are included in individual Program Plans):

##### Health Policy, Planning, and Promotion

- Educate and empower County residents to address priority health issues through strategic community health promotion programs
- Provide technical assistance to Health Department programs and community organizations

##### Aging and Adult Services

- Address service gap issues facing older adults and persons with disabilities, such as the lack of services for those with dementia, gaps in transitional services between hospital discharge and home- and community-based care, and the lack of housing for the most vulnerable populations
- Continue to build long-term care infrastructure in preparation for the influx of the aging "baby boomers"

**Mental Health Services**

- Target outreach to underserved communities to assure that County residents with serious mental illness and emotional disturbance have access to mental health services
- Assess and establish the baseline dual diagnosis capability of the San Mateo system of care and organize a performance improvement process based on that assessment

**Public Health and Environmental Protection**

- Continue all hazard preparedness activities
- Support implementation of the county-wide Blueprint for Prevention of Childhood Obesity and provide technical assistance to County and community partners in achieving its goals and objectives

**Agricultural Commissioner/Sealer**

- Update computer software for the Restricted Materials Permit Program used in pesticide regulation to implement electronic reporting submittal and GIS mapping.
- Obtain stable funding to maintain an effective pest exclusion program for the County.

Health Department (5000D)  
ALL FUNDS

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	1,699,839	1,767,595	1,711,851	1,887,624	175,773	1,889,704
Fines, Forfeitures and Penalties	1,464,941	1,569,845	1,653,976	1,811,941	157,965	1,854,727
Use of Money and Property	376,089	504,105	638,407	615,000	(23,407)	615,000
Intergovernmental Revenues	94,251,107	97,524,960	97,002,081	108,210,951	11,208,870	107,992,391
Charges for Services	36,155,947	37,427,140	42,222,938	42,232,650	9,712	42,366,783
Interfund Revenue	5,570,933	5,804,818	5,901,845	5,653,747	(248,098)	5,653,747
Miscellaneous Revenue	10,359,615	10,270,840	10,541,320	10,550,369	9,049	10,780,504
Other Financing Sources	146,096	139,451	151,995	116,795	(35,200)	116,795
<b>Total Revenue</b>	<b>150,024,566</b>	<b>155,008,754</b>	<b>159,824,413</b>	<b>171,079,077</b>	<b>11,254,664</b>	<b>171,269,651</b>
Fund Balance	11,645,693	16,258,333	16,258,333	20,556,261	4,297,928	18,584,764
<b>TOTAL SOURCES</b>	<b>161,670,259</b>	<b>171,267,087</b>	<b>176,082,746</b>	<b>191,635,338</b>	<b>15,552,592</b>	<b>189,854,415</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	83,948,150	89,741,594	94,089,859	106,022,392	11,932,533	107,765,478
Services and Supplies	73,004,539	78,191,977	83,217,052	90,568,526	7,351,474	89,657,753
Other Charges	37,298,848	36,500,071	41,498,833	41,534,022	35,189	41,356,686
Fixed Assets	159,928	414,247	661,000	465,765	(195,235)	12,000
Other Financing Uses	180,857	115,097	319,307	239,397	(79,910)	185,000
<b>Gross Appropriations</b>	<b>194,592,322</b>	<b>204,962,987</b>	<b>219,786,051</b>	<b>238,830,102</b>	<b>19,044,051</b>	<b>238,976,917</b>
Intrafund Transfers	(17,610,126)	(21,234,389)	(21,297,269)	(23,564,440)	(2,267,171)	(23,735,731)
<b>Net Appropriations</b>	<b>176,982,196</b>	<b>183,728,597</b>	<b>198,488,782</b>	<b>215,265,662</b>	<b>16,776,880</b>	<b>215,241,186</b>
Contingencies/Dept Reserves	6,864,055	8,986,256	8,986,256	11,450,874	2,464,618	11,358,874
Non-General Fund Reserves	4,298,834	4,650,886	4,102,100	4,670,268	568,168	4,802,406
<b>TOTAL REQUIREMENTS</b>	<b>188,145,085</b>	<b>197,365,739</b>	<b>211,577,138</b>	<b>231,386,804</b>	<b>19,809,666</b>	<b>231,402,466</b>
<b>NET COUNTY COST</b>	<b>26,474,825</b>	<b>26,098,652</b>	<b>35,494,392</b>	<b>39,751,466</b>	<b>4,257,074</b>	<b>41,548,051</b>

**AUTHORIZED POSITIONS**

Salary Resolution	921.0	965.0	965.0	1,030.0	65.0	1,029.0
Funded FTE	871.7	908.0	907.9	971.6	63.6	970.7



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## FY 2006-07 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$15,552,592 or 8.8% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Licenses, Permits and Franchises

There is an increase of \$175,773 in this funding source. An increase of \$62,900 is projected in Environmental Health well and septic permit fee collections, and an additional \$112,850 is attributable to revenues that are transferred due to the County Reorganization.

#### Fines, Forfeitures and Penalties

There is an increase of \$157,965 in this funding source. The allocation from the Courts for EMS fines is expected to increase based on current trends, partially offset by a reduction of \$10,125 attributable to revenues that are transferred due to the County Reorganization.

#### Use of Money and Property

There is a decrease of \$23,407 in this funding source. The Public Authority no longer receives interest earnings.

#### Intergovernmental Revenues

There is a net increase of \$11,208,870 in this funding source. Increases totaling \$16,985,952 include primarily: \$2,575,510 in Mental Health Realignment; \$3,011,781 in projected State SB90 cost reimbursement; \$6,455,432 in Mental Health Services Act (MHSA) revenue; an additional \$2,001,254 in Public Health and Environmental Health revenue due primarily to increased caseload growth and allocations for California Children's Services (CCS), Child Health Disability and Prevention (CHDP), Maternal Child Health, Black Infant Health, and the Women, Infants and Children Nutrition Program (WIC), as well as projected allocation of Realignment revenue (VLF); Aging and Adult Services increases of \$846,828 reflecting Realignment Sales Tax allocation and additional Public Authority Federal IHSS revenues; additional VLF Realignment revenue of \$483,783 in Health Administration and \$200,000 in Emergency Medical Services; and an increase of Health Resources and Services Administration (HRSA) revenue of \$262,000. Partially offsetting these increases are projected revenue reductions of \$5,729,466: decreases in State Mental Health funding of \$4,060,913 in Medi-Cal pharmacy revenue with implementation of the Medicare Part D program; a reduction of \$211,650 in Short-Doyle funding allocations; a reduction of \$92,438 in assistance payments; and a net decrease of approximately \$1,690,459 in allocations and reimbursements from other government agencies due to conclusion of grants or reductions in allocations, primarily in Emergency Response Preparedness (HRSA), Bioterrorism funding, and Ryan White and Housing Opportunities for People with AIDS (HOPWA) revenues for Public Health. An additional decrease of \$82,045 is attributable to revenues that are transferred due to the County Reorganization.

#### Charges for Services

There is a net increase of \$9,712 in this funding source. Mental Health revenues are reduced by \$1,211,787 due to decreases of \$7,197,381 in Federal funding for Medi-Cal pharmacy with implementation of the Medicare Part D program, Third Party Reimbursements, and SSI/SSP Collections; offset by increases of \$3,873,219 through leveraging of MHSA funds and an increase in Medicare, and a projected increase of \$2,112,375 in Medi-Cal Federal Financial Participation (FFP) due to increased Utilization review and quality improvement as well as improved claiming processes. Revenues from Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) are estimated to increase by \$339,000, while other Public Health charges and Environmental Health fees are projected to increase by \$881,500.

#### Interfund Revenue

There is a decrease of \$248,098 in this funding source, primarily due to reduced reimbursement from the San Mateo Medical Center (SMMC) for the Healthcare for the Homeless grant in Public Health.

#### Miscellaneous Revenue

There is a net increase of \$9,049 in this funding source. A reduction of \$499,929 results from decreased Children's Health Initiative (CHI) funding from foundations and other organizations, and the projected completion of two grants in the HPPP unit. Partially offsetting this are various increases totalling \$120,280 for Environmental Health, and an additional \$388,698 attributable to revenues that are transferred due to the County Reorganization.

#### Other Financing Sources

There is a decrease of \$35,200 in this funding source. Mental Health is not anticipating any revenue in this category in FY 2006-07.

#### Fund Balance

There is an increase of \$4,297,928 in this funding source. The Agency's Fund Balance is projected to increase 4.7% based on year end closing. An additional \$104,874 is attributable to revenues that are transferred due to the County Reorganization.

## TOTAL REQUIREMENTS

Total Requirements increased by \$19,809,666 or 9.4% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

### Salaries and Benefits

There is a net increase of \$11,932,533 in this expenditure category. Merit and retirement rate increases, the annualized portion of mid-year Salary Ordinance Amendments, and negotiated labor increases including the California Nurses Association (CNA), have been included and account for \$6,989,282 of the total. A net increase of \$4,733,725 has been made to meet expanded services for FY 2006-07, which includes the addition of 65 positions—42 new MHSA positions for implementation of the "community services supports" that were approved by the Board of Supervisors on February 28, 2006 and 22 positions added for State-mandated programs, laboratory improvements, enhanced disaster preparedness, correctional food services, and indigent healthcare pilot project. An additional \$215,496 is attributable to appropriations that are transferred due to the County Reorganization.

### Services and Supplies

There is a net increase of \$7,351,474 in this expenditure category. Primary increases include: a \$2,370,939 net increase in Mental Health including increases in contractual services, software licenses for the new Mental Health IT system, and expenditures for the MHSA, offset by a decrease in drug costs related to the implementation of Medicare Part D; an increase of \$1,507,929 in Public Health implementation of the Children's Report and Obesity initiatives, expanded laboratory testing menu, and new lab IT system; a \$1,205,917 increase in Aging and Adult Services for initiatives relating to linguistic access, substance abuse, and Aging 2020, as well as increased expenses for the new IT system; a combined increase of \$1,878,000 for various payments to other agencies, contracts, and supplies in Health Administration, Correctional Services, HPPP, EMS, Environmental Health, and Correctional Services; and an increase of \$146,619 in EMS Trust Fund budget payments to physicians, hospitals, and other service providers as a result of new State requirements for accelerated payments. An additional \$293,393 is attributable to appropriations that are transferred due to the County Reorganization.

### Other Charges

There is a net decrease of \$35,189 in this expenditure category. The Mental Health budget includes decreases of \$288,500 for clients placed at non-county institutions and \$359,046 for facility leases and rental charges and an increase of \$622,212 for automation expense. A decrease of \$225,140 is expected in the County's share of Independent Providers' costs due to the IHSS waiver. ISD automation charges accounted for the offsetting increase. An additional \$159,063 is attributable to appropriations that are transferred due to the County Reorganization.

### Fixed Assets

There is a decrease of \$195,235 in this expenditure category. In Public Health, prior one-time costs of \$339,000 for additional laboratory equipment and the lab information technology system are deleted. Correctional Services has an increase of \$80,000 for replacement of x-ray equipment in Maguire jail. Emergency Medical Services has an increase of \$100,000 for its Emergency Preparedness Program.

### Other Financing Uses

There is a decrease of \$79,910 in this expenditure category due to the completion of capital improvements for Public Health remodeling and completion of the permanent Household Hazardous Waste (HHW) facility.

### Intrafund Transfers

There is a net increase of \$2,267,171 in this expenditure category. Among the major increases are: \$1,111,099 in charges to Health Department's operating divisions for Health Administration and HPPP services; an increase of \$355,516 in Public Health for various costs reimbursed from General Fund units; an increase in Intrafund charges of \$1,027,763 including a change in the budgeting of Correctional Food Services costs to appropriately reflect the costs within the proper program service units; and an additional \$107,578 that is attributable to appropriations that are transferred due to the County Reorganization. These increases are partially offset by a \$350,041 reduction in Mental Health due to decreased Youth Services program costs being claimed from Human Services Agency.

### Contingencies/Departmental Reserves

There is a net increase in General Fund Departmental Reserves of \$2,464,618. The balance in General Fund Reserves represents 5.3% of Net Appropriations and thus significantly exceeds the 2% County Reserves policy. 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 equipment project in Environmental Health, a reserve for Bioterrorism in Public Health, and reserves for the Department-wide Information Technology Strategic Plan. Non-General Fund Reserves have been increased by \$568,168 to \$4,670,268. This reserve consists of \$1,412,186 for the EMS Trust Fund and \$3,258,082 for the In-Home Supportive Services Public Authority.

## NET COUNTY COST

There is a net increase of \$4,257,074 or 12.0% in Net County Cost. This increase is due primarily to merit increases, annualization of mid-year position changes, negotiated labor increases including the California Nurses Association (CNA), continuing costs of the Youth Service Center

(YSC), the Adult Healthcare Coverage Expansion initiative, the Choices Reentry program, and 3% cost-of-living increases to community-based organizations as approved by the Board of Supervisors.

## FY 2007-08 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$1,780,923 or 0.9% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Licenses, Permits and Franchises

There is an increase of \$2,080 in this funding source, reflecting projected increases in various Environmental Health permit fees.

#### Fines, Forfeitures and Penalties

There is an increase of \$42,786 in this funding source. Emergency Medical Services revenue from the trust fund is expected to increase.

#### Intergovernmental Revenues

There is a decrease of \$218,560 in this funding source reflecting an estimated increase in Public Health MAA/TCM revenue of \$100,812 and a small increase in Realignment sales tax revenue, offset by decreases of \$349,965 in Animal Control revenues and deletion of prior year one-time revenues of \$458,268 Environmental Health and \$262,000 in Emergency Medical Services.

#### Charges for Services

There is an increase of \$134,133 in this funding source, primarily attributable to an estimated increase of \$172,134 in Public Health charges and Environmental Health fees.

#### Miscellaneous Revenue

There is an increase of \$230,135 in this funding source. It is estimated that revenue from foundations supporting the Children's Health Initiative program will increase by \$280,135 and Public Health's revenue from food sales will decrease by \$50,000.

#### Fund Balance

There is decrease of \$1,971,497 in this funding source, primarily due to deletion of prior one-time technology expenses in Mental Health and Public Health.

### TOTAL REQUIREMENTS

Total Requirements increased by \$15,662 or 0% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$1,743,086 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.

#### Services and Supplies

There is a net decrease of \$910,773 in this expenditure category. Environmental Health, Public Health, and Mental Health have a combined reduction of \$1,936,349 due to elimination of prior one-time technology and other expenditures. This is offset by additional operating costs of \$1,025,576 including increases for Community-Based Organizations (CBOs).

#### Other Charges

There is a net decrease of \$177,336 in this expenditure category due to the elimination of \$289,370 in prior one-time Mental Health expenditures, partially offset by an increase of \$95,169 in Aging and Adult community-based contracts.

#### Fixed Assets

There is a decrease of \$453,765 in this expenditure category, primarily due to removal of prior one-time Public Health costs for the mobile van, laboratory equipment, and implementation of the lab information technology system.

#### Other Financing Uses

There is a decrease of \$54,397 in this expenditure category due to completion of the Household Hazardous Waste facility in Environmental Health.

#### Intrafund Transfers

There is a net increase of \$171,291 in this expenditure category. There is a \$206,080 increase in Correctional Food Services charges to Probation Department and the Sheriff's Office, partially offset by a reduction of \$34,789 in Health Administration and HPPP charges to other Health Department operating divisions.

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Contingencies/Departmental Reserves

There is a net decrease of \$92,000 which reflects deletion of a prior year one-time increase in Correctional Services reserves. Non-General Fund Reserves have increased by \$132,138 to \$4,802,406. This consists of \$1,412,186 for the EMS Trust Fund and \$3,390,220 for the IHSS Public Authority.

**NET COUNTY COST**

There is a net increase of \$1,796,585 or 4.5% in this funding source due to merit increases, annualization of mid-year position changes and negotiated labor increases, and increases for CBOs.

## Health Administration (5500B)

### Program Locator

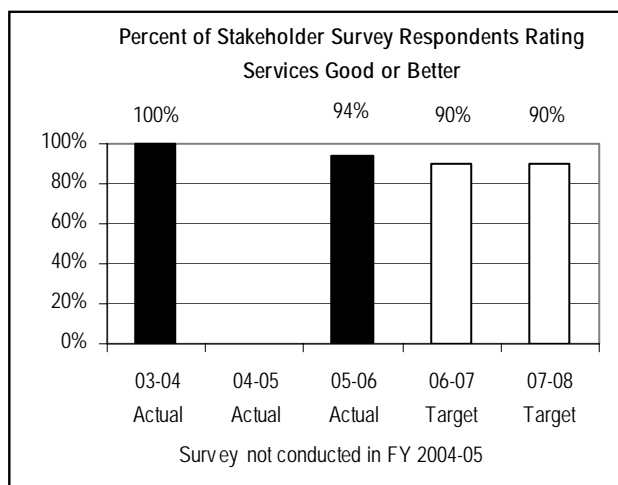
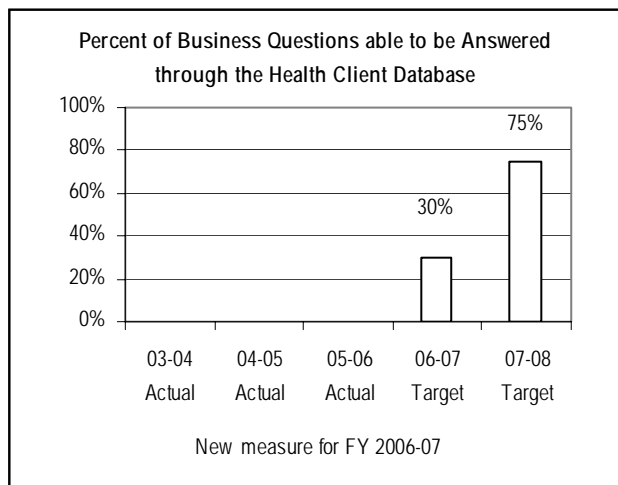
County

Health

Health Department

▷ **Health Administration**

### Headline Measures



### Program Outcome Statement

Health 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 healthcare and services.

### Services and Accomplishments

Health Administration contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by engaging the community in identifying health needs and working with community members and groups toward solutions; improving inter- and intra-departmental program and service coordination; and seeking ways to minimize Net County Cost. Health Administration is an administrative unit of eleven staff who work closely with all Health Divisions. Health Administration provides leadership for the Department and the County in meeting community healthcare needs; ensures that all Health Divisions have the capacity to provide needed care and services to residents; and provides support to the Board of Supervisors, County Manager, other agencies, and the public. Health Administration, through its designated Public Information Officer, provides information to the media and the public on all health issues; oversees the budget for the entire Department; works with the State and Federal governments on funding issues; provides budget and accounting services for Health Policy, Planning, and Promotion, Emergency Medical Services, and Correctional Services in addition to Administration; offers needed information for financial audits of the Department; oversees contractual agreements between the Department and independent contractors; provides leadership and central coordination for information technology, including implementation of the Department's Information Technology Strategic Plan (ITSP), and provides Countywide leadership for compliance with the Americans with Disabilities Act (ADA) for County-provided services.

The following are major accomplishments in the current year:

- Provided technical, analytical, and planning assistance to the Divisions and other Departments (HSA, SMMC, Probation, Sheriff) for initiatives related to the Correctional Services inpatient treatment, Disease Control and Prevention reorganization, Public Health and SMMC labs, psychiatric care at SMMC, and child abuse assessment and treatment services
- Coordinated initial implementation of the Department's Information Technology Strategic Plan (ITSP) and led the effort to identify a Minimum Data Set of items to be included in the new Department-wide data warehouse (Health Client Datastore)
- Worked closely with representatives from Public Health and other organizations to create an extensive Flu Response Plan
- Continued to improve public communication and education about responses to outbreaks and other health issues concerning vaccine shortages and bioterrorism preparation, including placement of the Pocket Guide to Emergency Preparedness and point-of-service displays in every city hall and library in the county, and running a successful promotional campaign for the guides after Hurricane Katrina
- Completed a comprehensive Crisis and Emergency Risk Communication Plan that has been recognized as a state model
- Conducted two Crisis and Emergency Risk Communication trainings for County leaders in conjunction with the BOS and the

Sheriff, and held forums with CBOs serving special populations to discuss ways the Health Department can work with these key stakeholders to disseminate vital public health information during an emergency

- Continued training County staff regarding policies on accessibility of services, as required by the ADA
- Initiated long-range financial planning to improve budget analysis and forecasting for early identification of major budget issues, demographic changes, and future State and Federal funding plans
- Improved leadership and coordination of significant departmental funding streams; e.g., Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM)

### Story Behind Performance

As a part of the FY 2005-06 budget, the Health Department created a new Health Policy, Planning, and Promotion unit. With this change, several functions and services that previously had resided in Administration were moved to the new unit. These included efforts to identify individuals who are eligible for health insurance, enrolling them in the appropriate programs, and assisting them to get needed preventive care as well as oversight for the Department's work on developing a Community-Oriented Health System. As a result of this reorganization, Health Administration is now focused more directly on administrative services functions for the Department, such as information technology, public and media relations, and budget and accounting.

Under the County Reorganization approved by the Board of Supervisors on September 26, 2006, the Animal Control Services and Animal Licensing programs are transferred in to Health Administration.

Major challenges over the next two years will be:

- To implement the Department's IT Strategic Plan, given more than 40 different data systems operating within departmental programs
- To develop financial and programmatic strategies that ensure the Department can provide needed care to residents, especially as State, Federal, and local funding for programs decreases or shifts to other priorities
- To continue a collaborative approach to providing health and behavioral health care with SMMC, Probation, the Human Services Agency, and the Sheriff's Office
- To improve staff and community preparedness for emergencies and disasters, including identification of language capacity among staff and community-based organizations that may be helpful in communicating with special populations during an emergency
- To provide effective, proactive information to the media and the public in a crowded information environment
- To improve the effective use of internet and other technologies for information gathering and dissemination, and continue to provide leadership and support to the Divisions related to use of the internet and intranet

- To lead an effort in the Department and support the Divisions in succession planning to prepare for an anticipated increase in employee retirements over the next three to five years
- To work closely with the Health Plan of San Mateo (HPSM) to improve insurance services and access for County residents
- To collaborate with other County departments to develop the capacity of community-based organizations to meet service demands
- To identify long-term space requirements and to ensure facilities are adequate for carrying out critical health functions, particularly in case of events such as a major flu or other disease outbreak, natural disaster, or terrorist event

### Program Objectives

Health Administration will meet performance targets by doing the following:

#### Maintain 0% of Budgets Exceeding Appropriations at Year-End

- Continue regular budget monitoring and communications with Divisions about risks, liabilities, trends, and projections
- Meet regularly with the Department's fiscal officers, individually and as a group
- Continue long-range financial planning and analysis
- Identify new funding sources and opportunities to enhance existing sources
- Continue to review, modify, and strengthen strategies to maximize funding programs including MAA and TCM

#### Achieve an Overall Stakeholder Satisfaction Rating of at least 90%

- Identify appropriate stakeholders in the Department to receive the survey
- Send survey to stakeholders with cover memo encouraging response
- Follow up with those surveyed to encourage response or to address areas of concern
- Continue to use on-line survey tool

#### Achieve a 30% Rate of Business Questions able to be Answered through the Health Client Datastore

- Confirm the identified business questions as necessary
- Determine the phasing of Divisional database information into the Health Client Datastore
- Determine the business questions associated with each proposed phase
- Implement first phase and run reports using the new Datastore

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of budgets monitored	11	11	12	14	14
Number of performance measures monitored	113	117	123	146	145
Number of agreements, amendments, and other Board of Supervisor items processed	475	498	620	600	600
<b>How Well We Do It (Quality)</b>					
Percent of Health Department budget allocated to Health Administration	1%	2%	2%	1%	1%
Percent of budgets exceeding appropriations at year-end	0%	0%	0%	0%	0%
Percent of business questions able to be answered through the Health Client Datastore <sup>(1)</sup>	---	---	---	30%	75%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of stakeholder survey respondents rating services good or better <sup>(2)</sup>	100%	---	94%	90%	90%

<sup>(1)</sup> New measure for FY 2005-06.

<sup>(2)</sup> Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction. Survey not conducted in FY 2004-05.

### Health Administration (5500B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	28.0	17.0	17.0	20.0	3.0	20.0
Funded FTE	28.0	16.5	16.5	19.5	3.0	19.5
 Total Requirements	5,681,375	6,059,182	6,536,065	7,636,968	1,100,903	7,873,080
Total Sources	5,910,456	6,381,951	6,211,656	7,045,360	833,704	7,359,325
Net County Cost	(229,081)	(322,769)	324,409	591,608	267,199	513,755
 NCC Breakdown						
Animal Control JPA			324,409	293,596	(30,813)	293,596
Non-Mandated Services				298,012	298,012	220,159

## Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$591,608 or 7.7%. Of this amount, \$293,596 is for Mandates Services and represents the County's obligation to the Animal Control Joint Powers Authority. The discretionary portion of \$298,012 includes support of the Adult Healthcare Coverage Initiative and the additional Financial Services Manager position transferred in from Environmental Services as part of the County Reorganization.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; and increased reimbursement (Intrafund Transfers) from the operating divisions and allocation of Vehicle and License Tax (VLF). The Children's Health Initiative (CHI), which was formerly included in Health Administration, has been moved to Health Policy, Planning, and Promotion. Fund balance has been reduced with the related expenditure. A three-year agreement was entered into with the Human Services Agency (HSA) Alcohol and Other Drug Services program to provide enhanced services to individuals with co-occurring disorders; Health Department will pay HSA \$380,000 annually from its share of the Vehicle and License Tax (VLF) revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
517,476	654,634	(167,971)	0	(30,813)	0

### 2. Transfer In of Adult Healthcare Coverage Expansion Initiative

Seed money for the initiative to expand adult healthcare insurance coverage, which was added to the Health Policy, Planning, and Promotion (HPPP) budget at the June budget hearings, is being transferred to Health Administration. The appropriations include one Management Analyst III-Unclassified position and contract consulting services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	200,000	0	0	200,000	1

### 3. Addition of Financial Services Manager

A Financial Services Manager II position is being transferred from Environmental Services Administration to help support Animal Control and Animal Licensing programs that have been transferred to the Health Department as part of the County-wide reorganization, as well as provide overall fiscal and planning support for the Department. The cost increase is offset by a corresponding deletion of an Administrative Services Manager I in Environmental Services Administration.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	98,012	0	0	98,012	1

### 4. Adjustments to Fund Balance

Increased Fund Balance is set aside in Reserves for projects and expenses related to the Information Technology Strategic Plan.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
316,228	(69,420)	0	385,648	0	0

### 5. Staffing Adjustments

Staffing adjustments support meeting performance targets by addressing operational requirements. A Financial Services Manager I position has been upgraded to an FSM II. A Fiscal Office Specialist has been transferred in from Food and Nutrition Services to provide fiscal support



for Correctional Food Services. Reimbursement (Intrafund Transfers) from the affected operating divisions has been increased to fund these position changes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	82,672	(82,672)	0	0	1

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
833,704	965,898	(250,643)	385,648	267,199	3

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases and higher benefits costs; a projected three percent increase in operating expenses; and increased reimbursement (Intrafund Transfer) from operating divisions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
313,965	412,441	(64,601)	0	33,875	0

**7. Deletion of One-Time Adjustments**

One-time adjustments from the prior year are deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(111,728)	0	0	(111,728)	0

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
313,965	300,713	(64,601)	0	(77,853)	0

Health Administration (5500B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	546,690	536,112	660,131	643,981	(16,150)	643,981
Intergovernmental Revenues	4,425,023	4,169,050	4,042,706	4,598,672	555,966	5,038,637
Charges for Services	325,231	369,557	366,587	440,197	73,610	440,197
Interfund Revenue	114,327	15,668	15,668	19,568	3,900	19,568
Miscellaneous Revenue	99,484	583,906	418,906	424,496	5,590	424,496
<b>Total Revenue</b>	<b>5,510,755</b>	<b>5,674,293</b>	<b>5,503,998</b>	<b>6,126,914</b>	<b>622,916</b>	<b>6,566,879</b>
Fund Balance	399,701	707,658	707,658	918,446	210,788	792,446
<b>TOTAL SOURCES</b>	<b>5,910,456</b>	<b>6,381,951</b>	<b>6,211,656</b>	<b>7,045,360</b>	<b>833,704</b>	<b>7,359,325</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,156,101	1,827,823	2,102,343	2,503,910	401,567	2,539,197
Services and Supplies	5,767,986	6,155,940	6,137,603	6,579,345	441,742	6,844,771
Other Charges	938,082	959,416	984,112	1,106,701	122,589	1,106,701
<b>Gross Appropriations</b>	<b>8,862,169</b>	<b>8,943,179</b>	<b>9,224,058</b>	<b>10,189,956</b>	<b>965,898</b>	<b>10,490,669</b>
Intrafund Transfers	(3,212,267)	(3,135,705)	(2,939,701)	(3,190,344)	(250,643)	(3,254,945)
<b>Net Appropriations</b>	<b>5,649,902</b>	<b>5,807,474</b>	<b>6,284,357</b>	<b>6,999,612</b>	<b>715,255</b>	<b>7,235,724</b>
Contingencies/Dept Reserves	31,473	251,708	251,708	637,356	385,648	637,356
<b>TOTAL REQUIREMENTS</b>	<b>5,681,375</b>	<b>6,059,182</b>	<b>6,536,065</b>	<b>7,636,968</b>	<b>1,100,903</b>	<b>7,873,080</b>
<b>NET COUNTY COST</b>	<b>(229,081)</b>	<b>(322,769)</b>	<b>324,409</b>	<b>591,608</b>	<b>267,199</b>	<b>513,755</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	28.0	17.0	17.0	20.0	3.0	20.0
Funded FTE	28.0	16.5	16.5	19.5	3.0	19.5

## Health Policy, Planning & Promotion (5550B)

### Program Locator

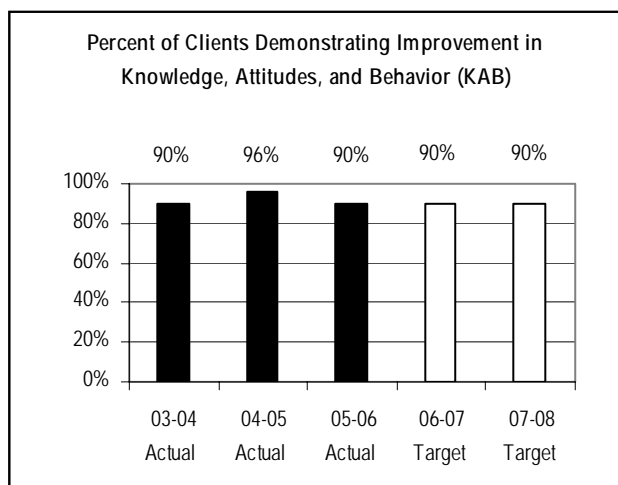
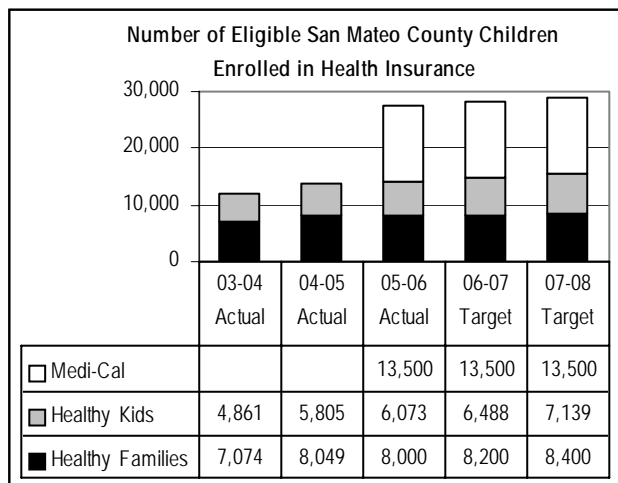
County

Health

Health Department

▷ **Health Policy, Planning, and Promotion**

### Headline Measures



### Data Development Measures

The Knowledge, Attitudes, and Behavior (KAB) survey serves as an interim Headline Measure while Health Policy, Planning, and Promotion (HPPP) continues data development for new measures. In future years, HPPP will be reporting on strategic initiative partner confidence as a Headline Measure; a tool for tracking this measure is currently being piloted and will be implemented fully by FY 2006-07. In addition, HPPP is working with the Public Health Epidemiology Unit to improve overall coordination of data available to inform health planning and program delivery. HPPP is also in the process of developing a unit-wide survey for all clients and stakeholders as a reporting tool that will collect data on the Headline Measures and other performance indicators listed in the Performance Measure Summary Table.

### Program Outcome Statement

Health Policy, Planning, and Promotion (HPPP) increases the Health Department's ability to improve community health by addressing strategic health issues in partnership with the community.

### Services and Accomplishments

Health Policy, Planning, and Promotion contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All and to be a Responsive, Effective, and Collaborative Government through community health planning and assessment, community-based health promotion, and data and policy analysis. HPPP carries out projects and initiatives that represent strategic priorities of the Health Department aimed at long-term and systemic impact on community health.

The HPPP unit is made up of four sections: 1) the Health Officer aligns the broad concerns of promoting social, economic, and environmental conditions toward improving health and well-being and preventing illness, disease, and injury; 2) Community Health Promotion influences health behavior and addresses high priority health issues affecting community health; 3) Policy and Planning leads strategic planning, engages the community, and analyzes data and policy opportunities to inform Department practice and priority setting; and 4) the Children's Health Initiative (CHI) conducts outreach and enrollment for the Healthy Kids, Healthy Families, and Medi-Cal insurance programs for low-income children.

The following are major accomplishments in the current year:

- Established and operationalized HPPP as a new organizational unit with the creation and development of new staff roles and strategic initiatives and strengthening Community Health Promotion programs (Active For Life, Male Involvement Program, Smoke Free Start for Families) as they integrated into the new unit
- Made progress in addressing health disparities by completing the Prevention of Childhood Obesity (PCO) Task Force blueprint involving more than 200 stakeholders; completing the Alcohol,

Tobacco, and Other Drug (ATOD) Prevention Task Force roadmap in partnership with the Human Services Agency and more than 100 community members; and beginning the Linguistic Access to Health Services Assessment

- Conducted the third Health and Quality of Life in San Mateo County survey in partnership with the Healthy Community Collaborative
- Assumed responsibility for special projects representing strategic priorities for each Division of the Health Department
- Coordinated CHI, the Countywide community-based strategic initiative to provide health insurance coverage to all uninsured children from low and moderate income families
- Continued to increase the number of San Mateo County children with health insurance and support statewide adoption of universal health insurance coverage for children

### Story Behind Performance

The Health Policy, Planning, and Promotion unit was created in FY 2005-06 and included moving staff from Health Administration and Public Health (Health Education) and the addition of one new Management Analyst III position. As part of the FY 2006-07 budget development process, a new OBM program plan and associated performance measures have been developed to reflect the goals and cross-departmental programmatic focus of this unit.

HPPP's currently reported performance measures are based on data elements available from Smoke Free Start for Families, Active for Life, and the Male Involvement Program. These Public Health programs were transferred into HPPP. Over time, HPPP will focus less on direct client service and more on high priority strategic initiatives as identified by the Health Department leadership team and Divisions, as well as a wide range of community partners. Performance measures reported in out years will reflect the unit's progress in achieving these goals.

HPPP is the new home to the Children's Health Initiative (CHI). Transferring this program out of Health Administration was identified as a major challenge for FY 2005-06, and was successfully completed in January 2006. CHI now resides as a strategic initiative within HPPP, with increased staff linkage to the Health Plan of San Mateo (HPSM). In moving CHI into HPPP, the insurance enrollment data previously reported in Headline Measure 1 for all eligible County residents have been redefined to represent the eligible *children* enrolled only.

Under the County Reorganization approved by the Board of Supervisors on September 26, 2006, the U.C. Cooperative Extension and Tobacco Prevention programs are transferred in to Health Policy, Planning, and Promotion.

Major challenges over the next two years will be:

- To establish credibility with key internal and external partners to increase strategic partner confidence
- To make significant progress in addressing long-term community health challenges and reducing health disparities by

implementing key action steps of the strategic plans for PCO and ATOD Prevention, and the Linguistic Access Assessment

- To identify the most important Community Health Promotion initiatives as this section moves away from categorical/external funding streams; the Active for Life program will no longer receive external funding through current sources by FY 2007-08
- To conduct a Service Needs for the Aging Population 2020-2030 assessment and implement recommendations in collaboration with other important County partners
- To develop and implement a plan to sustain CHI both financially and operationally, positioning this program for long term success
- To continue developing program models and evaluation mechanisms for pilot projects representing strategic priorities of the Department, such as the complex needs of clients who frequently rely on the SMMC Emergency Department, CHI, and other key projects
- To continue building the base of primary health and quality of life data available, in order to guide community health planning through completion of a 2007 Health and Quality of Life Survey

### Program Objectives

Health Policy, Planning, and Promotion will meet performance targets by doing the following:

#### Educate and Empower County Residents to Address Priority Health Issues through Strategic Community Health Promotion Programs

- Decrease smoking
- Promote active living and exercise among older adults
- Build youth assets and reduce risk-taking behaviors among youth

#### Reduce Community Health Disparities in Partnership with County Departments and the Community

- Lead collaborations that engage the community in addressing identified health problems including the efforts of the PCO and ATOD Prevention Task Forces
- Conduct studies projecting and assessing the effectiveness, accessibility, and quality of client- and population-based health services including the Linguistic Access Assessment
- Involve the perspectives of all County communities in Health Department planning and programs

#### Provide Technical Assistance to Health Department Programs and Community Organizations

- Provide guidance and support on health promotion strategies, program design, and communications
- Research best practices in the areas of health, health disparities, health assessments, and health data sources
- Participate in community strategic planning and program evaluations including the CHI evaluation, Pre to Three Strategic Planning, the Housing Our People Effectively (HOPE) Initiative, and Health Department Service Mapping
- Facilitate collaborative and proactive grant applications to support innovative programs and systems change

- Provide analytic support required to launch, sustain, and strengthen community and Health Department planning and programs
- Improve use of data analysis to inform program planning and ongoing program development
- Serve as a resource on Federal and State legislation in partnership with the Health Department Public Information Officer

Enroll an Additional 1,700 Children in Health Insurance Plans, Increase Benefits Utilization Rates, and Improve Access To Healthcare

- Continue to work with all school districts, community-based organizations, and County agencies to provide easily accessible gateways to enrollment in all public insurance programs, Medi-Cal, and the WELL Program
- Implement and monitor health navigation, utilization, and retention strategies that increase contact with families and improve their understanding and use of benefits
- Address healthcare barriers identified by the CHI Second Annual Evaluation report in partnership with the San Mateo Medical Center (SMMC) and the HPSM, as well as the WELL indigent care pilot

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of clients served by Community Health Promotion activities					
- Active for Life <sup>(1)</sup>	101	201	205	100	---
- Smoke Free Start for Families	250	244	332	80	80
- Male Involvement Program	---	---	525	180	200
Number of community members engaged in addressing high priority health issues	---	---	320	296	296
<b>How Well We Do It (Quality)</b>					
Percent of partner and client satisfaction with Health Policy and Planning work:					
- Community Health Promotion clients	---	---	90%	90%	90%
- Technical assistance recipients	---	---	90%	90%	90%
- Task force and strategic initiative partners	---	---	90%	90%	90%
Number of strategic policy benchmarks reached by Policy and Planning (data development)	---	---	---	---	---
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of Community Health Promotion clients demonstrating improvement in knowledge, attitudes, and behavior (KAB)	90%	90%	90%	90%	90%
Number of eligible San Mateo County children enrolled in health insurance:					
- Medi-Cal <sup>(2)</sup>	---	---	13,500	13,500	13,500
- Healthy Families	7,074	8,049	8,000	8,200	8,400
- Healthy Kids	4,861	5,805	6,073	6,488	7,139
TOTAL	11,935	13,854	27,300	28,188	29,039
Percent of strategic initiative partners indicating an increased confidence in ability of the County and their organization to address key health issues (data development):					
- Internal	---	---	---	---	---
- External	---	---	---	---	---

(1) Targets for FY 2006-07 and FY 2007-08 reflect loss of grant funding.

(2) "Full Scope No Share of Medi-Cal" used to avoid duplicate counting.

## Health Policy, Planning & Promotion (5550B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	2.0	30.0	30.0	30.0		29.0
Funded FTE	1.2	28.1	28.1	28.7	0.6	27.9
 Total Requirements	5,691,826	6,742,688	8,104,858	7,689,520	(415,338)	7,882,440
Total Sources	5,239,008	5,747,006	6,938,929	6,513,013	(425,916)	6,777,161
Net County Cost	452,818	995,682	1,165,929	1,176,507	10,578	1,105,279
 NCC Breakdown						
Non-Mandated Services			1,165,929	1,176,507	10,578	1,105,279

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,176,507 or 15.3% of Total Requirements. Of this amount, 100% is discretionary.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases including the California Nurses Association (CNA); reductions in expenditures and decreases in revenues as a result of grants that will be ending; and increases in reimbursements from other Health Divisions to offset the loss in revenues. The Children's Health Initiative (CHI), which was formerly included in Health Administration, has been moved to this organizational unit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(419,462)	405,559	(814,443)	0	10,578	0

#### 2. Extension of Indigent Healthcare Pilot

The Medically Indigent Healthcare Pilot has been extended to December 31, 2006. General Fund Reserves will be used to fund the extension. Extra Help staff (two Patient Services Assistants) and one Unclassified Community Program Specialist II position have been included, as well as funding for four community-based organizations: Ravenswood Family Health Center, California Health Initiatives, North Peninsula Neighborhood Services Center, Cabrillo Unified School District, and operating expenses. It is anticipated that ongoing funding sources will be identified from a combination of reimbursements and reductions in General Fund contributions to the Medical Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	156,618	(156,618)	0	0	1

**3. Transfer of Adult Healthcare Coverage Initiative to Health Administration**

Seed money for the initiative to expand adult healthcare insurance coverage, which was added to the Health Policy, Planning, and Promotion (HPPP) budget at the June budget hearings, is being transferred to Health Administration. The appropriations include one Management Analyst III-Unclassified position and contract consulting services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	200,000	0	0	200,000	1
0	(200,000)	0	0	(200,000)	(1)

**4. Transfer of Management Analyst II to Public Health for Pandemic Flu and Bioterrorism**

A Management Analyst II has been transferred to Public Health, where the position will be assigned to Pandemic Flu and Bioterrorism activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(106,076)	106,076	0	0	(1)

**5. Transfer of Sexually Transmitted Disease Community Intervention Program (SCIP) Grant to Public Health**

The SCIP grant is being transferred to the Disease Control and Prevention (DCP) program within the Public Health Services Division. Public Health will be charged for HPPP staff time and expenses through Intrafund Transfers.

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

**6. Adjustments to Fund Balance**

Year-end Fund Balance is increased to reflect prior grant carryforward and is appropriated for related contract program expense.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
9,546	9,546	0	0	0	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(425,916)	465,647	(880,985)	0	10,578	0

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefits costs; a projected three percent increase in operating expenses; and increased revenue from foundation grants and reimbursement (Intrafund Transfers) from the operating divisions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
273,694	185,892	104,846	0	17,044	0



**8. Deletion of One-Time Adjustments**

One-time adjustments from the prior year are deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(9,546)	(97,818)	0	0	(88,272)	(1)

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
264,148	88,074	104,846	0	(71,228)	(1)

Health Policy, Planning & Promotion (5550B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	98,793	658,762	1,114,318	783,155	(331,163)	783,155
Charges for Services		151,829				
Interfund Revenue	29,000	29,000	29,000	29,000		29,000
Miscellaneous Revenue	5,109,661	4,900,042	5,788,238	5,677,007	(111,231)	5,957,142
<b>Total Revenue</b>	<b>5,237,454</b>	<b>5,739,633</b>	<b>6,931,556</b>	<b>6,489,162</b>	<b>(442,394)</b>	<b>6,769,297</b>
Fund Balance	1,554	7,373	7,373	23,851	16,478	7,864
<b>TOTAL SOURCES</b>	<b>5,239,008</b>	<b>5,747,006</b>	<b>6,938,929</b>	<b>6,513,013</b>	<b>(425,916)</b>	<b>6,777,161</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	841,189	2,383,117	2,663,301	2,804,412	141,111	2,709,430
Services and Supplies	6,934,788	8,157,743	8,629,547	8,856,544	226,997	9,040,662
Other Charges	209,295	304,426	340,636	438,175	97,539	437,113
<b>Gross Appropriations</b>	<b>7,985,272</b>	<b>10,845,286</b>	<b>11,633,484</b>	<b>12,099,131</b>	<b>465,647</b>	<b>12,187,205</b>
Intrafund Transfers	(2,295,000)	(4,105,425)	(3,531,453)	(4,412,438)	(880,985)	(4,307,592)
<b>Net Appropriations</b>	<b>5,690,272</b>	<b>6,739,861</b>	<b>8,102,031</b>	<b>7,686,693</b>	<b>(415,338)</b>	<b>7,879,613</b>
Contingencies/Dept Reserves	1,554	2,827	2,827	2,827		2,827
<b>TOTAL REQUIREMENTS</b>	<b>5,691,826</b>	<b>6,742,688</b>	<b>8,104,858</b>	<b>7,689,520</b>	<b>(415,338)</b>	<b>7,882,440</b>
<b>NET COUNTY COST</b>	<b>452,818</b>	<b>995,682</b>	<b>1,165,929</b>	<b>1,176,507</b>	<b>10,578</b>	<b>1,105,279</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	2.0	30.0	30.0	30.0		29.0
Funded FTE	1.2	28.1	28.1	28.7	0.6	27.9

## Emergency Medical Services GF (5600B)

### Program Locator

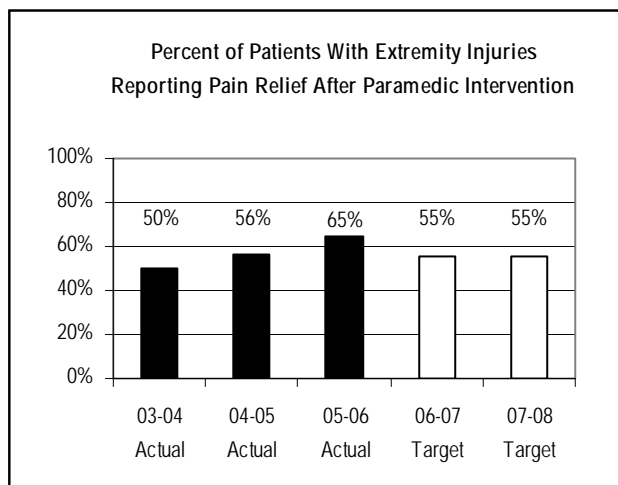
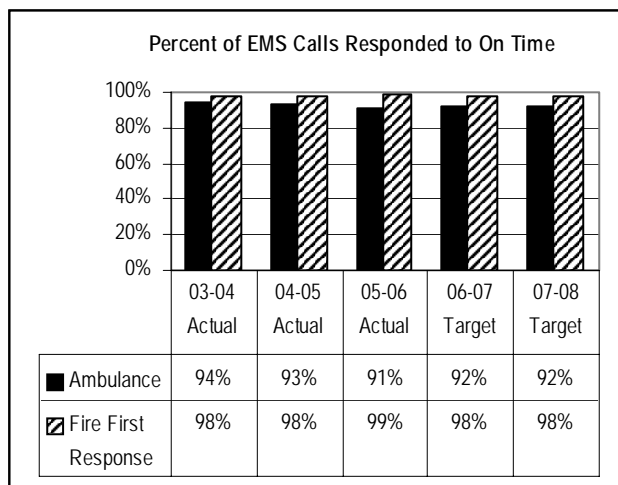
County

Health

Health Department

▷ **Emergency Medical Services GF**  
Emergency Medical Services Trust Fund

### Headline Measures



### 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

EMS contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing 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 within the Employee and Public Services Department. EMS is currently funded entirely by ambulance contractor fees and fines and transfers from the EMS Trust Fund for administering physicians' claims and other Divisions.

The following are major accomplishments in the current year:

- Implemented the San Mateo County Mental Health Assessment and Referral Team (SMART) which responds at law enforcement's request to persons having behavioral emergencies
- Implemented a new contract in which the 9-1-1 ambulance provider performs forensic phlebotomy, when requested by local law enforcement, on persons suspected to be driving under the influence of alcohol or other drugs
- Worked with local hospitals to develop plans for expanding staffing and bed capacity for Pandemic Flu

### Story Behind Performance

Emergency medical services are monitored in terms of response times required of the ambulance contractor. These response times are contractually specified and are monitored by EMS. Responding to over 40,000 9-1-1 calls per year, the on-time rate for the past several years has been 98% or better for paramedic first response and 91% or better for ambulance response, as shown in Headline Measure 1.

Headline Measure 2—percentage of patients with blunt extremity injuries reporting pain relief—reflects whether patients are better off as a result of the paramedic intervention performed by EMS contractors. Pain relief is an indication of appropriate prehospital care, which is measured in accordance with the EMS Agency Medical Treatment Protocol Manual. This data is obtained by query to the prehospital patient care record database. Therefore, data accuracy is dependent on complete and accurate documentation by the paramedic.

Working with the emergency ambulance contractor, EMS has developed and implemented an integrated data collection system; the Contractor's ambulances and 90% of the fire service agencies

are now using this system for patient medical records. The database of prehospital patient records is very useful in evaluating EMS system performance and for system planning.

A multi-disciplinary planning group designed the San Mateo County Mental Health Assessment and Response Technician (SMART) initiative. The new service was launched in December 2005. Under this program, a specially trained paramedic, in a nonambulance vehicle, responds to field "behavioral" emergencies at the request of law enforcement or mental health personnel. There is one SMART response unit with backup provided by basic life support ambulances. This program has been well received by law enforcement and consumers.

Major challenges over the next two years will be:

- To prepare a Request for Proposals (RFP) for Countywide first response and emergency ambulance service
- To improve data collection, data sharing, and reporting
- To expand community education programs
- To increase the disaster preparedness of hospitals and emergency medical services providers

### Program Objectives

Emergency Medical Services will meet performance targets by doing the following:

#### Achieve a Rating of 55% 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 92% of Ambulance Calls and 98% of First Fire Response Calls

- Continue to use the EMS data system to evaluate skills and treatments, and develop reports to improve patient care and system performance

#### Achieve an Overall Customer Satisfaction Rating of at least 90%

- Continue to use a Quality Leadership Council, consisting of representatives of the 9-1-1 ambulance and fire service first response agencies, to identify areas needing assessment and perform the subsequent quality improvement processes

#### Complete Planning for Local Hospitals' Expanded Staffing and Bed Capacity for Pandemic Flu

- Continue to refine and update the County "umbrella" plan for expanding hospital staffing and bed capacity for Pandemic Flu
- Work with local hospitals to complete plans for expanding staffing and bed capacity for Pandemic Flu

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of educational opportunities offered to EMS personnel	463	410	279	300	325
Number of 9-1-1 calls for medical response	40,851	39,068	40,222	40,000	40,000
<b>How Well We Do It (Quality)</b>					
Percent of EMS calls responded to on time:					
- Ambulance	94%	93%	91%	92%	92%
- Fire First Response	98%	98%	99%	98%	98%
Percent of customer survey respondents rating emergency medical response and/or transport as good or better <sup>(1)</sup>	92%	97%	99%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of patients with extremity injuries reporting pain relief after Paramedic intervention	50%	56%	65%	55%	55%

<sup>(1)</sup> Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

## Emergency Medical Services GF (5600B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>Salary Resolution</b>	4.0	5.0	5.0	6.0	1.0	6.0
<b>Funded FTE</b>	4.0	4.5	4.5	6.0	1.5	6.0
<b>Total Requirements</b>	724,457	1,268,397	1,567,965	1,825,259	257,294	1,606,045
<b>Total Sources</b>	724,457	1,268,397	1,567,965	1,825,259	257,294	1,606,045

### Program Net County Cost

This program has no Net County Cost (NCC). Its operations are fully-funded by ambulance contractor fees and transfers from the EMS Trust Fund and other Health Divisions.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments include: merit and retirement rate increases; reductions to retirement contributions; and annualization of mid-year position changes and negotiated labor increases. State Health Resources and Services Administration (HRSA) grant revenue is decreased. Payment for uncompensated direct costs to the County Fire District for providing paramedic firefighter first responder services within its jurisdiction are

included to cover a full-time EMS Coordinator and pay differential for first responder firefighter paramedics.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(4,706)	(92,130)	(19,848)	0	(107,272)	0

## **2. Addition of Management Analyst for Contract Negotiations**

A Management Analyst III position is added to provide assistance during upcoming round of negotiations with American Medical Response (AMR) and back up support for the Director.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	107,272	0	0	107,272	1

## **3. Carry Forward of Unspent State Anti-Terrorism Funding**

The unspent portion of previous-year appropriations from State Anti-Terrorism funds are carried forward to the current fiscal year, to be used for contract program services and purchase of ventilator equipment for local hospitals.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
262,000	262,000	0	0	0	0

### **TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
257,294	277,142	(19,848)	0	0	1

## **FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefits costs; and a projected three percent increase in operating expenses and EMS Trust Fund revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
42,786	42,786	0	0	0	0

## **5. Deletion of One-Time Adjustments**

One-time adjustments from the prior year are deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(262,000)	(262,000)	0	0	0	0

### **TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(219,214)	(219,214)	0	0	0	0

Emergency Medical Services GF (5600B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	6,905	7,230	5,500	5,500		5,500
Fines, Forfeitures and Penalties	170,914	249,763	330,280	478,651	148,371	521,437
Intergovernmental Revenues	62,403	430,833	837,042	934,111	97,069	672,111
Miscellaneous Revenue	484,235	580,571	395,143	406,997	11,854	406,997
<b>Total Revenue</b>	<b>724,457</b>	<b>1,268,397</b>	<b>1,567,965</b>	<b>1,825,259</b>	<b>257,294</b>	<b>1,606,045</b>
<b>TOTAL SOURCES</b>	<b>724,457</b>	<b>1,268,397</b>	<b>1,567,965</b>	<b>1,825,259</b>	<b>257,294</b>	<b>1,606,045</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	493,284	546,236	493,330	738,653	245,323	742,983
Services and Supplies	218,914	1,191,229	1,474,387	1,443,870	(30,517)	1,320,326
Other Charges	50,461	52,192	93,597	55,933	(37,664)	55,933
Fixed Assets				100,000	100,000	
<b>Gross Appropriations</b>	<b>762,659</b>	<b>1,789,657</b>	<b>2,061,314</b>	<b>2,338,456</b>	<b>277,142</b>	<b>2,119,242</b>
Intrafund Transfers	(38,202)	(521,260)	(493,349)	(513,197)	(19,848)	(513,197)
<b>Net Appropriations</b>	<b>724,457</b>	<b>1,268,397</b>	<b>1,567,965</b>	<b>1,825,259</b>	<b>257,294</b>	<b>1,606,045</b>
<b>TOTAL REQUIREMENTS</b>	<b>724,457</b>	<b>1,268,397</b>	<b>1,567,965</b>	<b>1,825,259</b>	<b>257,294</b>	<b>1,606,045</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	4.0	5.0	5.0	6.0	1.0	6.0
Funded FTE	4.0	4.5	4.5	6.0	1.5	6.0

## Emergency Medical Services Fund (5630B)

### Budget Unit Locator

County

Health

Health Department

Emergency Medical Services GF

**Emergency Medical Services Trust Fund**

### Budget Unit Description

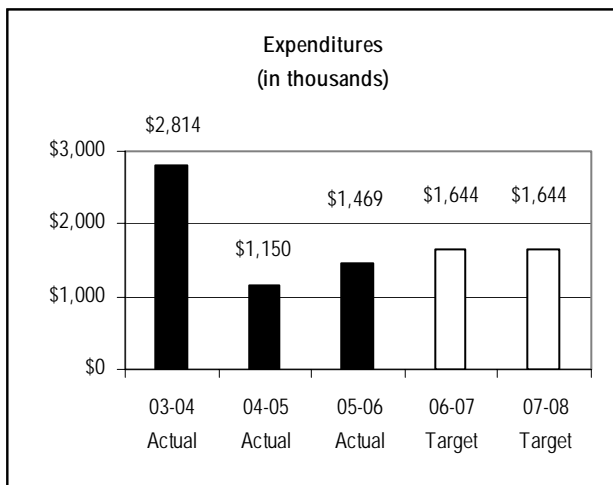
The Emergency Medical Services (EMS) Trust Fund was established to implement SB12/612 (Maddy legislation) and is financed by a special assessment imposed on court fines, forfeitures, and traffic school fees. SB12/612 funds are used to pay physicians for uncompensated emergency care and to pay hospitals 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. Recently, SB476 legislation 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.

from current reserves, in accordance with SB476 which limits the amount of reserves that may be maintained to no more than 15% of collections. Fund Balance and Reserves have been increased due to expected savings in FY 2005-2006.

Revenue/Sources	308,029
Appropriations	146,619
Intrafund Transfers	0
Reserves	161,410
Net County Cost	0
Positions	0

### FY 2007-08 Program Funding Adjustments

No change.



### Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. The EMS Trust Fund is fully supported by traffic fine revenues per Maddy Fund legislation.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: payments for Physicians/Trauma accounts are accelerated and will be funded



Emergency Medical Services Fund (5630B)  
Emergency Medical Services Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	1,106,231	1,114,995	1,143,572	1,156,000	12,428	1,156,000
Use of Money and Property	30,726	48,885	40,000	40,000		40,000
Intergovernmental Revenues		132,105				
Miscellaneous Revenue	369,020	459,518	325,529	334,807	9,278	334,807
<b>Total Revenue</b>	<b>1,505,977</b>	<b>1,755,503</b>	<b>1,509,101</b>	<b>1,530,807</b>	<b>21,706</b>	<b>1,530,807</b>
Fund Balance	882,226	1,238,619	1,238,619	1,524,942	286,323	1,524,942
<b>TOTAL SOURCES</b>	<b>2,388,203</b>	<b>2,994,122</b>	<b>2,747,720</b>	<b>3,055,749</b>	<b>308,029</b>	<b>3,055,749</b>
<b>REQUIREMENTS</b>						
Services and Supplies	1,149,584	1,469,180	1,496,944	1,643,563	146,619	1,643,563
<b>Net Appropriations</b>	<b>1,149,584</b>	<b>1,469,180</b>	<b>1,496,944</b>	<b>1,643,563</b>	<b>146,619</b>	<b>1,643,563</b>
Non-General Fund Reserves	1,238,619	1,524,942	1,250,776	1,412,186	161,410	1,412,186
<b>TOTAL REQUIREMENTS</b>	<b>2,388,203</b>	<b>2,994,122</b>	<b>2,747,720</b>	<b>3,055,749</b>	<b>308,029</b>	<b>3,055,749</b>

Aging and Adult Services (5700B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	83,561	73,065	80,000	80,000		80,000
Use of Money and Property	343,585	314,227	500,000	500,000		500,000
Intergovernmental Revenues	10,679,981	11,192,900	9,688,974	10,511,488	822,514	10,528,762
Charges for Services	1,467,545	2,147,113	2,538,886	2,935,901	397,015	2,945,901
Interfund Revenue	138,957	176,960	230,000	176,960	(53,040)	176,960
Miscellaneous Revenue	276,710	215,255	612,000	612,000		612,000
Other Financing Sources	33,690	34,654	40,000	40,000		40,000
<b>Total Revenue</b>	<b>13,024,028</b>	<b>14,154,174</b>	<b>13,689,860</b>	<b>14,856,349</b>	<b>1,166,489</b>	<b>14,883,623</b>
Fund Balance	337,612	829,693	829,693	1,329,693	500,000	1,329,693
<b>TOTAL SOURCES</b>	<b>13,361,640</b>	<b>14,983,867</b>	<b>14,519,553</b>	<b>16,186,042</b>	<b>1,666,489</b>	<b>16,213,316</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	10,689,790	11,349,019	11,844,892	12,185,442	340,550	12,347,265
Services and Supplies	2,638,624	2,874,070	3,442,107	4,648,024	1,205,917	4,648,024
Other Charges	4,033,480	4,039,829	4,067,107	4,073,394	6,287	4,168,563
<b>Gross Appropriations</b>	<b>17,361,894</b>	<b>18,262,919</b>	<b>19,354,106</b>	<b>20,906,860</b>	<b>1,552,754</b>	<b>21,163,852</b>
Intrafund Transfers	(1,400,966)	(1,400,966)	(1,621,249)	(1,616,657)	4,592	(1,616,657)
<b>Net Appropriations</b>	<b>15,960,928</b>	<b>16,861,953</b>	<b>17,732,857</b>	<b>19,290,203</b>	<b>1,557,346</b>	<b>19,547,195</b>
Contingencies/Dept Reserves		492,081	492,081	992,081	500,000	992,081
<b>TOTAL REQUIREMENTS</b>	<b>15,960,928</b>	<b>17,354,034</b>	<b>18,224,938</b>	<b>20,282,284</b>	<b>2,057,346</b>	<b>20,539,276</b>
<b>NET COUNTY COST</b>	<b>2,599,287</b>	<b>2,370,167</b>	<b>3,705,385</b>	<b>4,096,242</b>	<b>390,857</b>	<b>4,325,960</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	118.0	118.0	118.0	118.0		118.0
Funded FTE	118.2	118.0	118.0	117.6	(0.4)	117.6

## Conservatorship Program (5700P)

### Program Locator

County

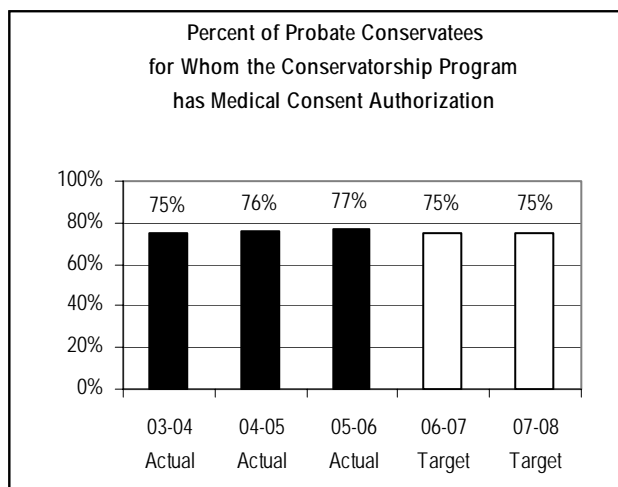
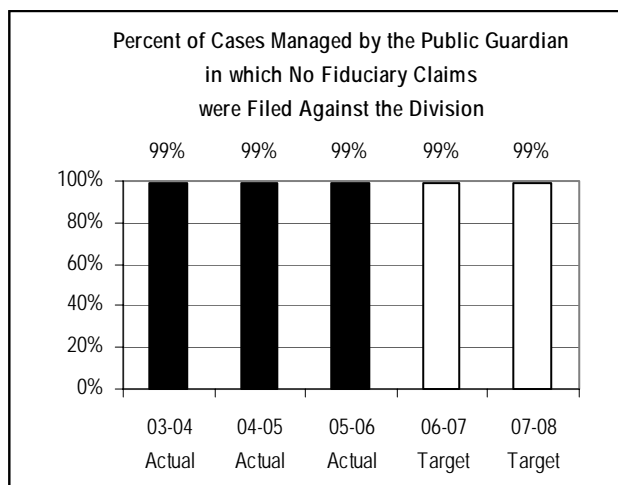
Health

Health Department

Aging and Adult Services

▷ **Conservatorship Program**  
 Community-Based Programs  
 IHSS Public Authority  
 IHSS Public Authority GF

### Headline Measures



### Program Outcome Statement

The Aging and Adult Services (AAS) Conservatorship Program/ Public Guardian protects 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 both the individuals and their families in the decision-making process whenever possible.

### Services and Accomplishments

The Conservatorship Program contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing care and services for conservatees. The 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, Golden Gate Regional Center, and family members. Staff are 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 and personal property.

The following are major accomplishments in the current year:

- Effectively managed approximately \$56 million in client assets
- Provided 93% of clients with at least one face-to-face visit every 90 days
- Finalized the Memorandum of Understanding (MOU) with the Ombudsman Program and Golden Gate Regional Center to enhance the continuum of services available to seniors and adults with disabilities
- Collaborated with the Burlingame Long Term Care facility on development of a dementia care program
- Participated in the planning for a System of Care for older adults with mental illness as part of the Mental Health Services Act (MHSA)

### Story Behind Performance

Headline Measure 1, which measures fiduciary claims against the Division, is an important indication of the Conservatorship program's success in providing services and managing conservatee assets effectively. The program continues to operate with virtually no claims, achieving a 99% avoidance rate or better over the past three years.

Securing medical consent authorization, shown in Headline Measure 2, enables program staff to make medical treatment decisions on behalf of conservatees who cannot make such decisions independently. Some clients are conserved primarily due to their

inability to make responsible financial decisions, yet continue to retain capacity to make other decisions regarding their healthcare. Maintaining the maximum safe level of independence for the conservatees is part of the mission of AAS. This target/performance rate has remained at 76% or better over the past three years.

The Conservatorship program faces an inadequate supply of appropriate community and institutional placements within San Mateo County for conserved clients, especially for those who are low-income and/or on Medi-Cal. As a result, approximately 30% of conserved clients have to be placed in out-of-County facilities, making it more difficult for the conservator to work closely with the clients and their treatment team and to monitor and coordinate the client's care. This can also limit contact between clients and their families due to the travel distance from San Mateo County.

In order to provide integrated physical and psychiatric needs assessments for older adults and persons with disabilities, the Public Guardian collaborates with the San Mateo Medical Center (SMMC) and the Ron Robinson Senior Care Center. These interdepartmental efforts improve the health status of high-risk, vulnerable populations.

Major challenges over the next two years will be:

- To find appropriate community and institutional placements for conserved individuals on limited incomes
- To address the lack of resources for conservatees under 65 years with dementia and/or mental health issues and complex chronic medical conditions, as well as conservatees with dementia due to head trauma
- To ensure conservatees are properly enrolled in the new Medicare Part D Prescription Drug Plan
- To address the increasing complexity of case management issues resulting from financial abuse, fraud, and scams
- To move all case management functions of the Conservatorship Program to the new automated, integrated client data and case management system (the Q system), allowing CompuTrust to serve solely as a trust accounting system

## Program Objectives

The 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

- Continue to work with SMMC staff to place eligible County residents in the Burlingame Long Term Care facility

## Enhance the Older Adult System of Care

- Address issues such as the lack of services for those with dementia, gaps in transitional services between hospital discharge and home- and community-based care, and the lack of housing for the most vulnerable populations by working collaboratively with other departments and agencies such as SMMC, Mental Health, and the Health Plan of San Mateo
- Continue to develop the Long-Term Supportive Services Project (LTSSP) programmatic infrastructure and financing
- Implement the AAS uniform assessment tool within the Public Guardian Program, to plan and coordinate appropriate services including placement, by FY 2007-08

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of persons conserved: <sup>(1)</sup>					
- Probate	254	252	259	260	275
- Probate with Dementia Authority	124	119	122	125	125
- LPS (Lanterman Petris Short Act)	336	345	348	340	340
TOTAL	714	716	729	725	725
Total value of client assets managed by the Public Guardian	\$58,163,391	\$55,754,705	\$58,545,323	\$56,000,000	\$56,000,000
Number of Trusts administered (data development)	---	---	---	---	---
Number of face-to-face visits with clients (data development)	---	---	---	---	---
<b>How Well We Do It (Quality)</b>					
Percent of all clients who received at least one face to face visit every 90 days	93%	93%	96%	95%	95%
Number and percent of total accountings filed requiring Public Guardian to request a continuance from the court	--- / ---	55 / 9%	68 / 10%	60 / 10%	60 / 10%
<b>Is Anyone Better Off? (Outcome)</b>					
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	67%	60%	67%	70%	70%
Percent of probate conservatees for whom the Conservatorship Program has medical consent authorization	75%	76%	77%	75%	75%

<sup>(1)</sup> Beginning in FY 2006-07, Aging and Adult Services will modify the methodology for calculating the number of persons conserved.

## Conservatorship Program (5700P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	46.0	44.0	44.0	44.0		44.0
Funded FTE	46.0	44.5	44.5	43.7	(0.8)	43.7
 Total Requirements	3,971,700	4,259,545	5,034,030	5,425,939	391,909	5,467,330
Total Sources	2,072,305	2,389,297	3,568,553	3,834,072	265,519	3,844,072
Net County Cost	1,899,395	1,870,248	1,465,477	1,591,867	126,390	1,623,258
 NCC Breakdown						
Non-Mandated Services			1,465,477	1,591,867	126,390	1,623,258

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,591,867 or 29.3% (24.1% of Gross Appropriations), of which 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes; negotiated labor and retirement increases; and changes in Public Guardian Legal fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
265,519	422,951	(22,556)	0	134,876	0

#### 2. Staffing Adjustments

Staffing adjustments support meeting performance targets by addressing operational requirements. One Office Assistant II (OA II) position, anticipated to be vacant by the start of FY 2006-07, is deleted and one Transportation Officer is added to the Public Guardian program to meet increased needs for conservatee transportation and medical escort assistance—a need first identified and targeted in 2002 and also recently recommended by the 2005 Grand Jury.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(8,486)	0	0	(8,486)	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
265,519	414,465	(22,556)	0	126,390	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefits costs; and changes in Public Guardian Estate Fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
10,000	41,391	0	0	31,391	0

## Community-Based Programs (5720P)

### Program Locator

County

Health

Health Department

Aging and Adult Services

Conservatorship Program

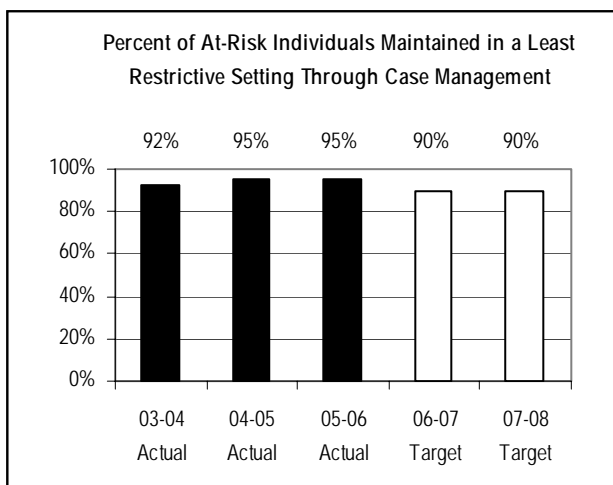
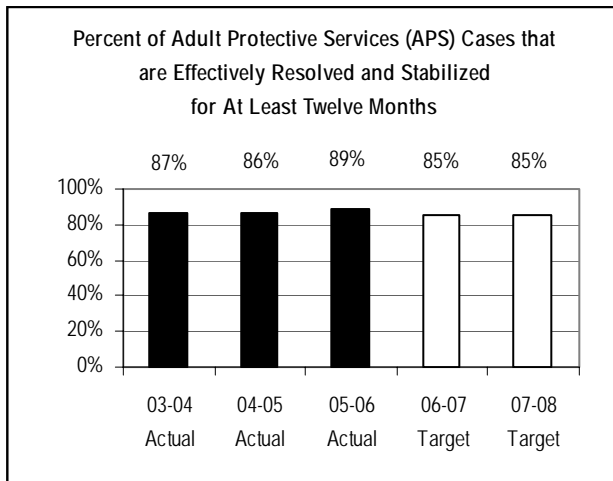


**Community-Based Programs**

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 at-risk clients in the least restrictive environment. AB786, which passed in 2003, 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. Aging and Adult Services (AAS) staff have developed the uniform assessment tool and will test and implement the tool over the next two years. This will allow baseline data for the new Headline Measure to be established.

### Program Outcome Statement

AAS Community-Based Programs promote and sustain a high quality of life for older adults and persons with disabilities through the 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 outreach, advocacy, protective and supportive services, and care coordination.

### Services and Accomplishments

AAS Community-Based Programs contribute to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing a continuum of services for older adults and persons with disabilities. These programs fall under the categories of protection, support, and advocacy and are provided through the TIES (Teamwork Insuring Elder Support) Line, Centralized Intake, Adult Protective Services (APS), Representative Payee, AIDS Case Management, Linkages, Multipurpose Senior Services Program (MSSP), and the In-Home Supportive Services (IHSS) Program. 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 Division also serves as the Area Agency on Aging (AAA) that administers Federal, State, local, and private funds in support of an integrated system of care for seniors and persons with disabilities. This funding supports the planning and delivery of community-based services including congregate nutrition, home-delivered meals, health promotion and disease prevention, senior employment, adult day health care, Alzheimer's day care, caregiver support, transportation, ombudsman services, health insurance counseling and advocacy, and legal services.

The following are major accomplishments in the current year:

- Implemented a Quality Assurance unit within IHSS



- Launched the Network of Care, a website for consumers and providers to access information and services for the elderly and persons with disabilities
- Initiated the Elder Death Review Team, which reviews suspicious deaths involving seniors
- Developed the uniform assessment tool for home- and community-based services for seniors and persons with disabilities
- Finalized the Elder Abuse protocol among law enforcement, the District Attorney's Office, and Adult Protective Services
- Finalized the Memorandum of Understanding (MOU) with the Ombudsman Program and Golden Gate Regional Center to enhance the continuum of services available to seniors and adults with disabilities
- Created the Family Caregiver Support Program within AAS
- Worked collaboratively with staff of the Ron Robinson Senior Care Center to better meet the medical and social needs of clients
- Increased internal and external communication through the use of the AAS and County websites
- Initiated the use of the new automated, integrated client data and case management system (the Q system) with MSSP and some of the AAA community-based providers
- Participated in the development of the San Mateo County Mental Assessment and Referral Team (SMART)

### Story Behind Performance

The mission of AAS is to improve and maintain the health and safety of clients in the least restrictive setting possible. Headline Measure 1 indicates that 86% of individuals served by APS remain in stable situations for at least 12 months, reflecting staff effectiveness at protecting the most vulnerable residents from potentially abusive situations. Many AAS clients require ongoing case management with community services to their maintain health and well-being.

Another important indicator of program success is that, over the past two years, at least 92% of AAS's most at-risk clients have been maintained in a least restrictive setting through case management as shown in Headline Measure 2.

Centralized Intake provides a single point of entry for the community to access information regarding services for seniors and persons with disabilities. The system promotes comprehensive, holistic assessments and strengthens the coordination among programs. The goal is to complete no more than one comprehensive assessment (the AAS uniform assessment) for each client, including those served by multiple programs within AAS. Performance related to this goal will be illustrated with a new Headline Measure, currently in data development, that will highlight the maintenance of at-risk clients in the least restrictive environment.

AAS is in the process of moving to an automated, integrated client data, case management, and reporting/billing system called Q. During the past year, MSSP staff and some Area Agency on Aging contract providers began using the Q system. AAS's goal is to have

all of its programs using the Q system for all case management functions in the next two years. AAS has developed a uniform assessment tool for home- and community-based services, which will be loaded into the Q system. Testing and implementation of the AAS uniform assessment tool will be completed in the next two years, enabling the collection of baseline data for the new Headline Measure.

Major challenges over the next two years will be:

- To enhance the older adult system of care to accommodate a projected increase in the elderly and vulnerable population and related increase in service demand
- To test and implement the uniform assessment tool
- To move to an automated, integrated case management and data system
- To train financial institutions on elder and dependent adult abuse
- To develop plans for providing assistance and services to clients in the event of a major disaster
- To work with community providers to increase accessible transportation and housing capacity in the County

### Program Objectives

Community-Based Programs will meet performance targets by doing the following:

#### Resolve and Stabilize at least 87% 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 a strategy for implementing additional quality assurance methods for the Centralized Intake Unit, including APS, within current resources

#### Achieve a 97% Rating of Stakeholder Survey Respondents Indicating they Benefit from Services Provided

- Continue to enhance services and monitor quality assurance methods
- Continue to advocate for clients through the Commission on Aging, Commission on Disabilities, and other community forums to address client needs

#### Maintain 90% of At-Risk Individuals in a Least Restrictive Setting through Case Management

- Provide a continuum of services necessary to allow clients to remain in the least restrictive setting possible
- Continue to improve coordination among AAS programs to ensure a smooth transition for clients who require services from multiple AAS programs

#### Expand Program Involvement of Seniors and Adults with Disabilities

- Continue to provide opportunities for seniors and adults with disabilities to influence and participate in advocacy and the development of programs and public policy through the Commission on Aging, the Commission on Disabilities, the

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Community-Based Continuum of Care, and the New Beginning Coalition

- Through collaboration with community partners, link projects and gaps in service identified in the Strategic Plan for Accessible Transportation with the SamTrans Senior Mobility Action Plan

Enhance the Older Adult System of Care

- Address issues such as the lack of services for those with dementia, gaps in transitional services between hospital discharge and home- and community-based care, and the lack of housing for our most vulnerable populations
- Continue to develop the Long-Term Supportive Services Project (LTSSP) programmatic infrastructure and financing
- Implement the uniform assessment tool to plan and coordinate appropriate social and medical services, including placement
- Broaden the array of resources available to clients, especially in the areas of housing and out-of-home placement options
- Expand the Network of Care to improve linguistic access and to enhance the links with the Commissions' websites

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of Adult Protective Services (APS) cases opened	1,252	1,040	1,003	1,050	1,050
Number of at-risk individuals served by case management <sup>(1)</sup>	3,327	2,732	2,925	2,860	2,860
Number of people served through Area Agency on Aging funds	15,193	11,384	15,570	10,750	10,750
Number of professionals and general public receiving information and education	494 <sup>(2)</sup>	696	671	1,000	1,000
Number of information and referral calls answered by the TIES Line (data development)	---	---	---	---	---
<b>How Well We Do It (Quality)</b>					
Percent of at-risk individuals maintained in a least restrictive setting through case management	92%	95%	95%	90%	90%
Number and percent of clients assessed using the new uniform assessment tool (data development)	--- / ---	--- / ---	--- / ---	--- / ---	--- / ---
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of APS cases effectively resolved and stabilized for at least twelve months	87%	86%	89%	87%	87%
Percent of stakeholder survey respondents indicating benefit from services provided:					
- Personal life has improved as a result of the services received (reported annually)	95%	86%	100%	97%	97%
- Gained useful knowledge through the presentations, trainings, conferences, and resources provided (reported annually)	100%	100%	96%	97%	97%

<sup>(1)</sup> "At-risk individuals" refers to those who are unable to remain safely in their own homes without case management and would otherwise be placed in an institution.

<sup>(2)</sup> Increased staff workload reduced the time available for presentations.

## Community-Based Programs (5720P)

### Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	72.0	74.0	74.0	74.0		74.0
Funded FTE	72.2	73.6	73.6	74.0	0.4	74.0
 Total Requirements	11,989,228	13,094,488	13,190,908	14,856,345	1,665,437	15,071,946
Total Sources	11,289,335	12,594,570	10,951,000	12,351,970	1,400,970	12,369,244
Net County Cost	699,893	499,919	2,239,908	2,504,375	264,467	2,702,702
 NCC Breakdown						
Local Grants Match			169,721	188,402	18,681	188,402
Local Grants Match-IHSS			459,666	582,794	123,128	608,634
Adult Protective Svcs MOE			248,503	248,503		248,503
COLAs for Providers			119,312	92,397	(26,915)	95,169
Non-Mandated Services			1,242,706	1,392,279	149,573	1,561,994

#### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,504,375 or 16.8%, of which \$1,392,279 or 56% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include case management services to prevent institutionalization of dependent and older adults, representative payee services, probate conservatorship investigations, caregiver support services, and associated community-based contracts.

#### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes; negotiated labor increases including the California Nurses Association (CNA); anticipated increases in realignment funding; and changes in contract expenses to support Health Department initiatives.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
900,970	1,138,289	27,148	0	264,467	0

##### 2. Adjustments to Fund Balance

Increased Fund Balance is set aside in Reserves for projects and expenses related to the Information Technology Strategic Plan.

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

## TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,400,970	1,138,289	27,148	500,000	264,467	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefits costs; and an increase in State and Federal welfare revenue.

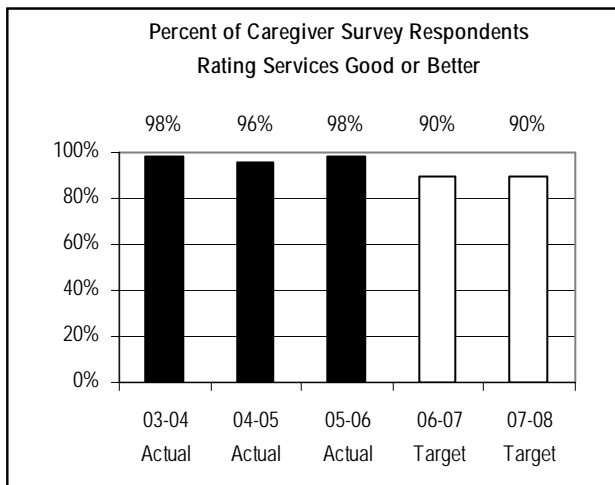
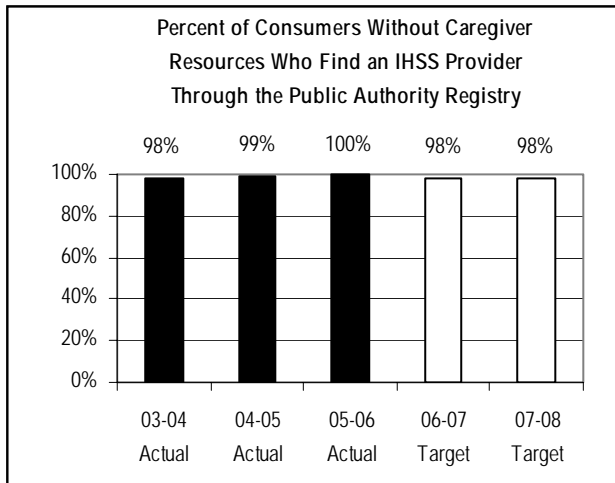
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
17,274	215,601	0	0	198,327	0

## IHSS Public Authority (5800B)

### Program Locator

County  
 Health  
 Health Department  
 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 at-risk low-income seniors, disabled adults, and children and their families in San Mateo County. This program helps these individuals remain safely in their community by enhancing the quality and availability of in-home care services and by empowering them to live a healthy and safe lifestyle in their own homes.

### Services and Accomplishments

The Public Authority (PA) contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing assistance to IHSS consumers in finding a caregiver. 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 (AAS) are encouraged to participate on the PA Advisory Committee and other commissions/committees of AAS.

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 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 provide joint home visits with AAS Social Workers. San Mateo County's PA has served 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 following are major accomplishments in the current year:

- Conducted home visits with consumers and providers to clarify responsibilities and expectations and to mediate conflicts between the parties
- Initiated a Quality Assurance subcommittee of the Public Authority Advisory Committee to increase consumer/stakeholder involvement and input into the statewide IHSS Quality Assurance Initiative
- Completed a Provider Handbook to enhance worker knowledge and understanding of their responsibilities as IHSS workers
- Expanded the training opportunities offered to providers by co-sponsoring conferences with the Alzheimer's Association and the Minority Elders Committee of the Commission on Aging
- Conducted training for new and existing providers to reduce errors and problems with timecards submitted by providers

## Story Behind Performance

A primary goal of the PA is to assist IHSS consumers by supporting their independence and meeting their homecare needs. Headline Measure 1 depicts one key indicator of successful performance in meeting this goal. Over the past three years, 98% or more 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 a current registry of potential providers and to recruit 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, 98% of caregivers rate the services provided by the PA as good or better. Surveys also indicate that PA services improve the quality of living situations of at least 95% of the consumers served, and 99% of individuals state that they have gained useful knowledge from trainings attended.

Major challenges over the next two years will be:

- To continue to coordinate with IHSS on the implementation of the statewide Quality Assurance Initiative
- To provide homecare services to consumers who are difficult to serve due to issues such as geographic location, limited public transportation, and high cost of living and/or lack of providers with specialized training
- To develop and expand programs beyond the categorical funding requirements that limit Public Authority services to IHSS consumers
- To continue to develop strategies to retain and recruit quality home-care providers in the face of a possible decrease in unemployment in San Mateo County

## Program Objectives

The IHSS Public Authority will meet performance targets by doing the following:

### Ensure At Least 98% of Potential Consumers Without Caregiver Resources Find A Caregiver Through the PA Registry

- Maintain an accurate registry of potential caregivers
- Recruit caregivers from all geographic regions to reflect the County's diversity

### Achieve an Overall Caregiver Satisfaction Rate of at least 90%

- Enhance the network of support for providers
- Offer additional information and training to consumers and IHSS providers on effective communication, hiring processes, setting limits, and monitoring hours
- Continue to improve the education, knowledge, and skills of caregivers and increase consumer awareness and understanding of caregiver responsibilities
- Provide a minimum of eight caregiving skills training sessions per year

### Enhance the Protection of Consumers and Caregivers

- Continue to conduct background investigations of registry caregivers
- Provide training for caregivers on disaster/emergency preparedness
- Include health and safety information in newsletters and continue to coordinate with Public Health on mailings to providers
- Provide information on identification and reporting of suspected elder and dependent adult abuse and child abuse
- Work with IHSS Quality Assurance staff to identify potential service delivery issues for consumers

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Average number of caregivers served by the Public Authority per month	2,054	2,043	2,157	2,150	2,150
Number of consumers served by the Public Authority registry	232	243	217	200	200
Number of caregivers and consumers attending Public Authority trainings per year (data development)	---	---	---	---	---
Average number of timecards processed per month (data development)	---	---	---	---	---
<b>How Well We Do It (Quality)</b>					
Percent of consumers without caregiver resources who find an IHSS provider through the Public Authority registry	98%	99%	100%	98%	98%
Percent of caregiver survey respondents rating services good or better <sup>(1)</sup>	98%	96%	98%	90%	90%
Average number of days to obtain a match between a caregiver and consumer through PA registry	10	7	5	7	7
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of consumers indicating the quality of their living situation has improved as a result of services received through the Public Authority	93%	93%	95%	96%	96%
Percent of individuals receiving training who indicated useful knowledge gained	97%	99%	99%	95%	95%

(1) Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

### IHSS Public Authority (5800B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>Total Requirements</b>	13,385,725	13,254,449	15,257,493	15,556,782	299,289	15,693,054
<b>Total Sources</b>	13,385,724	13,254,448	15,257,493	15,556,782	299,289	15,693,054



## Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,487,523 or 28.8% of the total cost of the program. No portion of this amount is discretionary.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated labor increases for administrative staff, and annualization of a mid-year position change; and a minor decrease in the County share of Independent Provider pay due to the IHSS waiver.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
58,395	(282,634)	0	341,029	0	0

### 2. Staffing Adjustments

One Payroll Specialist and one Community Program Specialist III are being added due to increased workload in the Public Authority. The increased cost is covered by Realignment and State/Federal IHSS revenues; there is no additional Net County Cost resulting from these actions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
175,165	175,165	0	0	0	0*

\*Public Authority positions are not included in the County system.

### 3. Adjustments to Fund Balance

Increased Fund Balance is set aside in Reserves for future payments of Independent Provider benefits.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
65,729	0	0	65,729	0	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
299,289	(107,469)	0	406,758	0	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget

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

Budget adjustments have been made as follows: inclusion of merit increases, increased Fund Balance, and an increase in Realignment revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
136,272	4,134	0	132,138	0	0

IHSS Public Authority (5800B)  
IHSS Public Authority Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	1,778	65,993	23,407		(23,407)	
Intergovernmental Revenues	7,539,055	5,505,493	7,686,348	7,943,315	256,967	7,947,449
Interfund Revenue	4,487,523	4,619,568	4,487,523	4,487,523		4,487,523
Miscellaneous Revenue	2,037	3,179				
<b>Total Revenue</b>	<b>12,030,393</b>	<b>10,194,233</b>	<b>12,197,278</b>	<b>12,430,838</b>	<b>233,560</b>	<b>12,434,972</b>
Fund Balance	1,355,331	3,060,215	3,060,215	3,125,944	65,729	3,258,082
<b>TOTAL SOURCES</b>	<b>13,385,724</b>	<b>13,254,448</b>	<b>15,257,493</b>	<b>15,556,782</b>	<b>299,289</b>	<b>15,693,054</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	142,845	271,168	311,079	480,274	169,195	484,408
Services and Supplies	2,406,294	2,296,946	2,438,250	2,386,726	(51,524)	2,386,726
Other Charges	7,776,371	7,560,391	9,656,840	9,431,700	(225,140)	9,431,700
<b>Net Appropriations</b>	<b>10,325,510</b>	<b>10,128,505</b>	<b>12,406,169</b>	<b>12,298,700</b>	<b>(107,469)</b>	<b>12,302,834</b>
Non-General Fund Reserves	3,060,215	3,125,944	2,851,324	3,258,082	406,758	3,390,220
<b>TOTAL REQUIREMENTS</b>	<b>13,385,725</b>	<b>13,254,449</b>	<b>15,257,493</b>	<b>15,556,782</b>	<b>299,289</b>	<b>15,693,054</b>

## IHSS Public Authority GF (6900B)

### Budget Unit Locator

County

Health

Health Department

Aging and Adult Services

Conservatorship Program

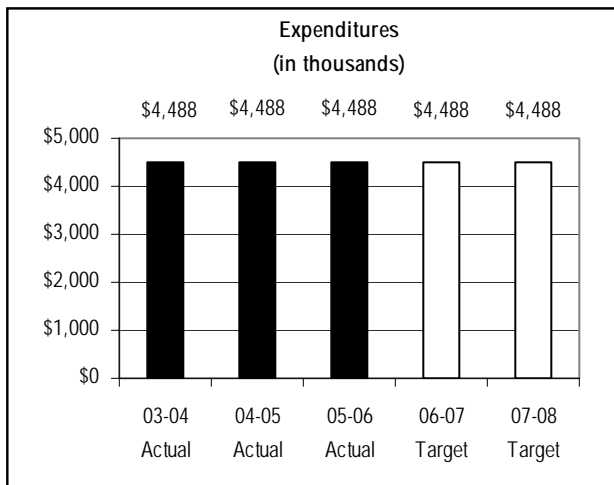
Community-Based Programs

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). Other Charges budgeted in this account are transferred to the Public Authority for IHSS as Interfund Revenue.



### Net County Cost

This budget unit 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 53.4% of the local match requirements for the services and Public Authority portions of the IHSS program.

### FY 2006-07 Program Funding Adjustments

No change.

### FY 2007-08 Program Funding Adjustments

No change.

IHSS Public Authority GF (6900B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
<b>REQUIREMENTS</b>						
Other Charges	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
<b>TOTAL REQUIREMENTS</b>	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
<b>NET COUNTY COST</b>	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523

## Environmental Health Services (5900B)

### Program Locator

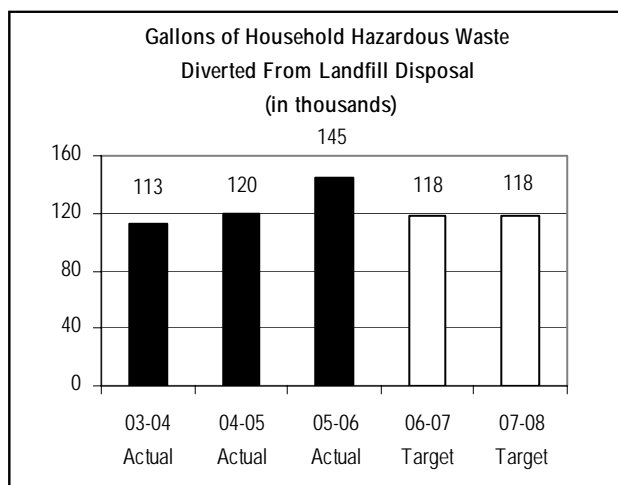
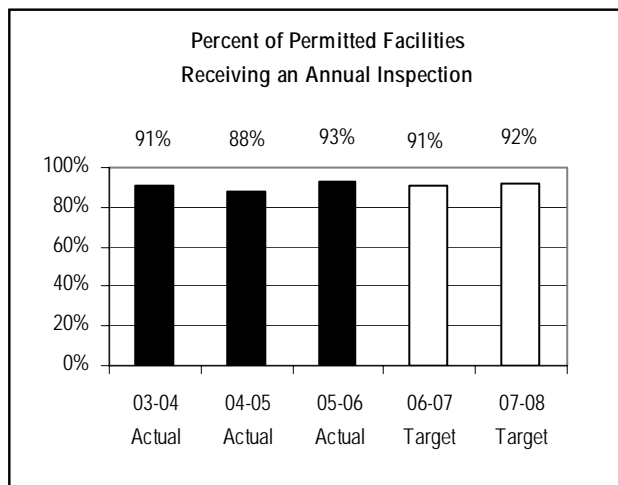
County

Health

Health Department

➤ **Environmental Health Services**

### Headline Measures



### Program Outcome Statement

Environmental Health Services provides regulatory oversight, enforcement, hazardous materials 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 environmental pollution, food borne illnesses, substandard housing, disease transmitting organisms, and communicable disease from water contamination, solid waste, and sewage disposal.

### Services and Accomplishments

Environmental Health Services (EHS) contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing regulatory oversight through inspection, education and outreach, enforcement, hazardous materials emergency response, permit issuance, and information and advisory services. EHS manages 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 ensure that the public has access to safe food and water, that all wastes are properly disposed of in a safe manner, and that vectors which may carry disease are monitored and controlled.

The following are major accomplishments in the current year:

- Continued a training initiative to capture and retain the EHS knowledge base
- Completed construction of the new Household Hazardous Waste (HHW) Facility at Tower Road
- Implemented an Administrative Enforcement Order program to quickly address businesses in violation of hazardous waste/materials regulations
- Completed the pilot Field Inspection System (FIS)
- Electronically scanned closed/leaking underground storage tank case files
- Implemented an ordinance requiring food facilities to post their latest routine inspection report
- Began inspection and enforcement of the body art ordinance

### Story Behind Performance

Regulation and inspection of businesses remain the top overall priority, with inspection frequency varying among 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. The inspection rate achieved for FY 2005-06 was 93%. The growth of regulations, additional State mandates, staff vacancies, and data management needs have hindered the ability to complete all annualized inspection requirements. However, firm commitment to standardization of inspection protocol in all programs, plus an experienced and dedicated staff, have helped to meet and often exceed the target in individual programs.

The success at diverting household hazardous waste from landfill disposal demonstrates commitment to protecting public health and the environment against hazardous chemicals and environmental pollution. The HHW program continues to increase its collection at 11 locations throughout the County, with 145,281 gallons of hazardous waste being diverted in FY 2005-06. The program's success, as seen in Headline Measure 2, is attributable to increased disposal opportunities for the public, development of additional

collection facilities, and an active public education and outreach campaign. Disposal costs and the list of materials considered to be hazardous continue to rise.

Trends over the past few years indicate a decline in the number of emergency response calls. This is likely due to increased outreach and opportunities for the public to easily dispose of used motor oil, antifreeze, pesticides, and paint. In addition, increased inspection and education with businesses has raised the level of compliance and resulted in fewer spills, a safer workplace, and a cleaner environment. However, the types of calls have become increasingly more dangerous due to heightened awareness and concerns about chemical and/or biological terrorism.

EHS continues to develop and implement a Field Inspection System (FIS) that will allow staff to capture field inspection information electronically, with completion of an initial pilot project this year. It is expected that FIS will improve program efficiency and performance measurement collection techniques. EHS is working on system upgrades and a staff training program prior to implementing FIS throughout the entire Retail Food Inspection program.

Major challenges over the next two years will be:

- To maintain staffing and service levels in programs not directly funded by permit fees—such as Groundwater Protection, Vector Control, Solid Waste, HHW, and Geographical Information System (GIS)
- To implement the new State Food Code provisions and ensure adequate training for food inspectors
- To maintain a proactive Land Use program within the limitations of an unstable funding base
- To retain EHS' base of knowledge in the face of pending retirements and budget constraints
- To develop jointly with industry a product stewardship program for collection of fluorescent light tubes, batteries, and other electronic devices
- To implement new State regulations requiring that 100% of back-flow prevention devices be tested annually
- To open the new HHW facility at Tower Road to the public
- To incorporate scanned and electronic files into staff workflows

## Program Objectives

Environmental Health Services will meet performance targets by doing the following:

### Increase the Inspection of Permitted Facilities to 92% Annually

- Continue to assess workload to determine if increasing levels of regulation have affected the ability to conduct annual inspections
- Continue program auditing to ensure inspection standardization
- Implement annual inspections of businesses that perform tattoo, body piercing, or permanent cosmetics (body art)

### Divert at least 118,000 Gallons of Household Hazardous Waste from the Landfill

- Increase public disposal opportunities by opening the new collection facility at Tower Road

- Evaluate disposal and reuse options to maximize program efficiencies
- Begin developing a product stewardship program, partnering with local businesses

### Maintain an Overall Customer Satisfaction Rating of at least 90%

- Evaluate and respond to each survey
- Establish sufficient office coverage to ensure timely response to public calls and visits
- Continue to evaluate the EHS website to ensure accurate and useful information is readily available to both businesses and the public

### Respond to 92% of Complaints Within the Required Time Period

- Audit complaint database monthly
- Standardize staff procedures for correct and timely maintenance of the complaint database

### Expand the Electronic Field Inspection System (FIS)

- Implement FIS throughout the entire Retail Food Inspection program
- Begin working with other programs to prepare for future FIS implementations

### Implement Science-Based Inspection Criteria in the Retail Food Inspection Program

- Evaluate training needs for food inspection staff in preparation for new State Food Code implementation

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of permitted facilities regulated	16,481	16,092	17,350	17,300	17,300
Number of emergency response calls	45	36	44	45	45
Number of complaints received	1,970	1,998	2,077	1,400	1,400
<b>How Well We Do It (Quality)</b>					
Percent of permitted facilities receiving an annual inspection	91%	88%	93%	91%	92%
Percent of complaints responded to within the required time period	85%	80%	84%	90%	92%
Percent of customers rating services good or better <sup>(1)</sup>	90%	94%	90%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Number of households served by Household Hazardous Waste Program / gallons of household hazardous waste diverted from landfill disposal	13,400 / 112,540	12,480 / 119,933	14,446 / 145,281	14,000 / 118,000	14,000 / 118,000
Percent of total days that ocean beaches were open for use	92%	94%	89%	96%	96%

<sup>(1)</sup> Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

### Environmental Health Services (5900B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	75.0	75.0	75.0	76.0	1.0	76.0
Funded FTE	74.8	74.2	74.2	75.5	1.2	75.5
<b>Total Requirements</b>	10,710,722	11,147,452	11,839,284	14,006,147	2,166,863	13,440,598
<b>Total Sources</b>	10,606,283	11,692,876	11,074,051	13,237,298	2,163,247	12,589,946
<b>Net County Cost</b>	104,440	(545,424)	765,233	768,849	3,616	850,652
<b>NCC Breakdown</b>						
Mandated Services			765,233	768,849	3,616	850,652

## Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$768,849 or 5.3%, of which 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 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; and increases in charges for services, licenses, and other miscellaneous revenue. Appropriations are included for implementation of the field inspection system throughout the Retail Food Inspection program, continuation of the scanning and training initiatives, appropriations for the Learning Content Management System (LCMS), and improvements at the Pine Street warehouse through a Capital Improvement Project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
933,318	595,149	0	334,933	(3,236)	0

### 2. Additional Grant Funding for San Francisco Bay Beach Monitoring

Three new State grants for monitoring water quality along the San Francisco Bay and promoting product stewardship have been received. The funding provides reimbursement for bayside water sampling and allows for improved multi-jurisdictional outreach and sharing of resources in working with local companies that produce wastes to ensure proper disposal.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
309,028	309,028	0	0	0	0

### 3. Addition of Environmental Health Program Supervisor

An Environmental Health Supervisor-E position is being added. This position will focus on Division-wide training and planning and implementation of overarching Health Department initiatives, and will reduce the span of control for existing Environmental Health supervisors. The cost increase is temporarily being covered by a reduction in Reserves, until the existing fee structure can be amended to provide offsetting revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	100,749	0	(100,749)	0	1

### 4. Adjustments to Fund Balance

Increased Fund Balance results from prior year balances. A portion is appropriated for purchase of minor computer equipment and LCMS content development; the balance is set aside for projects and expenses related to the Information Technology Strategic Plan.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
920,901	184,073	0	736,828	0	0



**5. Staffing Adjustments**

Staffing adjustments support meeting performance targets by addressing operational requirements. A vacant Environmental Health Technician position is deleted and a Lead Environmental Health Technician is added to address increased service demands in the Household Hazardous Waste (HHW) program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	6,852	0	0	6,852	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,163,247	1,195,851	0	971,012	3,616	1

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and higher benefit costs; and decreased operating expenses due to deletion of prior one-time costs for Household Hazardous Waste outreach, improvements to the Pine Street warehouse, minor computer equipment and LCMS content development, and San Francisco Bay Beach Monitoring expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(647,532)	(565,549)	0	0	81,803	0

Environmental Health Services (5900B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	847,539	852,502	762,220	825,143	62,923	827,223
Fines, Forfeitures and Penalties	91,753	102,033	89,999	97,290	7,291	97,290
Intergovernmental Revenues	1,398,855	1,667,364	1,759,508	2,329,914	570,406	1,871,646
Charges for Services	6,905,077	7,535,384	6,966,273	7,361,279	395,006	7,354,188
Miscellaneous Revenue	363,748	265,101	225,560	274,389	48,829	274,389
Other Financing Sources	76,795	76,795	76,795	76,795		76,795
<b>Total Revenue</b>	<b>9,683,767</b>	<b>10,499,180</b>	<b>9,880,355</b>	<b>10,964,810</b>	<b>1,084,455</b>	<b>10,501,531</b>
Fund Balance	922,516	1,193,696	1,193,696	2,272,488	1,078,792	2,088,415
<b>TOTAL SOURCES</b>	<b>10,606,283</b>	<b>11,692,876</b>	<b>11,074,051</b>	<b>13,237,298</b>	<b>2,163,247</b>	<b>12,589,946</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	7,513,365	7,690,426	8,108,959	8,505,232	396,273	8,494,592
Services and Supplies	1,740,540	1,870,398	2,046,325	2,790,459	744,134	2,314,020
Other Charges	541,234	515,901	567,966	694,320	126,354	670,247
Fixed Assets	28,497		36,000		(36,000)	
Other Financing Uses	180,857	80,000	89,307	54,397	(34,910)	
<b>Gross Appropriations</b>	<b>10,004,492</b>	<b>10,156,725</b>	<b>10,848,557</b>	<b>12,044,408</b>	<b>1,195,851</b>	<b>11,478,859</b>
Intrafund Transfers	(394)					
<b>Net Appropriations</b>	<b>10,004,098</b>	<b>10,156,725</b>	<b>10,848,557</b>	<b>12,044,408</b>	<b>1,195,851</b>	<b>11,478,859</b>
Contingencies/Dept Reserves	706,624	990,727	990,727	1,961,739	971,012	1,961,739
<b>TOTAL REQUIREMENTS</b>	<b>10,710,722</b>	<b>11,147,452</b>	<b>11,839,284</b>	<b>14,006,147</b>	<b>2,166,863</b>	<b>13,440,598</b>
<b>NET COUNTY COST</b>	<b>104,440</b>	<b>(545,424)</b>	<b>765,233</b>	<b>768,849</b>	<b>3,616</b>	<b>850,652</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	75.0	75.0	75.0	76.0	1.0	76.0
Funded FTE	74.8	74.2	74.2	75.5	1.2	75.5

# Mental Health Services (6100B) General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	46,854,302	50,418,870	49,923,165	57,630,827	7,707,662	57,642,221
Charges for Services	23,421,079	22,886,607	27,595,278	26,383,491	(1,211,787)	26,455,550
Interfund Revenue	(182)	550				
Miscellaneous Revenue	213,091	185,636	175,340	193,637	18,297	193,637
Other Financing Sources	35,611	28,002	35,200		(35,200)	
<b>Total Revenue</b>	<b>70,523,902</b>	<b>73,519,666</b>	<b>77,728,983</b>	<b>84,207,955</b>	<b>6,478,972</b>	<b>84,291,408</b>
Fund Balance	5,406,721	6,092,564	6,092,564	7,015,420	922,856	6,068,174
<b>TOTAL SOURCES</b>	<b>75,930,623</b>	<b>79,612,230</b>	<b>83,821,547</b>	<b>91,223,375</b>	<b>7,401,828</b>	<b>90,359,582</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	27,355,874	29,314,758	30,909,406	36,366,668	5,457,262	36,847,393
Services and Supplies	39,306,787	41,348,367	45,096,626	47,467,565	2,370,939	47,078,495
Other Charges	14,172,673	13,231,080	15,002,586	14,977,252	(25,334)	14,687,882
<b>Gross Appropriations</b>	<b>80,835,334</b>	<b>83,894,205</b>	<b>91,008,618</b>	<b>98,811,485</b>	<b>7,802,867</b>	<b>98,613,770</b>
Intrafund Transfers	(1,642,572)	(1,460,137)	(2,295,068)	(1,945,027)	350,041	(1,945,027)
<b>Net Appropriations</b>	<b>79,192,763</b>	<b>82,434,068</b>	<b>88,713,550</b>	<b>96,866,458</b>	<b>8,152,908</b>	<b>96,668,743</b>
Contingencies/Dept Reserves	5,406,721	6,092,564	6,092,564	5,900,123	(192,441)	5,900,123
<b>TOTAL REQUIREMENTS</b>	<b>84,599,484</b>	<b>88,526,632</b>	<b>94,806,114</b>	<b>102,766,581</b>	<b>7,960,467</b>	<b>102,568,866</b>
<b>NET COUNTY COST</b>	<b>8,668,861</b>	<b>8,914,402</b>	<b>10,984,567</b>	<b>11,543,206</b>	<b>558,639</b>	<b>12,209,284</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	303.0	325.0	325.0	368.0	43.0	368.0
Funded FTE	280.9	295.1	295.1	335.1	40.1	335.1

## Mental Health Administration (6110P)

### Program Locator

County

Health

Health Department

Mental Health Services

**Mental Health Administration**

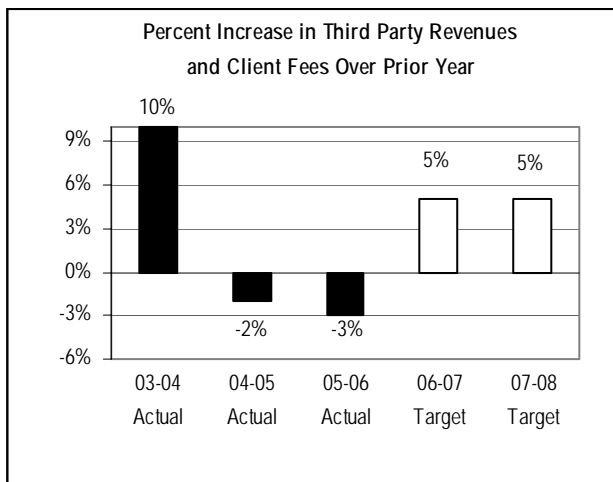
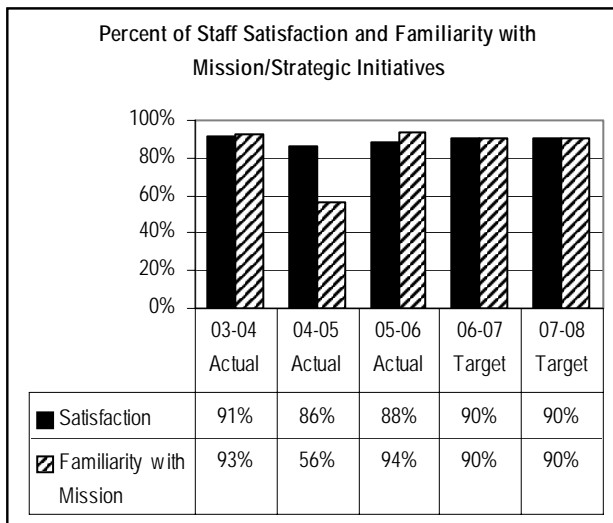
Mental Health Youth Services

Mental Health Adult Services

### Program Outcome Statement

Mental Health Administration provides direction and leadership while defining the priorities of Mental Health Services; works collaboratively with all Health Department 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.

### Headline Measures



### Services and Accomplishments

Mental Health Administration contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing staff and contractors with the resources necessary to carry out the Mental Health Division's mission, and ensuring 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 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:

- Completed an extensive community outreach and planning process that led to submittal of the Mental Health Services Act Plan (MHSA) proposal to the State Department of Mental Health, totaling \$23 million for three years' funding of expanded mental health services for seriously mentally ill and emotionally disturbed San Mateo County residents
- Completed the final phase in a Request For Proposals (RFP) process for a new billing and clinical information system, identifying three finalist vendors—with selection to be made by mid-2006
- Implemented an electronic progress note format for more than 100 clinicians in preparation for transition to an electronic health record
- Collaborated with the Human Services Agency (HSA) Alcohol and Other Drug Services program to identify the requirements for a multi-year, system-wide initiative to establish integrated treatment strategies for people with co-occurring mental health and alcohol and other drug conditions and selected a contractor

through the RFP process to provide consultation in implementing this initiative.

- Implemented a program to assist more than 3,000 Medicare clients in transitioning to the new Medicare Part D and Health Plan of San Mateo (HPSM) CareAdvantage programs without disruption in access to their medications

## Story Behind Performance

The November 2004 passage of the Mental Health Services Act (MHSA) required each county to develop a comprehensive three-year plan for new and expanded services. Mental Health completed a comprehensive planning process that included providers, consumers, family members, County staff, and other community stakeholders. Recommendations for the proposed plan were approved by the Board of Supervisors and submitted to the State in November 2005. San Mateo County received a favorable review in January 2006 and began implementing programs in Spring 2006. New funding is for "full service partnership" programs for seriously mentally ill adults, older adults, children/youth, and transition age youth; expanded community-based services; outreach and engagement activities targeting unserved ethnic minority and non-English speaking communities; primary care interface services; school-based services; criminal justice pathways for people with mental illness; a program for peer and parent partner employees to engage and retain clients in treatment; and self-help services. The Plan also includes a multi-year system redesign and training initiative designed jointly by Mental Health and Alcohol and Other Drug Services to expand the mental health system capacity to effectively treat people with co-occurring mental health and drug and alcohol problems. The goals of the Mental Health Division's 2002 Strategic Plan are complementary to the requirements of the MHSA.

Mental Health services to Special Education Pupils (SEP) remains an area of financial risk. AB3632 (1984) mandated that County mental health programs provide services as specified in each student's "Individual Education Plan." The cost for these services in FY 2004-05 was \$6.2 million. Costs in excess of State and Medi-Cal funding are claimed through the SB90 process. The FY 2005-06 State Budget required the State Departments of Education and Mental Health to develop a new categorical program that would relieve counties of this unfunded mandate and clarify financial and legal responsibility for assuring necessary services to special education youth with emotional disturbance. The FY 2006-07 State Budget continues to propose the SB90 mandate claims process as a financial bridge for counties, pending development of the anticipated new categorical program. In June 2005, the Board of Supervisors directed County Counsel and Mental Health Services to negotiate a local agreement with the County Office of Education and local school districts to mitigate County financial risk and ensure continuity of care for emotionally disturbed special education youth. These negotiations are in process, but it is anticipated that State-level agreements will precede completion of the negotiations and establish the parameters for subsequent local agreements.

Staff satisfaction and familiarity with mission have historically been high, as indicated in Headline Measure 1. It is believed that the drop in ratings in 2004-05 reflects significant workload increases and shifts in program emphasis with the extensive MHSA planning effort, along with changing regulations and requirements with the change from a case-rate to fee-for-service reimbursement basis.

Mental Health Administration oversees the preparation and control of the Mental Health Services budget. In addition, Administration staff work to maximize the amount of third party revenue and client fees collected to maintain the financial viability of all Mental Health programs. Federal regulations continue to require "compliance plans" and increased internal monitoring of documentation and billing practices. Billing for services that do not fully meet documentation standards is blocked. Compliance monitoring was a key factor in the leveling off of third party revenues for FY 2004-05. Improved compliance as a result of documentation training and quality reviews is expected to improve revenues in FY 2006-07. It is estimated that the rate of revenue increase will grow approximately 5% over the next year, as indicated in Headline Measure 2. Expanded participation in the Medicare program as a result of the Mental Health contract with HPSM for the CareAdvantage program will likely support increased revenues.

Major challenges over the next two years will be:

- To implement the new MHSA programs and considerable system-wide transformation required by the MHSA
- To continue providing mandated levels of service such as mental health services to Special Education Pupils (SEP), within the constraints of decreased funding available
- To implement a new clinical and billing information system requiring all staff to learn new technology that will impact all workflow
- To continue to train and monitor documentation and billing practices of the County and its contract providers to satisfy new State and Federal compliance requirements
- To complete the transition of 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 Objectives

Mental Health Administration will meet performance targets by doing the following:

### Achieve 90% Ratings for Staff Satisfaction and Familiarity with Mission/Strategic Initiatives

- Implement improved communication strategies between management/supervisors and line staff in response to staff satisfaction surveys
- Implement expansion of services and systemwide training based on the State approved three-year MHSA plan

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Increase Third Party Revenues and Client Fees by 5% Over the Prior Year

- Improve decision support tools for supervisors monitoring staff productivity, documentation, and other requirements impacting billing
- Continue to monitor staff and provider agency follow through to maximize third party revenues and ensure clients are enrolled for Medi-Cal, Healthy Families, and Healthy Kids benefits
- Increase utilization review and staff documentation training activities to avoid audit disallowances associated with the shift to fee-for-services billing
- Implement new automated information system to support billing processes

Improve Business Services Capabilities and Reporting

- Select provider, negotiate contract, and begin phased roll-out for the new mental health information system to improve clinical services capacity and ensure compliance with Health Insurance Portability and Accountability Act (HIPAA) and other State and Federal requirements
- Ensure availability of data regarding service utilization, documentation compliance, client satisfaction, and outcomes achieved

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of new/renewed contracts coordinated and administered	290	310	327	300	300
Number of Representative Payee accounts administered	320	344	358	350	350
<b>How Well We Do It (Quality)</b>					
Percent increase in third party revenues and client fees over prior year	10%	-2%	-3%	5%	5%
Percent of customer survey respondents (Managed Care Provider) rating services good or better <sup>(1)</sup>	94%	96%	92%	90%	90%
Average number of days to complete contracts development process	82	88	77	60	60
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of staff who are familiar or very familiar with mission/strategic initiatives	93%	56%	94%	90%	90%
Percent of staff who are satisfied or very satisfied	91%	86%	88%	90%	90%
Percent of clinical staff participating in documentation training	98%	83%	81%	75%	75%

<sup>(1)</sup> Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

## Mental Health Administration (6110P)

### Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	31.0	39.0	39.0	46.0	7.0	46.0
Funded FTE	30.1	36.2	36.2	42.2	6.0	42.2
<b>Total Requirements</b>	12,577,224	13,850,219	13,499,590	18,047,383	4,547,793	17,162,754
<b>Total Sources</b>	12,333,768	23,949,874	13,149,590	17,269,984	4,120,394	16,334,132
<b>Net County Cost</b>	243,456	(10,099,656)	350,000	777,399	427,399	828,622
<b>NCC Breakdown</b>						
COLAs for Providers				260,976	260,976	260,976
Mandated Services			350,000	516,423	166,423	567,646

## Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$777,399 or 4.3%, of which 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; annualization of mid-year position changes and negotiated labor increases including the California Nurses Association (CNA); reductions to Worker's Compensation charges due to a change in methodology; and Intergovernmental Revenue and operating expense redistribution to Mental Health Youth Services and Mental Health Adult Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,534,650	1,283,893	0	678,156	427,399	0

### 2. Implementation of Mental Health Services Act (MHSA) Programs

Adding County and contracted MHSA "community services supports" that were approved by the Board of Supervisors on February 28, 2006 supports the program objective of implementing new and expanded services through the resources provided by the MHSA to improve the mental health Systems of Care. A net increase of four positions includes addition of one Clinical Services Manager II, one Assistant Director of Mental Health, two Office Specialists, and one Community Worker I, partially offset by deletion of one Deputy Director of Mental Health. The additional expense will be fully covered by a combination of State MHSA revenue and increased State and Federal funds that can be leveraged by the MHSA revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,968,640	1,968,640	0	0	0	4

### 3. Implementation of Mental Health Information Technology System

Implementing a new clinical and billing information system supports the program objective of improving Business Services capabilities and reporting by fully automating the registration, eligibility, scheduling, electronic health record, billing, and claiming processes of the Mental Health Division. Costs include software, licensing, and maintenance and implementation costs including training, installation, implementation support, programming, interfaces, data conversion, and development of reports. These costs will be absorbed within existing Mental Health Services resources and reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
231,949	1,347,246	0	(1,115,297)	0	0

### 4. Adjustments to Fund Balance

Increased Fund Balance is set aside in Reserves for projects and equipment related to the Information Technology Strategic Plan.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
244,700	0	0	244,700	0	0

### 5. Staffing Adjustments

Staffing adjustments support meeting performance targets by addressing operational requirements. A vacant Deputy Business Systems Manager position is deleted and a Patient Services Office Manager added to oversee patient financial screening, eligibility, registration, and other business processes at mental health clinics. The additional cost will be covered by increased State and Federal reimbursements



generated by this position. In addition, three positions—one Community Program Specialist II and two Mental Health Counselor IIs—are added, with the cost increase covered by Mental Health Services Act (MHSA) and other State mental health revenues; this is part of a series of staffing adjustment packages in each of the three Mental Health programs that total to one additional position Division-wide, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
140,455	140,455	0	0	0	3

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,120,394	4,740,234	0	(192,441)	427,399	7

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefits costs; deletion of one-time information system costs and implementation charges; reduction in Fund Balance requirements; and additional revenue from third party sources and claiming.

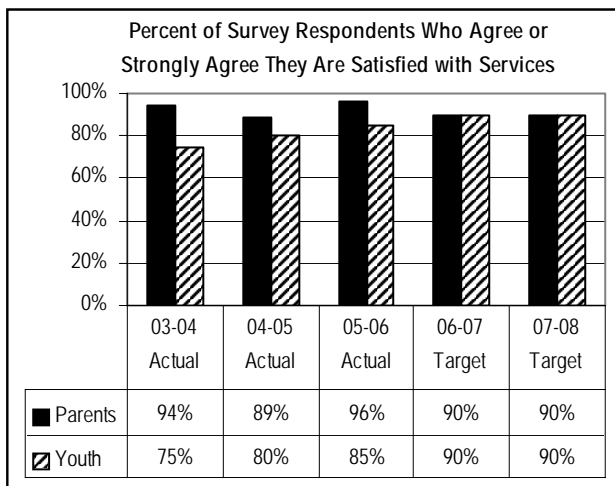
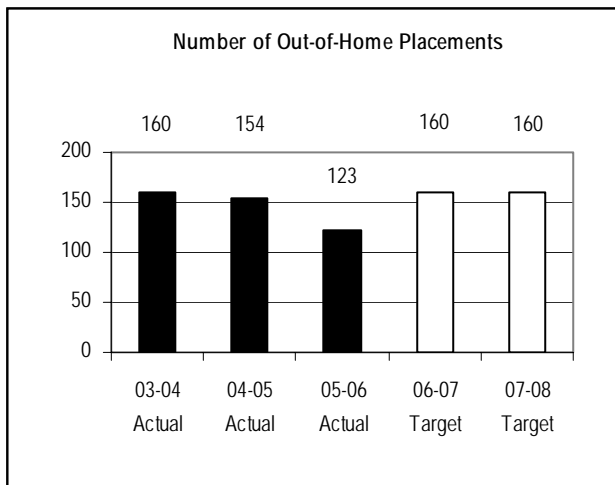
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(935,852)	(884,629)	0	0	51,223	0

## Mental Health Youth Services (6130P)

### Program Locator

County  
 Health  
 Health Department  
 Mental Health Services  
 Mental Health Administration  
 ➤ **Mental Health Youth Services**  
 Mental Health Adult Services

### Headline Measures



### Program Outcome Statement

Mental Health Youth Services provides a wide range of child and family-focused mental health and therapeutic support services to children, adolescents, and their families in collaboration with caregivers, 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. The involvement of families and/or caregivers at all levels of the system helps to achieve these outcomes.

### Services and Accomplishments

Mental Health Youth Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing the support necessary to maintain youth in the community through comprehensive mental health services in County clinics, schools, Juvenile Hall, and clients' homes; and by contracting with agencies and individual professionals to provide specialized mental health services that meet the needs of youth who are placed out-of-County. These services are provided with a focus on cultural competence and family involvement. Youth Services continues to partner successfully with Juvenile Probation, the Human Services Agency (HSA) Child Welfare Services and Alcohol and Other Drug Services programs, Public Health, and schools to ensure effective collaboration in providing services to youth and their families.

The Canyon Oaks Youth Center (COYC) continues to provide intensive residential services to San Mateo County youth ages 12 to 18. SB679 went into effect on January 2, 2006, eliminating the requirement for the County to maintain a State waiver for ongoing operation of the facility. The primary goal of COYC is to stabilize and return youth to the community or provide them with a lower level of care within the shortest possible time. COYC had served 42 youth and their families as of January 2006, with all youth being discharged at or prior to one year from admission. COYC evaluation outcomes for the second year of operation reflected a parent satisfaction rate of 100%.

In February 2005, the Partners for Safe and Healthy Children (PSHC) initiative was implemented. PSHC is a collaborative effort between the Health Department and HSA to provide assessment, treatment, and intervention services to children up to five years old and their parents/caregivers who have open or voluntary child welfare cases. PSHC has proven a very successful collaborative partnership in serving these children who are at high risk of future abuse and neglect. Comprehensive mental health, public health, and alcohol and drug services are provided to these families while maintaining ongoing contact with the child welfare worker and the Juvenile Court. Between February 1, 2005 and January 31, 2006, approximately 160 children and their families were referred to PSHC by HSA Child Welfare Services. There is continuous, ongoing collaboration of the staff in the Health Department and the HSA to

ensure the successful outcome of maintaining the safety of these vulnerable children. In addition to PSHC, the San Mateo Child Abuse Treatment Collaborative for children ages six to 17 and their families has been initiated. This Collaborative includes two contractors, Edgewood Center for Children and Families and Youth and Family Enrichment Services.

AB3632 mental health services mandated to special education youth continue to be provided per a child's Individual Education Plan. Recently, AB3632 services were restructured in collaboration with the County Office of Education and local school districts. A Central Assessment Team (CAT) has been established to conduct all AB3632 assessments, with the goals of ensuring adherence to timelines, providing consistent assessments, and facilitating timely access to services for both consumers and education staff. Following implementation of the CAT in September 2004, approximately 275 referrals have been received.

Major efforts have taken place to implement Mental Health Services Act (MHSA)-funded services, including the development and implementation of significant new services. Full Service Partnership services provide intensive community-based case management services to 80 unserved or underserved youth and transition aged youth. A new supported housing service provides supported housing units to transition aged youth who are receiving the intensive case management services.

The following are major accomplishments in the current year:

- Fully implemented the PSHC initiative and the San Mateo Child Abuse Treatment Collaborative
- Passage of SB679 allowing the County to continue operation of Canyon Oaks group home
- Developed a partnership with HSA to provide clinical supervision for 16 psychiatric social workers at Family Resource Centers
- Continued implementation of Functional Family Therapy, an Evidence-Based Practice targeting high-risk youth identified through Juvenile Probation
- Selected service providers for two MHSA-funded services—Youth and Transition Aged Youth Full Service Partnerships, which will serve a capacity of 80 clients, and Training and Support for employment of parent partners hired to work in the Mental Health system

### Story Behind 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. Program staff continue to provide intensive, community-based services as an alternative to residential placement referrals to the Wrap Around Program made by Juvenile Probation and Child Welfare. This program also works closely with the Girls Juvenile Drug Court Expansion Program, which targets adolescent females who are wards of the court with substance abuse issues, many of whom also have significant mental health issues. These collaborative programs, in addition to an array of

community-based, family-centered services contribute to the ongoing reduction in out-of-home placements at the group home level. During FY 2005-06, Youth Services has been actively involved with Juvenile Probation and HSA in the planning process for the Youth Services Campus (YSC). Many of the new programs and expansion of existing programs have the goal of maintaining youth in the community and preventing incarceration at Juvenile Hall or out-of-home 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. The State-mandated tool for measuring satisfaction was changed in FY 2003-04 to collect data twice yearly for two-week periods. This collection method yields point-in-time data but does not provide long-term data representing client satisfaction. Results using the new tool show that parents have higher satisfaction with services received than do youth. In spite of concerns about budget constraints, satisfaction rates are projected to increase in the current year. The two-year customer satisfaction target has been set at the Countywide standard of 90% for both parents and youth.

In FY 2005-06, Youth Services continued to participate in a two-year Functional Family Therapy (FFT) development initiative, part of a program redesign to increase the effectiveness of services provided to Juvenile Probation. These strength-based, family-focused, and home-based services have been provided to 100 youth aged 10 to 18 involved in the Juvenile Justice system and their families. Services have been used effectively with diverse client populations and families in reducing recidivism.

Major challenges over the next two years will be:

- To implement new and expanded services through the resources provided by the MHSA to improve the Youth and Youth to Adult Systems of Care
- To implement more effective outreach strategies to unserved ethnic/linguistic populations and to engage and retain these clients in new services funded by the MHSA
- To provide AB3632 services within funding and contractual agreements, contingent upon State and local budget and service mandates
- To continue implementation of PSHC and Child Abuse Collaborative with the goal of preventing child abuse in children ages 0 to 18
- To plan, in collaboration with Juvenile Probation, for transition to the new YSC and implementation of services to youth and their families

### Program Objectives

The Mental Health Youth Services program will meet performance targets by doing the following:

#### Maintain Out-Of-Home Placements at 160 or Less

- Shorten the length of stay in group home placements through placement of Seriously Emotionally Disturbed (SED) youth at Canyon Oaks

- 
- Expand the use of the Wrap Around Program and Full Service Partnership (MHSA) as an alternative to placement or to shorten the length of stay for Juvenile Probation or Child Welfare involved youth

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Centralize access processes and expand communication, increasing parent understanding of available services
- Sustain access to services through restructuring geographic access and language capabilities

Maximize Third-Party Revenues

- Increase Medi-Cal, Healthy Families, and Healthy Kids healthcare insurance coverage for youth services through comprehensive financial screening of all youth and involvement of the Children's Health Initiative to conduct further outreach in the community

Maximize Efficiency and Cost Effectiveness of Services

- Evaluate the efficiency and cost effectiveness of FFT Evidence-Based Practice for high-risk youth
- Extend to contract service providers implementation and use of a standardized assessment instrument as a tool for assessing appropriate levels and intensity of care
- Maximize parent/caregiver participation at all levels of the Mental Health Youth Services system

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of clients served:					
- Intensive	711	637	937	700	700
- Non-Intensive	1,451	1,322	1,374	1,300	1,300
- Early Intervention <sup>(1)</sup>	452	359	466	220	220
Number of new clients served:					
- Intensive	---	487	760	550	575
- Non-Intensive	---	1,052	995	1,189	1,150
- Early Intervention	---	311	396	320	375
<b>How Well We Do It (Quality)</b>					
Percent of survey respondents who agree or strongly agree that they are satisfied with services received: <sup>(2)</sup>					
- Parents	94%	89%	96%	90%	90%
- Youth	75%	80%	85%	90%	90%
Percent of survey respondents who agree or strongly agree that the client is better at handling daily life:					
- Parents	77%	71%	78%	75%	75%
- Youth	71%	72%	65%	75%	75%
Average number of days from receipt of parental consent to completion of AB3632 mandated assessments	---	50	53	50	50
<b>Is Anyone Better Off? (Outcome)</b>					
Average monthly census of out-of-home placements at the group home level Countywide by Mental Health, Probation, and Human Services Agency	160	154	123	160	160
Average monthly census of out-of-home placements at the group home level by Mental Health	11	10	9	11	11
Implementation of nationally recognized clinical Evidence-Based Practices	---	1	1	1	1

<sup>(1)</sup> The decrease beginning in FY 2004-05 is the result of a reduction in contracted services due to budget constraints. It is anticipated that this data will increase with implementation of new services funded by the MHSA. Targets will be reevaluated following clarification of specific MHSA allocations.

<sup>(2)</sup> Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

## Mental Health Youth Services (6130P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	143.0	159.0	159.0	170.0	11.0	170.0
Funded FTE	132.3	143.3	143.3	157.3	14.0	157.3
 Total Requirements	15,588,982	16,808,435	20,113,790	24,694,096	4,580,306	24,947,054
Total Sources	12,424,499	16,883,028	15,533,606	20,495,224	4,961,618	20,539,062
Net County Cost	3,164,484	(74,593)	4,580,184	4,198,872	(381,312)	4,407,992
 NCC Breakdown						
State EPSDT Match			145,000	145,000		145,000
COLAs for Providers			193,065	200,000	6,935	206,000
Mandated Services			2,711,029	2,650,000	(61,029)	2,650,000
Non-Mandated Services			1,531,090	1,203,872	(327,218)	1,406,992

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,198,872 or 17.0%, of which \$4,053,872 or 96.5% 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, Edgewood Child Abuse Program, and yearly contribution to the out-of-home placement fund collaborative.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; annualization of mid-year position changes and negotiated labor increases including the California Nurses Association (CNA); reductions to Worker's Compensation charges due to a change in methodology; addition of anticipated SB90 reimbursements; and decreased facility rent charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
567,930	758,356	420,001	0	610,427	0

#### 2. Implementation of Mental Health Services Act (MHSA) Programs

Adding County and contracted MHSA "community services supports" that were approved by the Board of Supervisors on February 28, 2006 supports the program objective of implementing new and expanded services through the resources provided by the MHSA to improve the Youth and Youth to Adult Systems of Care. An increase of 14 positions includes the addition of four Psychiatric Social Worker Is, two Patient Services Assistant Is, seven Community Worker Is, and one Community Program Specialist I. This expense will be fully covered by a combination of State MHSA revenue and increased State and Federal funds that can be leveraged by the MHSA revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,639,783	3,639,783	0	0	0	14

**3. Unreimbursed AB 3632 Costs**

Increased State cost reimbursement for mandated mental health services to Special Education Pupils (SEP) under AB3632 will be used to restore a portion of County General Funds that had previously been advanced to cover unreimbursed costs. Plans for repayment of the balance of prior advances are being developed, and General Fund monies will no longer be used to address funding gaps in this program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
991,739	0	0	0	(991,739)	0

**4. Staffing Adjustments**

Three vacant positions are deleted—one Community Program Specialist III, one Community Program Specialist II, and one Community Worker II; this is part of a series of staffing adjustment packages in each of the three Mental Health programs that total to one additional position Division-wide, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(237,834)	(237,834)	0	0	0	(3)

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,961,618	4,160,305	420,001	0	(381,312)	11

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefits costs; cost of living adjustments for community-based organizations; and additional revenue from third party sources and claiming.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
43,838	252,958	0	0	209,120	0

## Mental Health Adult Services (6140P)

### Program Locator

County

Health

Health Department

Mental Health Services

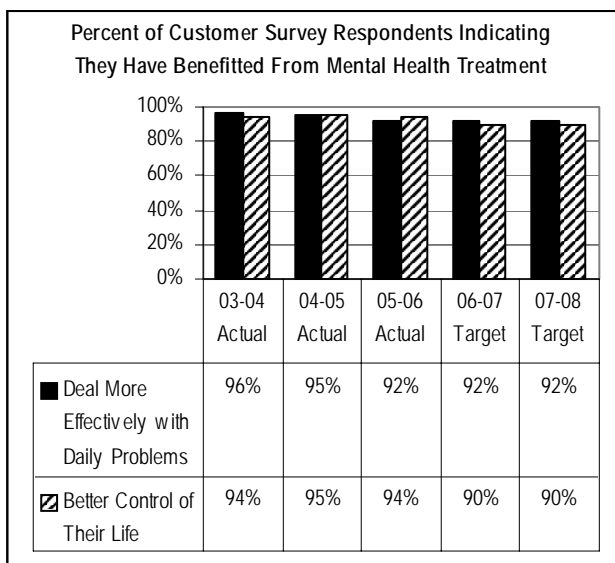
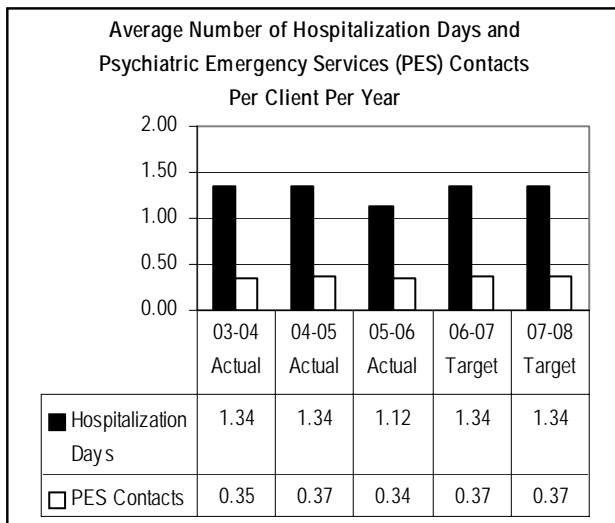
Mental Health Administration

Mental Health Youth Services



Mental Health Adult Services

### Headline Measures



### Program Outcome Statement

Mental Health Adult Services, in partnership with community-based organizations, 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 contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing a continuum of services based upon client need. Outpatient services for lower acuity clients include outreach, individual and group therapy, case management, supported housing, rehabilitation, supported education, supported employment, medication management, and peer support. Services for high acuity clients include intensive case management, Psychiatric Emergency Services (PES), hospital inpatient, and other locked-facility services.

The following are major accomplishments in the current year:

- Implemented a centralized placement and review team to assist PES and acute units with more efficient discharge planning and linkage to outpatient resources
- Created increased linkages to criminal justice through a field crisis consultation group and development/implementation of a law enforcement crisis intervention training program
- Selected service providers for the following Mental Health Services Act (MHSA)-funded services: Adult and Older Adult Full Service Partnerships to serve a capacity of 105 clients; Housing Supports for Full Service Partnership enrollees providing up to 90 units of housing; and Training and Support for employment of nine consumers hired to work throughout the Mental Health system
- In collaboration with the Sheriff's Office, designed and implemented three 40-hour Crisis Intervention trainings for 90 police officers, dispatchers, and paramedics throughout the County
- Implemented wellness and recovery enhancements based on the findings of consumer and family focus groups conducted in FY 2004-05 including: increased employment of consumers; creation of Financial Empowerment Pilot Project to increase personal financial responsibility; employment of consumers to provide benefit education concerning Medicare Part D; and implementation of a contracted peer support services program

### Story Behind Performance

Psychiatric inpatient hospital and PES 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 fewer resources 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. This measure has been changed from tracking the total number of inpatient days and PES visits to tracking the average usage of these services by clients in the system, expressed in "hospitalization rate" and "PES rate" per client. The new measures, in tandem, provide a more accurate reflection of system effectiveness at the client level. Mental Health Adult Services, in cooperation with Medical Center staff, has made a concerted effort to examine the effectiveness of diversion and discharge planning services for PES and psychiatric inpatient treatment services. Efforts have included the redirection of resource management staff to provide an intensive linkage with PES. This linkage assists in diverting PES clients from hospital admissions and assists with hospital discharges, thereby decreasing overall institutional placements. This has produced improvements in the use of inpatient services, including shorter lengths of stay and an increase in bed availability. Clients with multiple hospitalizations are also being linked to treatment and case management services in order to decrease subsequent hospitalizations.

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 are two processes that will be used to assess consumer satisfaction and feedback. The first is the ongoing monitoring of the State-mandated Mental Health Statistics Improvement Program (MHSIP); the second is direct feedback from consumer and family member focus groups. Customer satisfaction regarding access to Mental Health services and the services provided, as indicated by the point-in-time MHSIP responses included in the Performance Measures Summary Table, is over 87% 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 92% and 94%, respectively. For consumer feedback, 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 tabulated responses are being used by a task force to guide recommendations toward improving the overall satisfaction and implementation of wellness and recovery based service provisions. Responses are also being used as a source document for MHSIP planning efforts.

Two efforts are underway to enhance the ability of law enforcement to serve mental health consumers. Law enforcement agencies and mental health professionals are collaborating to provide law enforcement personnel with Crisis Intervention Training (CIT). Training focuses on mental health issues and how mental health services are provided in San Mateo County. Mental Health has also convened a Field Crisis Consultation Committee. With representation from local police departments, the Sheriff's Office, Parole and Probation, the District Attorney's Office, consumer and

family advocates, and mental health providers, this Committee focuses on problematic cases in order to provide systemic solutions. This collaboration with law enforcement continues work towards a Mental Health/Criminal Justice pathway to ensure that, when appropriate, people receive mental health services and placement, rather than being incarcerated.

Major efforts have taken place to implement MHSIP-funded services. This has included the development and implementation of significant new services. One is a nationally recognized Evidence-Based Practice to provide intensive community-based case management services to 105 unserved or underserved mentally ill adult and older adult clients. A new supported housing service provides 90 supported housing units to individuals who are receiving the intensive case management services.

Major challenges over the next two years will be:

- To implement new and expanded services through the resources provided by the MHSIP to improve the Adult and Older Adult Systems of Care
- To implement more effective outreach strategies to unserved ethnic/linguistic populations and to engage and retain these clients in new services funded by the MHSIP.
- To maintain and improve outpatient service systems
- To provide services to consumers in the least restrictive treatment levels by using intensive case management services
- To develop an inclusive and culturally competent, consumer-run, community-based organization to provide peer support services
- To review the selection and implementation of Evidence-Based Practices
- To successfully implement the Wellness and Recovery Tool Kit, a nationally recognized Evidence-Based Practice for adults
- To ensure adequate capacity to provide mental health services to Health Plan of San Mateo CareAdvantage Program clients
- To develop a more coordinated Older Adult System of Care
- To implement a Mental Health/Criminal Justice Pathway Program

## Program Objectives

Adult Mental Health Services will meet performance targets by doing the following:

### Maintain an Average Acute Hospitalization Rate of 1.34 Days per Year per Client and an Average PES Rate of .37 Contacts per Year per Client

- Continue to conduct a retrospective review of all Treatment Authorization Requests (TARS) for private psychiatric hospital use 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 use of inpatient psychiatric services and decrease Administrative Days

### Achieve an Overall Customer Satisfaction Rating of at least 90%

- Continue to use MHSIP data to improve service delivery system

- 
- Identify and implement strategies to continue development of a consumer/family-directed system of care

Maximize the Efficiency and Cost Effectiveness of Services

- Implement the Wellness and Recovery Tool Kit
- Extend to contract service providers the implementation and use of a standardized assessment instrument as a tool for assessing appropriate levels and intensity of care
- Develop and implement a utilization and management structure that integrates the LOCUS assessment instrument at the clinical management level

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of clients served:					
- Intensive level of service	2,631	2,446	2,409	2,576	2,576
- Outpatient level of service	7,218	7,280	7,497	7,355	7,355
- LPS Conservatorship <sup>(1)</sup>	374	381	378	392	392
- IMD (subacute) placements	199	174	163	164	164
<b>How Well We Do It (Quality)</b>					
Percent of customer survey respondents rating services good or better <sup>(2)</sup>	95%	94%	94%	90%	90%
Percent of customer survey respondents rating access to mental health services good or better	96%	88%	87%	85%	85%
<b>Is Anyone Better Off? (Outcome)</b>					
Hospitalization rate—average number of days hospitalized per client	1.34	1.34	1.12	1.34	1.34
Psychiatric Emergency Services (PES) rate—average number of face-to-face contacts per client	0.35	0.37	0.34	0.37	0.37
Percent of customer survey respondents indicating they have benefited from mental health treatment:					
- Able to deal more effectively with daily problems	96%	95%	92%	92%	92%
- Better able to control their life	94%	95%	94%	90%	90%
Implementation of nationally recognized clinical Evidence-Based Practices	---	1	1	1	1
Number of clients with five or more inpatient stays	23	7	8	11	11

<sup>(1)</sup> Beginning in FY 2006-07, Aging and Adult Services will provide data for this measure to Mental Health.

<sup>(2)</sup> Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

## Mental Health Adult Services (6140P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	129.0	127.0	127.0	152.0	25.0	152.0
Funded FTE	118.5	115.6	115.6	135.6	20.0	135.6
 Total Requirements	56,433,277	57,867,978	61,192,734	60,025,102	(1,167,632)	60,459,058
Total Sources	51,172,356	38,779,327	55,138,351	53,458,167	(1,680,184)	53,486,388
Net County Cost	5,260,921	19,088,651	6,054,383	6,566,935	512,552	6,972,670
 NCC Breakdown						
Federal Grants Match			44,539	44,539		44,539
Realignment MOE			1,477,507	1,477,507		1,477,507
Proposition 172 MOE			329,138	329,138		329,138
COLAs for Providers			803,851	828,000	24,149	853,000
Mandated Services			2,402,519	2,890,922	488,403	3,271,657
Non-Mandated Services			996,829	996,829		996,829

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$6,566,935 or 10.9%, of which \$4,715,751 or 71.8% 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), and pharmacy costs for IMD residents that are not claimable to Medi-Cal.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; annualization of mid-year position changes and negotiated labor increases including the California Nurses Association (CNA); reductions to Worker's Compensation charges due to a change in methodology; and reduction in pharmacy expenditures commensurate with decreased State General Fund and Federal Medi-Cal revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(6,081,766)	(5,499,254)	(69,960)	0	512,552	0

#### 2. Implementation of Mental Health Services Act (MHSA) Programs

Adding County and contracted MHSA "community services supports" that were approved by the Board of Supervisors on February 28, 2006 supports the program objective of implementing new and expanded services through the resources provided by the MHSA to improve the Adult and Older Adult Systems of Care. An increase of 24 positions includes the addition of ten Community Worker Is, one Clinical Services Manager, one Community Mental Health Nurse, one Child Psychiatrist, one Adult Psychiatrist, and ten Psychiatric Social Worker Is. This

expense will be fully covered by a combination of State MHSA revenue and increased State and Federal funds that can be leveraged by the MHSA revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,324,476	4,324,476	0	0	0	24

### 3. Staffing Adjustments

One Mental Health Program Specialist position is added, with the cost increase covered by Mental Health Services Act (MHSA) and other State mental health revenues. This is part of a series of staffing adjustments in each of the three Mental Health programs that total to one additional position Division-wide, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
77,106	77,106	0	0	0	1

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,680,184)	(1,097,672)	(69,960)	0	512,552	25

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefits costs; cost of living adjustments for community-based organizations; and additional revenue from third party sources and claiming.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
28,221	433,956	0	0	405,735	0

Public Health Services (6200B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	12,151	12,414	14,000	14,000		14,000
Use of Money and Property		75,000	75,000	75,000		75,000
Intergovernmental Revenues	21,218,404	21,103,435	19,783,180	21,229,978	1,446,798	21,258,919
Charges for Services	3,875,221	4,184,440	4,583,785	4,939,653	355,868	4,998,818
Interfund Revenue	425,582	576,076	767,330	553,700	(213,630)	553,700
Miscellaneous Revenue	3,352,044	3,003,534	2,561,102	2,587,534	26,432	2,537,534
<b>Total Revenue</b>	<b>28,883,402</b>	<b>28,954,899</b>	<b>27,784,397</b>	<b>29,399,865</b>	<b>1,615,468</b>	<b>29,437,971</b>
Fund Balance	1,640,380	2,952,465	2,952,465	3,949,080	996,615	3,433,764
<b>TOTAL SOURCES</b>	<b>30,523,782</b>	<b>31,907,364</b>	<b>30,736,862</b>	<b>33,348,945</b>	<b>2,612,083</b>	<b>32,871,735</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	24,222,623	25,227,536	26,239,213	29,385,546	3,146,333	30,316,330
Services and Supplies	7,411,479	7,095,261	6,542,021	8,050,000	1,507,979	7,617,673
Other Charges	4,360,715	4,437,822	5,479,856	5,396,357	(83,499)	5,396,357
Fixed Assets	131,431	414,247	620,000	281,000	(339,000)	
Other Financing Uses		35,097	230,000	185,000	(45,000)	185,000
<b>Gross Appropriations</b>	<b>36,126,249</b>	<b>37,209,964</b>	<b>39,111,090</b>	<b>43,297,903</b>	<b>4,186,813</b>	<b>43,515,360</b>
Intrafund Transfers	(807,560)	(1,378,464)	(1,181,153)	(1,536,669)	(355,516)	(1,536,669)
<b>Net Appropriations</b>	<b>35,318,689</b>	<b>35,831,500</b>	<b>37,929,937</b>	<b>41,761,234</b>	<b>3,831,297</b>	<b>41,978,691</b>
Contingencies/Dept Reserves	681,500	1,120,166	1,120,166	1,828,565	708,399	1,828,565
<b>TOTAL REQUIREMENTS</b>	<b>36,000,189</b>	<b>36,951,666</b>	<b>39,050,103</b>	<b>43,589,799</b>	<b>4,539,696</b>	<b>43,807,256</b>
<b>NET COUNTY COST</b>	<b>5,476,407</b>	<b>5,044,302</b>	<b>8,313,241</b>	<b>10,240,854</b>	<b>1,927,613</b>	<b>10,935,521</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	272.0	276.0	276.0	288.0	12.0	288.0
Funded FTE	254.6	262.4	262.4	272.6	10.2	272.6

## Disease Control and Prevention (6220P)

### Program Locator

County

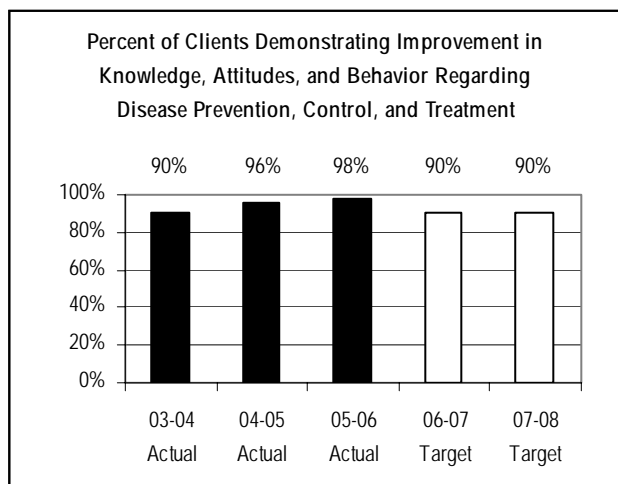
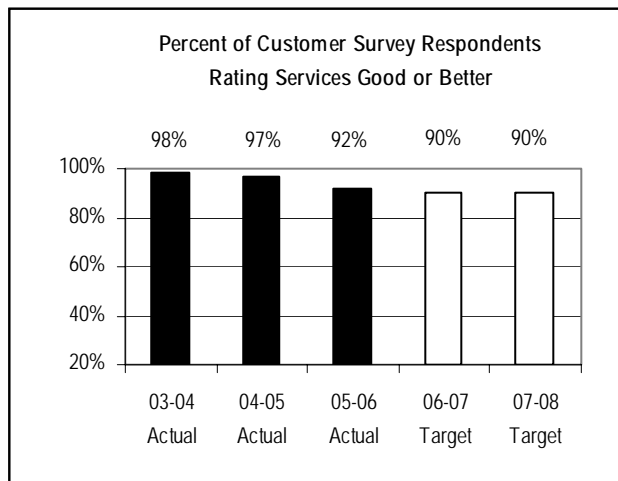
Health

Health Department

Public Health Services

▷ **Disease Control and Prevention**  
Family Health Services

### Headline Measures



### Data Development Measure

A future Headline Measure will track the percent of patients who are on anti-retroviral drugs that have a nondetectable viral load, meaning the HIV/AIDS virus has been suppressed. Data for this measure currently resides in two databases and patient charts. A combined database and process for chart review will be developed during FY 2006-07 to enable establishment of performance targets and monitoring of achievement beginning in FY 2007-08.

### Program Outcome Statement

Disease Control and Prevention (DCP) monitors, treats, and prevents communicable diseases to protect the health and well-being of San Mateo County residents.

### Services and Accomplishments

DCP contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by monitoring, treating, and preventing communicable diseases and other health threats within the community. DCP is composed of a group of Public Health programs that provide multi-disciplinary services to individuals and communities in San Mateo County.

DCP primarily focuses on individuals affected by, or vulnerable to, communicable or chronic diseases. Programs included are AIDS, Tuberculosis, Communicable Disease, Epidemiology, Sexually Transmitted Disease (STD), a Mobile Clinic, the Public Health Laboratory, Vital Statistics, and the Edison Clinic.

The following are major accomplishments in the current year:

- Successfully recruited a new Laboratory Director
- Expanded in-house lab services to include three additional molecular tests as well as the capability to test for Influenza A/H5—the potential pandemic strain—increasing the ability to rapidly identify potential cases of flu, enhancing surveillance of outbreak capability, and reducing the volume of out-sourced tests
- Selected a new laboratory information technology system to replace the aging and unsupported software, with implementation to continue into FY 2006-07
- Convened a group of representatives from various County departments to develop a basic Pandemic Flu Response Plan covering subjects such as surveillance, vaccine distribution, and education
- Successfully participated in the November 2005 Golden Guardian event, a multi-jurisdictional bioterrorism preparedness drill
- Conducted field training visits with all hospitals in the County on surveillance and disease reporting
- Implemented a partner-delivered therapy program within STD Control
- Improved the volume of information and user-friendliness of the Epidemiology and AIDS websites
- Implemented the State-mandated Medical Marijuana Identification Card program
- Developed Continuous Quality Improvement plans for all DCP programs

### Story Behind Performance

DCP programs provide direct service, including medical treatment, case management and social services, health and prevention

outreach, home visits to assist tuberculosis patients and their families, and counseling and screening for a variety of communicable diseases. Prevention activities include one-on-one prevention and school-based interventions. Implementation of a major reorganization during the last year has resulted in: provision of direct medical management and oversight for the Laboratory and Mobile Clinic; an eight-fold increase in STD services over the prior year; integration of Edison Clinic services with those provided by the Mobile Clinic and HIV testing vans; and creation of a structure for Continuous Quality Improvement throughout DCP. Each program now has a number of specific and unique goals—many of which are mandated by State or Federal law—that include performance measures focusing on prevention or treatment of disease and promotion of healthy practices.

An important indicator of service efficiency and quality shown in Headline Measure 1 is customer satisfaction, which was rated at 97% in the most recent survey. In addition, 90% of survey respondents rated response times as good or better. Headline Measure 2 reflects the impact of six surveys that have been developed to measure how customers view the effects of services upon their lives. As shown in the graph, 98% or more of clients surveyed in FY 2004-05 reported that their knowledge, attitude, and behavior (KAB) has or will change as a result of services received.

Major challenges over the next two years will be:

- To prepare, plan, train, and respond to communicable disease outbreaks such as Pandemic Influenza
- To provide ongoing staff training for all hazard preparedness efforts and effective responses to newly identified pathogens
- To ensure the reorganization results in programs that perform as designed, reach stated goals, and continue to meet client needs

### Program Objectives

Disease Control and Prevention will meet performance targets by doing the following:

#### Achieve a 90% Rate of Clients Demonstrating Improvement in Knowledge, Attitudes, and Behavior (KAB) Regarding DCP Programs

- Continue refining the KAB survey instrument
- Distribute the survey to appropriate client/contact populations for completion twice a year
- Analyze results by unit to determine need for program changes or improvements

#### Achieve an Overall Customer Satisfaction Rating of at least 90%

- Distribute the Cares Survey to all clients contacted by DCP staff and analyze results by unit to determine need for program changes or improvements
- Conduct staff development activities to ensure effectiveness of the reorganization including: establishment of policies and procedures that are consistent across program lines; identification of staff development needs; and implementation of appropriate training programs, definition of performance

expectations, and conduct of teambuilding programs around the reorganization goals

#### Continue All Hazard Preparedness Activities

- Continue development of the Pandemic Flu Preparedness Plan through: developing drills and exercises; developing public information campaigns on how to stay healthy, caring for individuals at home and, during a pandemic, how to care for individuals who usually receive care at facilities; and continue to work with cities, businesses, and schools to plan for continuity of services with a potentially reduced workforce during an outbreak
- Work further with local hospitals to develop policies and procedures for triage/assessment and treatment, training volunteers to assist during an outbreak, and procuring and storing supplies

#### Improve the Efficiency and Use of Services

- Continue to refine Continuous Quality Improvement (CQI) plans
- Explore opportunities to expand and upgrade infectious disease and hepatitis services
- Assess the feasibility of remodeling or relocating the existing laboratory to ensure compliance with seismic safety requirements and incorporation of programmatic improvements
- Complete implementation of the new laboratory information technology system
- Explore expansion of in-house laboratory services/tests to provide a high level of service to the community
- Explore the feasibility of upgrading the laboratory's federal designation from Level A Sentinel to Level B Reference, which would allow the lab to expand from basic screening of potential bioterrorism agents to actual identification of the hazard
- Continue quarterly meetings with the hospitals to ensure appropriate and timely reporting of communicable diseases
- Explore the feasibility of expanding Officer of the Day assignments to the AIDS program staff to improve coverage
- Complete the new Mobile Clinic/STD database in order to improve program planning, perform more targeted surveillance of high-risk populations, and increase program utilization



## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of clients served by selected programs:					
- AIDS Program Clinical Services	565	559	576	550	550
- Mobile Clinic Clinical Services	3,024	2,713	3,534	3,500	3,500
- STD Control	1,674	1,636	2,951	1,800	1,800
- TB Control	508	901	1,100	430	430
- Vital Statistics (births and deaths)	10,327	10,319	10,079	11,000	11,000
Number of service contacts <sup>(1)</sup>	224,309	203,050	334,951	198,000	198,000
<b>How Well We Do It (Quality)</b>					
Percent of customer survey respondents rating services good or better <sup>(2)</sup>	98%	97%	92%	90%	90%
Percent of customer survey respondents rating response time as good or better	95%	96%	90%	95%	95%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of Public Health HIV patients receiving anti-retroviral drugs who have a nondetectable viral load (data development)	---	---	---	---	---
Percent of clients demonstrating improvement in knowledge, attitudes, and behavior (KAB) regarding disease prevention, control, and treatment	90%	96%	98%	90%	90%

<sup>(1)</sup> Decreases reflect transfer of Health Education to new Health Policy, Planning, and Promotion unit.

<sup>(2)</sup> Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

## Disease Control and Prevention (6220P)

### Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	119.0	109.0	109.0	114.0	5.0	114.0
Funded FTE	114.5	107.4	107.4	110.3	2.9	110.3
 Total Requirements	17,125,497	17,715,537	18,766,802	21,114,955	2,348,153	20,800,496
Total Sources	14,364,617	16,405,773	15,976,639	17,674,052	1,697,413	17,086,865
Net County Cost	2,760,880	1,309,764	2,790,163	3,440,903	650,740	3,713,631
 NCC Breakdown						
Realignment MOE			1,492,929	1,492,929		1,492,929
AIDS Program MOE			411,073	422,180	11,107	465,293
Mandated Services			886,161	1,220,635	334,474	1,404,328
Non-Mandated Services				305,159	305,159	351,081

#### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,440,903 or 16.3%, of which \$305,159 or 8.9% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include general disease control activities beyond legal requirements.

#### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; annualization of mid-year position changes and negotiated labor increases including the California Nurses Association (CNA); reductions to Worker's Compensation charges due to a change in methodology; and deletion of one-time equipment purchases and completed facility projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
90,177	874,684	(133,767)	0	650,740	0

##### 2. Expansion of Public Health Laboratory Capabilities

Budget adjustments have been made to support the program objective of increasing the response capability to threats posed by pandemic flu and other potential disasters. A new classification of Lead Public Health Technician has been added for increased oversight of the non-microbiologist staff. A new classification of Assistant Public Health Laboratory Director has been added, offset by deletion of a vacant Supervising Public Health Microbiologist. Increased costs will be covered by additional revenue generated by the Laboratory. Fund Balance will be used to purchase additional equipment to expand the testing menu and ensure that vital tests continue in the event of key equipment failure.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
209,139	209,139	0	0	0	1

### 3. Staffing Adjustments for Improved Disaster Preparedness

Four positions have been added—a Staff Physician, an Office Specialist, a Management Analyst III, and a full-time Staff Physician has been split into two part-time positions with an offsetting reduction in Extra Help. The additional Staff Physician will be covered by pandemic flu funding and patient fees and will work on preparation, training, and response to communicable disease outbreaks. This position will also work half-time at the Edison Clinic, increasing the clinic's capacity to treat infectious diseases. The Office Specialist will assist with the Medical Marijuana Card Project and provide laboratory purchasing support, as well as assist the Disease Control and Prevention unit. This position is fully offset by revenue from the Public Health Laboratory, Medical Marijuana Project, and increased Medical Administrative Activities (MAA) claiming. The Management Analyst has been transferred in from Health Policy, Planning, and Promotion to support disaster preparedness activities. There is no additional Net County Cost resulting from these changes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
293,582	293,582	0	0	0	4

### 4. Adjustments to State Disaster Preparedness Grant Funding

Final State budget allocations provide additional grant funding for County Bioterrorism and Pandemic Flu grant programs. State revenues have also been adjusted to reflect a change in the City Readiness Initiative, which was previously allocated on a regional basis through Alameda County and will now be processed by the County. The additional funds will cover temporary Extra Help staffing and contract assistance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
220,575	220,575	0	0	0	0

### 5. Increased State Funding for AIDS Prevention

Additional one-time State funding will be used to provide marketing assistance for the AIDS Program website, additional information dissemination to hard-to-reach populations, and increased staff training.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
71,871	71,871	0	0	0	0

### 6. Transfer of Sexually Transmitted Disease Community Intervention Program (SCIP) Grant

This grant program that funds activities designed to increase community awareness of sexually-transmitted diseases (STD)—previously administered by Health Policy, Planning, and Promotion—is being transferred to the Disease Control and Prevention (DCP) program within the Public Health Services Division.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
16,000	16,000	0	0	0	0

### 7. Hall of Justice Cafe

This adjustment represents the Health Department's one-time contribution toward building and equipment repair and replacement for the VRS Cafe at the Hall of Justice.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	87,670	0	(87,670)	0	0

**8. Adjustments to Fund Balance**

Increased Fund Balance is set aside in Reserves for projects and expenditures related to the Information Technology Strategic Plan.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
796,069	0	0	796,069	0	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,697,413	1,773,521	(133,767)	708,399	650,740	5

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefits costs; decreased operating expenses reflecting removal of one-time laboratory information system implementation costs; increase of three percent to the contracts with community-based organizations; and reductions in equipment expense and Fund Balance due to elimination of prior one-time purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(587,187)	(314,459)	0	0	272,728	0

## Family Health Services (6240P)

### Program Locator

County

Health

Health Department

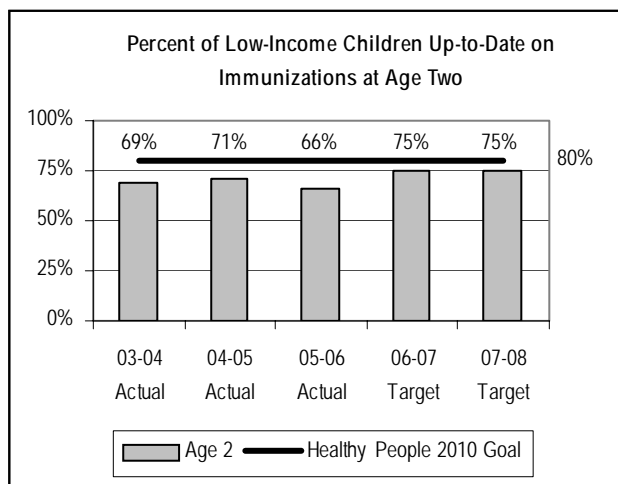
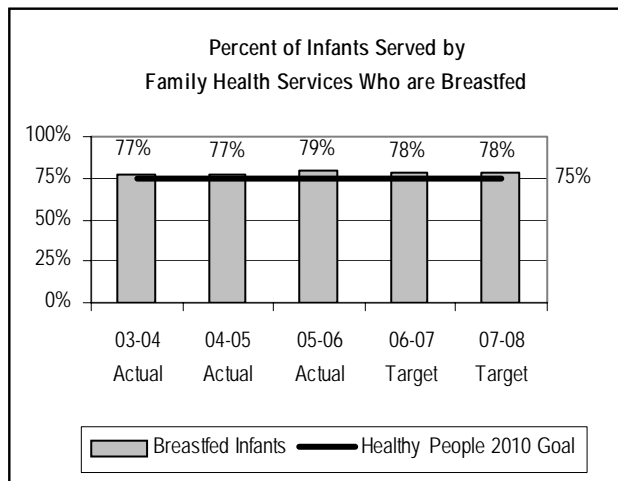
Public Health Services

Health Promotion and Disease Control



Family Health Services

### Headline Measures



### Program Outcome Statement

Family Health Services (FHS) 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.

### Services and Accomplishments

FHS contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing case management, prevention and treatment services, outreach, and education to clients, providers, and the community at large. Program staff provide direct services primarily to low-income families, including physical and occupational therapy, nutrition services, health classes, parent support groups, home visiting, and telephone case management. Program staff also provide consultation to health care providers, collaborate with community organizations, and lead efforts to improve community health.

The following are major accomplishments in the current year:

- Successfully obtained a competitive five-year \$1.75 million Federal Adolescent Family Life Project grant to serve pregnant and parenting teens with case management, mental health services, services for young fathers, and prevention activities
- Expanded the Immunization Registry from SMMC to add two private pediatricians; included 12,000 children at the end of 2005
- Participated in the successful start-up of Partners for Safe and Healthy Children (PSHC), an intervention program for children aged 0-5 years in Child Protective Services, in collaboration with Mental Health and the Human Services Agency (Child Welfare Services)
- Provided oversight and staffing to the Prevention of Childhood Obesity Task Force
- Piloted integration of the Child Health and Disability Prevention (CHDP) program with the Children's Health Initiative (CHI) to enroll children into comprehensive health insurance
- Launched several new therapy groups focused on enhancing function, independence, and social skills—Activities of Daily Living, Oral Motor, and Gross Motor—through California Children's Services (CCS)
- Started a feeding clinic in CCS medical therapy unit to assess nutrition status of children with disabilities and provide nutrition counseling and coordination
- Made CCS more family-centered by contracting with the Family Resource Center for parent liaisons—individuals who have received CCS services for their own children—to help new CCS parents understand the program, access medical care, and connect to community resources
- Completed a five-year strategic plan for the Prenatal to Three Initiative with support from Peninsula Community Foundation and the participation of a large group of community stakeholders
- Led the County Breastfeeding Committee and was awarded a State breastfeeding peer counseling grant for the Women, Infants, and Children (WIC) Program
- Proposed and staffed the Shaken Baby Syndrome Awareness Task Force that launched a countywide public education campaign on Shaken Baby Syndrome prevention in April 2006

- Together with the Information Services Department (ISD), started planning for a common registration system and integrated FHS database
- Launched an updated electronic case management and billing system for CCS to facilitate faster authorization for medical services for the client and quicker payment to health care providers

### Story Behind Performance

Service quality and efficiency is indicated by a summary measure in the latest customer satisfaction survey, wherein 98% of respondents rated overall satisfaction with FHS as good or better. Following are a few comments that give a flavor of client sentiment: "We have tried to remove all of the bad foods and eat better foods." "They help a lot with the children and help us with more of an understanding of child development. If the time limit could be extended more than an hour, would be a lot better." "Before I joined I knew nothing and now I know a lot about my children and myself." "I believe that because of your groups, we are better informed on how to educate our children."

The breastfeeding rate, Headline Measure 1, is an excellent indicator of child health, parenting, and parenting support. Breastfeeding decreases the incidence of childhood illnesses such as ear infection, diarrhea, and childhood lymphoma and has been linked to cognitive gains. It 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 WIC program within FHS provides the data used for this performance measure. As seen in the graph, 79% of newborns in WIC are breastfed, an improvement of two percentage points over the previous year. The current performance level is projected to hold steady over the next two years, continuing to exceed the 75% goal developed by the U.S. Department of Health and Human Services as part of *Healthy People 2010*, a set of national health objectives.

Headline Measure 2—the immunization rate for low income children based upon data obtained from SMMC clinics—shows that further improvement is needed to increase the current rate of 66% and reach the *Healthy People 2010* goal of 80%. FHS staff help clients gain access to vaccination services, supply vaccines to providers, and directly provide some vaccinations. Staff also provide leadership and administrative support to the public and private pediatric providers who participate in the Bay Area Regional Registry (BARR). By joining BARR, San Mateo County expects to experience improvements in the timeliness of services, a reduction in duplicated efforts, and an increase in immunization rates of two to three percent a year, which would result in an immunization rate of approximately 80% by the benchmark year of 2010. Decreased rates of preventable infectious diseases should ultimately occur as a result.

Numbers of clients served shows some shifting for a variety of reasons. Field Nursing is serving fewer clients but, due to the high-risk profile of the clients, delivering services more frequently and keeping cases open longer. WIC is giving food vouchers to more clients, mainly due to the increased number of income eligible

families. The CCS caseload has continued at a higher level than in the past, in part due to increased follow-up of preterm infants and advances in medicine to treat children with severe conditions. The CHDP program is serving fewer clients for a positive reason—more children are insured through Healthy Kids and therefore are not receiving CHDP exams. Similar to Field Nursing, the CHDP staff are providing more intensive follow-up with their clients as well as increasing their work in the community.

Major challenges over the next two years will be:

- To support Health Department efforts to decrease health disparities by staffing the blueprint on improving childhood nutrition and physical activity
- To improve ability of staff to use available technology and expand technological resources
- To marshal the resources necessary to begin implementation of the Prenatal to Three Strategic Plan
- To continue to meet the goals set by categorical programs in FHS, while moving staff into a position of greater readiness to respond to general Public Health needs, particularly increased disaster preparedness
- To meet staffing requirements for difficult-to-fill bilingual positions

### Program Objectives

Family Health Services will meet performance targets by doing the following:

#### Maintain an Infant Breastfeeding Rate of 79%

- Support staff refresher training on breastfeeding and nutrition topics
- Assure that each FHS program supports breastfeeding
- Continue to provide leadership to the County Breastfeeding Committee
- Involve fathers in support and plan a peer counseling program

#### Improve Immunization Rate of Children at Age Two to 75%

- Support implementation of the Immunization Registry throughout the system of pediatric providers
- Pilot a project, in addition to the Immunization Registry, to support child immunizations
- Support staff refresher training on immunization

#### Achieve an Overall Customer Satisfaction Rating of at least 90%

- Sponsor staff training in best practices in working with families
- Continue to improve the ability of staff to use current technology
- Complete planning for an integrated electronic data system for FHS
- Assure adherence to Health Insurance Portability and Accountability Act (HIPAA) requirements related to confidentiality, privacy, and data security through staff training and implementation of HIPAA assurance policies

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of customers served:					
- Field Nursing and Maternal, Child and Adolescent Health	2,078	2,017	2,057	1,800	1,800
- Prenatal to Three	3,575	3,645	3,714	3,500	3,500
- Women, Infants and Children	25,599	21,688	17,976	26,000	26,000
- California Children Services	2,541	2,788	2,724	2,909	3,505
- Child Health and Disability Prevention	2,696	2,074	1,881	1,800	1,800
- Lead	76	82	102	78	78
- California Nutrition Network	12,532	13,152	27,411	13,152	13,152
Child and Senior Nutrition Services:					
- Number of customers served (unduplicated count)	1,062	1,262	1,267	1,300	1,300
- Number of meals served	394,011	415,764	434,503	430,000	430,000
Number of service contacts	325,477	334,575	365,105	350,000	350,000
<b>How Well We Do It (Quality)</b>					
Percent of customer survey respondents rating services as good or better <sup>(1)</sup>	96%	96%	98%	90%	90%
Percent of customers receiving services in a timely manner	88%	96%	95%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of children served who are breastfed	2,469 / 77%	2,327 / 77%	2,426 / 79%	2,340 / 79%	2,340 / 79%
Healthy People 2010 breastfeeding goal	75%	75%	75%	75%	75%
Number and percent of low-income children up-to-date on immunizations at age two	444 / 69%	316 / 71%	485 / 66%	444 / 75%	444 / 75%
Healthy People 2010 immunization goal	80%	80%	80%	80%	80%

<sup>(1)</sup> Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

## Family Health Services (6240P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	153.0	167.0	167.0	174.0	7.0	174.0
Funded FTE	140.1	155.0	155.0	162.4	7.3	162.4
 Total Requirements	18,874,692	19,236,129	20,283,301	22,474,844	2,191,543	23,006,760
Total Sources	16,159,165	15,501,591	14,760,223	15,674,893	914,670	15,784,870
Net County Cost	2,715,527	3,734,538	5,523,078	6,799,951	1,276,873	7,221,890
 NCC Breakdown						
Federal Grants Match			1,810,323	2,287,504	477,181	2,429,443
State Grants Match			2,212,618	2,579,900	367,282	2,739,986
Child Care Services MOE			1,369,777	1,592,549	222,772	1,691,366
Non-Mandated Services			130,360	339,998	209,638	361,095

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$6,799,951 or 30.3%, of which \$339,998 or 5.0% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements and Discretionary Services that include public health prevention and education-based nursing services to the community.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; annualization of mid-year position changes and negotiated labor increases including the California Nurses Association (CNA); reductions to Worker's Compensation charges due to a change in methodology; and transfer in of the child nutrition programs from Food and Nutritional Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
366,431	1,865,053	(221,749)	0	1,276,873	0

#### 2. Staffing Increases for State-Mandated Programs

Five new positions are being added to comply with State staffing guidelines and direction for mandated programs. This includes an additional Public Health Nurse being added in the Child Health and Disability Prevention (CHDP) program, with 60% of the cost increase coming from State reimbursement and the balance absorbed within existing resources. Four new positions have been approved by the State to meet increased caseload growth in the California Children's Services (CCS) Program—one Public Health Nurse, one Fiscal Office Assistant II, one Medical Office Specialist, and one Public Services Assistant; approximately 89% of the cost of these positions will be funded by the State and the remaining will be covered within existing resources. There is no additional Net County Cost resulting from these changes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
313,187	313,187	0	0	0	5



**3. Transfer In of Food Services Staffing**

Food and Nutrition Services (previously a separate budget unit) has been reorganized and its child nutrition programs have been incorporated into Family Health Services, including transfer into this unit of the Director of Nutrition Services position and one Dietitian. Costs for these positions are offset by revenue from the nutrition programs as well as the WIC Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
135,052	135,052	0	0	0	2

**4. Implementation of Peer Counseling Activities in Women, Infants and Children (WIC) Program**

A new grant from U.S. Department of Agriculture will be used to promote breastfeeding by contracting with former WIC participants who have successfully breastfed to provide support to new breastfeeding mothers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
100,000	100,000	0	0	0	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
914,670	2,413,292	(221,749)	0	1,276,873	7

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefits costs; reduced revenue and corresponding expenses reflecting the final six months' funding of the Peer Counseling Grant; increases in California Children's Services, Medi-Cal Administrative Activities, and Targeted Case Management funding; and increased revenue from charges for service.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
109,977	531,916	0	0	421,939	0

## Correctional Services (6300B)

### Program Locator

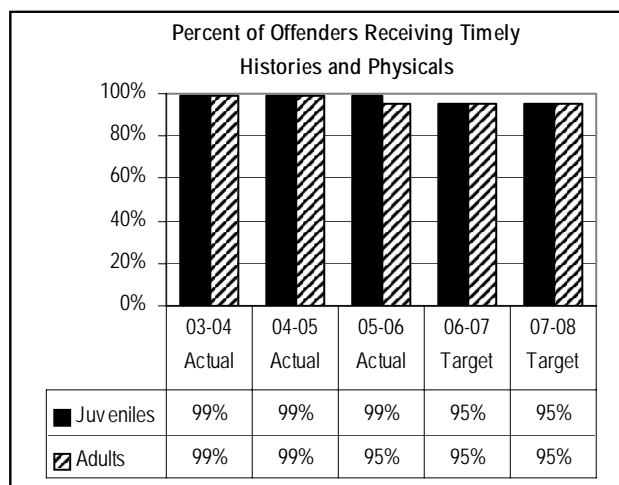
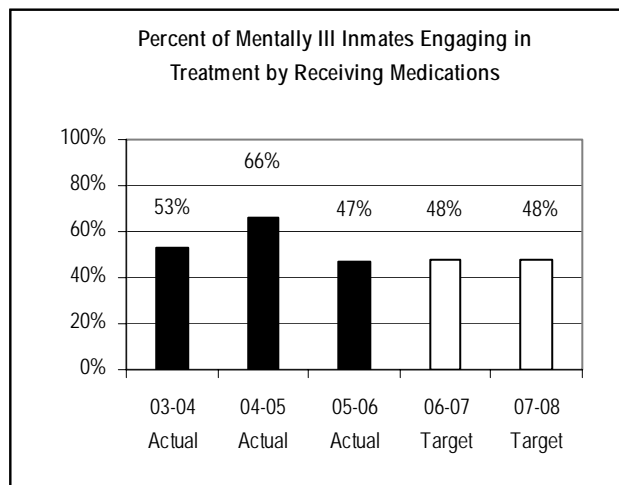
County

Health

Health Department

► **Correctional Services**

### Headline Measures



### Program Outcome Statement

Correctional Services provides comprehensive and timely physical health, mental health, and chemical dependency treatment services, as well as quality, customer-oriented meals and nutrition services to the incarcerated population of San Mateo County in order to improve the health and well-being of detainees and contribute to the health and safety of the community as a whole.

### Services and Accomplishments

As part of a reorganization in the Health Department, this Division has been renamed Correctional Services. The unit retains its previous components; i.e., Correctional Health, Hillcrest (Youth Camp), Recovery (CHOICES), and Mental Health Services. In addition, upon the recommendation of a Food Services Study group—with the concurrence of the Sheriff's Office, Probation Department, and County Manager's Office—former Food and Nutrition Services units associated with correctional services have been moved to a new component called Correctional Food Services. The Food and Nutrition units not associated with correctional services have been moved to Public Health.

Correctional Health Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing services to residents of the Maguire Correctional Facility and Hillcrest Juvenile Hall including: 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 provides seriously mentally ill inmates with sub-acute day treatment services. The participants also are connected to resources in Mental Health Services to ensure an opportunity to continue treatment following release from custody.

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 previous study 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 being conducted; data collection is in progress and preliminary results will be published in June 2006.

Correctional Food Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by preparing meals and/or providing nutritional services at:

- Maguire Correctional Facility
- Women's Correctional Center (WCC)
- Medium Security Transition Facility (MSTF)
- Juvenile Hall at the Youth Services Center (YSC)
- Girl's Camp at the YSC
- Glenwood Boy's Ranch

The following are major accomplishments in the current year:

- Maintained accreditation by the Institute of Medical Quality (IMQ) since 1998 in the adult detention facility—services beyond State Title 15 requirements—distinguishing San Mateo County as one of the best correctional health programs in California

- Continued monitoring and communicating to alert involved County departments of problematic medical and mental health issues in order to contain costs and improve treatment
- Reorganized the mental health staff using Ph.D. interns to improve programs for the seriously mentally ill after the loss of two acute care beds in Santa Clara
- Completed compilation of one year's recidivism data for the male CHOICES Program
- Planned and developed the new Youth Services Center medical clinic
- Completed conversion of adult inmate menus to heart-healthy choices, thereby reducing the need for therapeutic diet menus by 25%
- Successfully planned for transitioning the food services unit at Hillcrest to the new Youth Services Center and implementing new meal delivery systems for youth housed in the Juvenile Hall and the new Girl's Camp

### Story Behind Performance

The number of seriously mentally ill inmates continues to increase, making the Maguire facility the largest housing resource in the County for the seriously mentally ill. This situation 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 are not reimbursable by health insurance or other State and Federal funding. Budget constraints have continued to have a negative impact on the level of all services provided to inmates.

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. Acute mental health services are provided through a contract for two beds at the Santa Clara County Jails acute mental health care unit. Two mental health positions were restored in FY 2004-05 to increase Correctional Health's ability to manage and treat the seriously mentally ill population effectively in the jail. Headline Measure 1 indicates that 47% of mentally ill inmates are currently engaging in treatment by receiving medications; the target is to increase this figure to 48% over the next two years.

Completing medical histories and health screenings in a timely manner as shown in Headline Measure 2—within 96 hours of incarceration for juveniles and by the 14<sup>th</sup> day of incarceration for adults—is a cornerstone of the Correctional Health programs. In FY 2005-06, the rates achieved were 99% for juveniles and 95% for adults. From this initial assessment, a plan of care is initiated that includes consideration of all aspects of the patient's health-related needs as well as health concerns of the institution, ensuring that inmates with current and ongoing health issues are followed by the appropriate program staff. With the opening of the new Youth Services Center (YSC) and the Girl's Camp anticipated for August of this year, two nursing positions were added in the FY 2005-06

budget to enable the juvenile medical clinic to accommodate the increase in minors being served.

One major goal of Correctional Food Services is to promote healthy eating habits and positively impact chronic disease through nutrition-related prevention. 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. An important performance measure is the number of customers provided with nutritional education and/or consultations; 680 customers are expected to be served each of the next two years as more inmates and young people enter County facilities with complex health issues involving nutritional needs.

A second goal is to provide food services in a cost-effective manner. Completion of the new YSC campus will enable the Hillcrest food services unit to transition to a new state of the art food preparation facility that centralizes meal services for more cost effective meal delivery. Planning continues for implementation of an automated food service management system to improve inventory and purchasing processes and maximize efficiency.

Major challenges over the next two years will be:

- To maintain Institute of Medical Quality (IMQ) accreditation within current budget constraints
- To continue to manage hospital days and medical costs, including an increasing number of chronically ill and aging patients, within current nursing staff levels in the adult facilities
- To prepare for the impact of SB159, which may create a new arrestee pre-booking healthcare expense
- To engage in treatment and connect fragile and at-risk populations—the neurologically, physically, and medically impaired, mentally ill, developmentally disabled, and chemically dependent—to community resources
- To achieve a smooth transition to the YSC and Girl's Camp
- To recruit and retain nursing staff given the growing nationwide nursing shortage
- To continue developing cost-effective and appealing menu choices amidst rising food, supply, and fuel costs
- To institute a wellness policy in juvenile facilities per U.S. Department of Agriculture mandates, by the beginning of the 2006-07 school year
- To develop and expand new meal service capabilities at the new YSC food services unit

### Program Objectives

Correctional Services will meet performance targets by doing the following:

#### Perform 95% of Juvenile and 95% of Adult Histories and Physicals in a Timely Manner

- Complete juvenile exams within 96 hours of incarceration
- Complete adult exams by the 14<sup>th</sup> day of incarceration

Maintain the Number of Mentally Ill Inmates Engaging in Treatment by Receiving Medications at a Minimum of 48%

- 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 an 80% Completion Rate in the Choices Program

- Monitor completion rate and provide periodic feedback to counselors to maintain 20% turnover rate

Maintain Jail Accreditation

- Continue to meet the health care component of Title 15 standards at both facilities
- Continue to prepare Hillcrest for accreditation upon moving to new facility
- Develop methods of reducing time necessary to complete required tuberculosis assessments

Successfully Transition to the New Youth Services Center

- Continue to attend planning meetings and provide input to program planners
- Develop a transition plan that includes staff training and development of policies and procedures specific to the new facility
- Prepare staff and facility for move and transition into the new Youth Services Center

Increase Community and Funding Support for Therapeutic Community, Jail-Based Programs

- Continue to invite correctional staff from other counties to visit the Choices program
- Continue to offer information and assistance to other counties interested in starting similar programs

Achieve an Overall Customer Satisfaction Rating in Food Services of at least 90%

- Research, test, and implement new recipes and food trends
- Improve communications with customers through periodic meetings
- Provide opportunities for regular customer feedback
- Retain qualified staff by providing ongoing training
- Update equipment

Provide Nutritional Consultations and Education Services to 680 Customers

- Research and integrate current nutrition information into program services
- Research and identify nutrition services gaps in high-risk populations

Increase the 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 improve inventory and menu management

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of histories and physical screenings	9,844	19,155	21,119	19,650	19,650
Number of mentally ill inmates	1,858	1,685	1,935	1,500	1,500
Number of meals served:					
- Sheriff's Facilities	1,348,346	1,295,661	1,313,367	1,395,880	1,395,880
- Juvenile Probation Facilities	276,452	288,986	301,096	322,093	322,093
TOTAL	1,624,798	1,584,647	1,614,463	1,717,973	1,717,973
<b>How Well We Do It (Quality)</b>					
Percent of participants who complete the Choices Program	82%	81%	0%	80%	80%
Percent of food services customer survey respondents rating services good or better (1)					
- Sheriff's Facilities	75%	75%	63%	90%	90%
- Juvenile Probation Facilities	86%	52%	85%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of mentally ill inmates engaging in treatment by receiving medications	991 / 53%	779 / 66%	879 / 47%	725 / 48%	725 / 48%
Percent of offenders receiving timely histories and physicals:					
- Juveniles (within 96 hours of incarceration)	99%	90%	99%	95%	95%
- Adults (by the 14 <sup>th</sup> day of incarceration)	90%	90%	95%	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 Correctional Facility	290 / 3%	387 / 3%	105 / 4%	300 / 2%	300 / 2%
Number of customers provided with nutrition consultations	573	527	600	680	680

(1) Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

## Correctional Services (6300B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	91.0	91.0	91.0	95.0	4.0	95.0
Funded FTE	83.6	82.8	82.8	89.3	6.6	89.3
 Total Requirements	5,586,793	5,312,146	5,825,212	7,090,463	1,265,251	7,016,227
Total Sources	1,256,672	890,863	860,822	1,099,067	238,245	784,054
Net County Cost	4,330,121	4,421,283	4,964,390	5,991,396	1,027,006	6,232,173
 NCC Breakdown						
Mandated Services			3,384,414	3,982,150	597,736	4,222,927
Non-Mandated Services			1,579,976	2,009,246	429,270	2,009,246

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,991,396 or 84.5%. Of this amount, 66% is for Mandated Services with no specified maintenance-of-effort (MOE) requirements.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; annualization of mid-year position changes and negotiated labor increases including the California Nurses Association (CNA); reductions to retirement contributions; and increases in outside hospital services and ISD service charges. Operating expenses have been increased in Correctional Food Services to reflect the costs of support units allocated to providing services for Probation and the Sheriff's Office, plus a corresponding increase in Intrafund Transfers. Fund Balance has been reduced and is offset by funding from other sources.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(76,768)	1,725,419	(1,027,763)	0	774,424	0

#### 2. Choices Re-Entry Program

At the June Budget Hearings, five positions—one Medical Office Assistant II, two full time and one part-time Program Counselor IIs, and one part-time Marriage and Family Therapist II—were added, along with appropriations for related program supplies.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	330,051	0	0	330,051	5

**3. Adjustments to Fund Balance**

A portion of increased year-end Fund Balance is appropriated for equipment at Maguire jail and office furniture, relocation expense, and training costs at the Youth Services Center. The balance is set aside in Reserves for operating contingencies.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
315,013	223,013	0	92,000	0	0

**4. Staffing Adjustments**

Staffing adjustments support meeting performance targets by addressing operational requirements. A net reduction of one position results from several staffing adjustments related to the reorganization of Food and Nutrition Services and establishment of the Correctional Food Services unit. A Fiscal Office Specialist has been transferred to Health Administration to provide fiscal support for Correctional Food Services. The Director of Food and Nutrition and a Dietitian have been transferred to Public Health, and a Food Services Manager added in Correctional Food Services to oversee the food services provided in the correctional facilities. As part of the new YSC services, a Cook II position has been added.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(77,469)	0	0	(77,469)	(1)

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
238,245	2,201,014	(1,027,763)	92,000	1,027,006	4

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	446,857	(206,080)	0	240,777	0

**6. Deletion of One-Time Adjustments**

One-time appropriations from the prior year are deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(315,013)	(223,013)	0	(92,000)	0	0

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(315,013)	223,844	(206,080)	(92,000)	240,777	0

Correctional Services (6300B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	376,435	350,714	350,719	357,327	6,608	357,327
Charges for Services	1,477	1,252	429	429		429
Interfund Revenue	375,726	386,996	372,324	386,996	14,672	386,996
Miscellaneous Revenue	87,675	53,853	39,302	39,302		39,302
<b>Total Revenue</b>	<b>841,313</b>	<b>792,815</b>	<b>762,774</b>	<b>784,054</b>	<b>21,280</b>	<b>784,054</b>
Fund Balance	415,359	98,048	98,048	315,013	216,965	
<b>TOTAL SOURCES</b>	<b>1,256,672</b>	<b>890,863</b>	<b>860,822</b>	<b>1,099,067</b>	<b>238,245</b>	<b>784,054</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	7,943,208	8,399,601	8,718,492	10,177,066	1,458,574	10,376,068
Services and Supplies	4,628,556	4,797,617	4,909,877	5,599,047	689,170	5,696,654
Other Charges	476,061	505,570	541,551	515,056	(26,495)	515,056
Fixed Assets			5,000	84,765	79,765	12,000
<b>Gross Appropriations</b>	<b>13,047,825</b>	<b>13,702,788</b>	<b>14,174,920</b>	<b>16,375,934</b>	<b>2,201,014</b>	<b>16,599,778</b>
Intrafund Transfers	(7,461,031)	(8,390,642)	(8,349,708)	(9,377,471)	(1,027,763)	(9,583,551)
<b>Net Appropriations</b>	<b>5,586,793</b>	<b>5,312,146</b>	<b>5,825,212</b>	<b>6,998,463</b>	<b>1,173,251</b>	<b>7,016,227</b>
Contingencies/Dept Reserves				92,000	92,000	
<b>TOTAL REQUIREMENTS</b>	<b>5,586,793</b>	<b>5,312,146</b>	<b>5,825,212</b>	<b>7,090,463</b>	<b>1,265,251</b>	<b>7,016,227</b>
<b>NET COUNTY COST</b>	<b>4,330,121</b>	<b>4,421,283</b>	<b>4,964,390</b>	<b>5,991,396</b>	<b>1,027,006</b>	<b>6,232,173</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	91.0	91.0	91.0	95.0	4.0	95.0
Funded FTE	83.6	82.8	82.8	89.3	6.6	89.3



# Agricultural Commissioner/Sealer (6500B) General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	286,554	359,337	270,000	399,000	129,000	399,000
Fines, Forfeitures and Penalties	12,483	29,988	10,125		(10,125)	
Intergovernmental Revenues	1,597,856	1,895,435	1,816,121	1,892,164	76,043	1,892,164
Charges for Services	160,318	150,958	171,700	171,700		171,700
Miscellaneous Revenue	1,909	20,244	200	200		200
<b>Total Revenue</b>	<b>2,059,119</b>	<b>2,455,961</b>	<b>2,268,146</b>	<b>2,463,064</b>	<b>194,918</b>	<b>2,463,064</b>
Fund Balance	284,293	78,002	78,002	81,384	3,382	81,384
<b>TOTAL SOURCES</b>	<b>2,343,412</b>	<b>2,533,963</b>	<b>2,346,148</b>	<b>2,544,448</b>	<b>198,300</b>	<b>2,544,448</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,589,870	2,731,910	2,698,844	2,875,189	176,345	2,907,812
Services and Supplies	800,987	935,227	1,003,365	1,103,383	100,018	1,066,839
Other Charges	252,954	405,920	277,059	357,611	80,552	399,611
<b>Gross Appropriations</b>	<b>3,643,811</b>	<b>4,073,057</b>	<b>3,979,268</b>	<b>4,336,183</b>	<b>356,915</b>	<b>4,374,262</b>
Intrafund Transfers	(752,134)	(841,791)	(885,588)	(972,637)	(87,049)	(978,093)
<b>Net Appropriations</b>	<b>2,891,677</b>	<b>3,231,266</b>	<b>3,093,680</b>	<b>3,363,546</b>	<b>269,866</b>	<b>3,396,169</b>
Contingencies/Dept Reserves	36,183	36,183	36,183	36,183		36,183
<b>TOTAL REQUIREMENTS</b>	<b>2,927,860</b>	<b>3,267,449</b>	<b>3,129,863</b>	<b>3,399,729</b>	<b>269,866</b>	<b>3,432,352</b>
<b>NET COUNTY COST</b>	<b>584,448</b>	<b>733,485</b>	<b>783,715</b>	<b>855,281</b>	<b>71,566</b>	<b>887,904</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	28.0	28.0	28.0	29.0	1.0	29.0
Funded FTE	26.4	26.4	26.4	27.2	0.9	27.2

## Administration and Support (6521P)

### Program Locator

County

Health

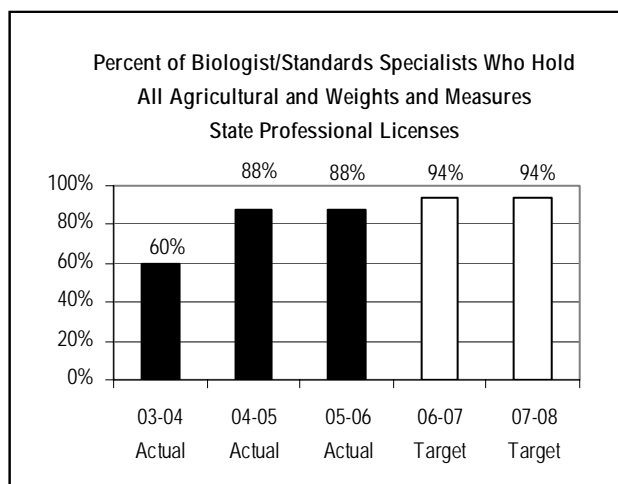
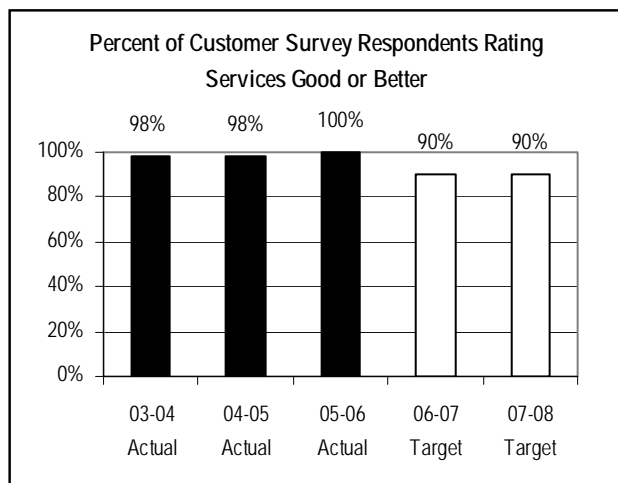
Agricultural Commissioner/Sealer

▷ **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

The Administration and Support Program primarily contributes to the goals of the Shared Vision 2010 commitment to be Responsive, Effective and Collaborative Government by overseeing the work of the Division's two major programs: Environmental Protection and Consumer Protection. Management provides direction, policy and priority setting, procedural guidance, fiscal and administrative support. A primary responsibility of Administration and Support is the 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 current year:

- Implemented Annual Device Registration Fee increase following changes in state legislation and County ordinance
- Secured additional State contract funding for High Risk Pest Exclusion agricultural shipment inspections at SFO and coastside nurseries
- Reorganized Point-of-Sale system (price scanner) inspection program and revised annual fee schedule for consistency with legislative changes in inspection procedures
- Updated Department information and public outreach brochure
- Implemented recommended safety improvements at the Division's Redwood City main office following a facility security evaluation by the Sheriff's Office.

### Story Behind Performance

Customer satisfaction within the Division remains high with an estimated 98% of survey respondents rating services as good or better in the current year. The Agricultural Commissioner/Sealer Division continued outreach to external stakeholders. Surveys were mailed to solicit input regarding the Division's three programs: Administration and Support, Environmental Protection and Consumer Protection. Division staff met to conduct an internal stakeholder assessment. Feedback has been used to assist in the development of program priorities.

In October 2005, the Governor signed legislation which impacted the annual registration fee structure for businesses with commercial weighing or measuring devices. A revised county device registration fee structure was established and the maximum charges were increased to allow for a three year phase-in of fee increases. Device registration fees are utilized by counties to fund consumer protection regulatory programs involving the testing and inspection of commercially-used weighing and measuring devices. The revised device registration fees will provide revenue to cover 64% of the Division's current annual program costs and 85% for FY 2006-07. Full cost recovery will be achieved in 2008. New statewide minimum inspection sample sizes for testing price accuracy of Point of Sale

(POS) stations (price scanners ) at stores were also established. The change in price scanner sampling methodology created a significant difference in the inspection time expended between large and small retail establishments and the new fee structure reflects that difference. Staff prepared the revised ordinances for approval by the Board of Supervisors and made changes in the device registration and price scanner billing computer program.

State contract funding totaling \$215,000 for the High Risk Pest Exclusion (HRPE) program was reinstated in FY 2005-06 specifically to support air freight inspections at San Francisco International Airport (SFO) and incoming truck shipments of plants at coastside nurseries. Staff inspection time at SFO had been reduced during FY 2004-05 due to the loss of state funding. Biologist/Standards Specialist job assignments were reorganized to accommodate increased pest exclusion inspections. There was a 13% increase in the Pierce's Disease Control state contract for the detection of the glassy-winged sharpshooter. Other state contracts remained at previous year levels.

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 license examinations which are administered twice a year. 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 restore annual vehicle replacement cost funding and maintain the schedule recommended by the Motor Vehicle Division
- To secure stable funding sources for critical Division programs including pest exclusion and the pesticide regulatory program

### Program Priorities

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

#### Achieve an Overall Customer Satisfaction Rating of at least 90%

- Increase distribution of San Mateo County CARES survey through targeted mailings to businesses including those with retail Point-of-Sale Systems
- Continue to improve Division Website by securing funding to revise overall format, update the posted descriptions of Department services and activities and add a customer satisfaction survey.
- Evaluate funding options and computer software for implementing electronic or online pesticide use reporting for industry

#### Ensure that 100% 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 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of Biologist/Standards Specialists taking at least one State professional license exam	8	4	2	1	1
Number of customer satisfaction surveys distributed	1,045	1,210	1,263	1,300	1,300
<b>How Well We Do It (Quality)</b>					
Percent of Biologist/Standards Specialists that obtain at least one State professional license	38%	75%	50%	50%	50%
Percent of scheduled internal and external stakeholder assessments completed	100%	100%	100%	100%	100%
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of Biologist/Standards Specialists who hold all Agricultural and Weights and Measures State professional licenses	11 / 60%	14 / 88%	14 / 88%	15 / 94%	15 / 94%
Number and percent of customer survey respondents rating services good or better (1)	82 / 98%	63 / 98%	72 / 100%	85 / 90%	85 / 90%

(1) Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

### Administration and Support (6521P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0
<b>Total Requirements</b>	32,948	35,903	81,002	36,183	(44,819)	36,183
<b>Total Sources</b>	55,460	78,049	78,002	54,305	(23,697)	54,305
<b>Net County Cost</b>	(22,512)	(42,146)	3,000	(18,122)	(21,122)	(18,122)
<b>NCC Breakdown</b>						
Mandated Services			3,000	(18,122)	(21,122)	(18,122)

## Program Net County Cost

The Administration and Support Program's expenditures are cost applied to direct programs in Environmental Protection and Consumer Protection.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; reductions to Worker's Compensation charges due to a change in methodology; increase in retirement contributions; annualization of negotiated labor increases; deletion of FY 2005-06 Fund Balance revenue; changes in operating costs; deletion of one-time purchases and changes in IntraFund Transfers to Environmental Protection and Consumer Protection.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(23,697)	(1,610)	(38,229)	0	(16,142)	0

### 2. Program Improvements—Motor Vehicle Charges

Motor vehicle annual replacement charges will be paid for five Weights and Measures device inspection trucks. Annual vehicle replacement payments to Motor Pool for Weights and Measures vehicles have not been budgeted recently. The Division's County fleet is aging, with a number of vehicles over or approaching the recommended replacement interval. These vehicles are integral to the Division's ability to perform mandated field inspections, meet contractual obligations and provide services to industry. Revenue is available from Device Registration fees which are discussed in the 35230 Consumer Protection Program; payments will be cost allocated to 35230 via an IntraFund Transfer.

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

### 3. Adjustments to Fund Balance

Fund Balance has been appropriated for miscellaneous one-time expenditures including the purchase of surplus computers through the Information Services Department, security gate upgrade at the Heller Street facility, and funding for additional staff trainings.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	13,840	(18,820)	0	(4,980)	0

### TOTAL FY 2006-07 FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(23,697)	42,230	(87,049)	0	(21,122)	0

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; and higher benefit costs and changes in IntraFund Transfers to Environmental Protection and Consumer Protection.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	5,456	(5,456)	0	5,456	0

## Environmental Protection Program (6522P)

### Program Locator

County

Health

Agricultural Commissioner/Sealer

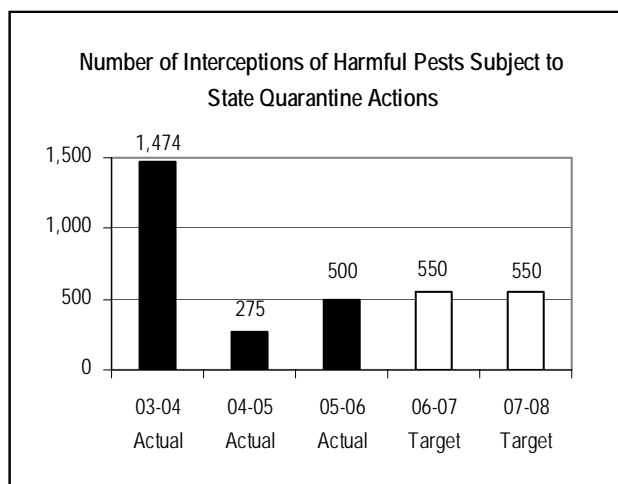
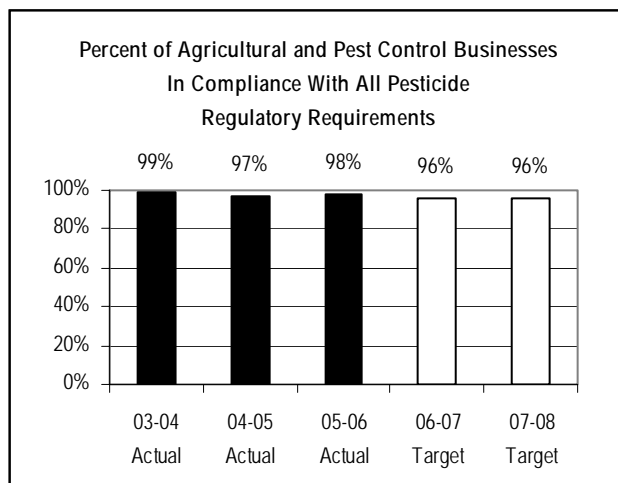
Administration and Support



**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 primarily contributes to the goals of the Shared Vision 2010 commitment to Preserve and Provide People Access to Our Natural Environment through two programmatic 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 revenue funded 77% of the Program costs for various pest prevention activities. 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), truck shipments to retail nurseries and coastside wholesale nurseries, as well as Countywide pest detection insect trapping. Division Biologists 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 are major accomplishments in the current year:

- Reorganized Biologist/Standards Specialist work assignments in the wake of state High Risk Pest Exclusion (HRPE) contract workplan changes
- Secured increased state funding in the Pierce's Disease Program for additional Biologist/Standards Specialist Extra Help staff to provide more timely response to industry requests for plant shipment inspections during the peak spring season
- Provided Pesticide Regulatory Program staff training on pesticide episode investigations and administrative civil penalty hearings

### Story Behind Performance

California Department of Food and Agriculture (CDFA) partially restored High Risk Pest Exclusion (HRPE) contract funding to support inspections of agricultural plant and produce shipments at

San Francisco International Airport (SFO) and coastside nurseries. The Division's HRPE state contract revenue remains at 52% of the FY 2003-04 level. A portion of Biologist hours funded under the HRPE contract were redirected to SFO agricultural shipment inspections including the inspection of shipments destined to other counties. To ensure current levels of service were maintained, inspection of truck shipments of nursery stock at wholesale and retail nurseries remained a program priority. Interceptions of prohibited insect pests at SFO have increased since the staff inspection time for air freight shipments was expanded. During FY 2004-05 staff issued rejection notices documenting state quarantine regulation violations on two percent of the agricultural shipments inspected, and intercepted 275 harmful pests subject to state quarantine regulation. During FY 2006-07, the percent of shipments rejected is projected to be three percent and the number of harmful pest interceptions is estimated at 500. 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.

The Division staff in the State funded Pest Detection program continued to inspect insect traps per the state protocols. Each year seasonal staff service 3,400 traps deployed for medfly, gypsy moth, Japanese beetle and other harmful pests. If exotic insects are found in the Division's detection traps, additional traps are placed to determine if there is an infestation requiring eradication. The Division received increased 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. State funded activities include the placement and servicing of insect traps for glassy-winged sharpshooter and agricultural inspections at retail and wholesale nurseries that receive plant shipments from southern California counties that are infested with the sharpshooter. The additional state revenue reimburses the County for the cost of two seasonal Biologist/Standards Specialists to provide an improved level of service for retail and wholesale nurseries requesting agricultural shipment inspections. The Division continues to receive state contract funding for regulatory activities associated with Sudden Oak Death (SOD). San Mateo County is one of several Bay Area Counties infested with SOD. Staff time was dedicated to providing affected industry with information and inspections needed in order to facilitate the shipment of agricultural products out of the county.

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 early detection, eradication and control of invasive weeds.

Agricultural pesticide users and pest control businesses are required to register with the Division annually, submit reports of pesticide use and may be required to obtain an annual permit in order to use certain pesticides. Many other counties have already upgraded their Restricted Material Permit and pesticide use reporting computer program software and integrated Geographic Information Systems (GIS) for mapping and tracking pesticide use relative to sensitive sites, endangered species, salmonid streams and other emerging

regulatory and environmental protection issues. To date, the Division has not had funding available to implement these upgrades.

State law gives County Agricultural Commissioners the authority to levy administrative civil penalties for violations of pesticide laws and regulations. The County Agricultural Commissioners and the Department of Pesticide Regulation developed a new statewide Enforcement Response Policy in August 2005. Implementation of this revised policy will likely require that increased staff resources be expended for the administrative civil penalty process including case preparation, notices of proposed action and administrative hearings.

The Division continued to sponsor continuing education sessions for growers and other certified pesticide users and held a pesticide safety training session for agricultural fieldworkers. Legislation has been enacted that restricts the use of certain pesticides on public school property, encourages the adoption of Integrated Pest Management techniques and mandates certain notification and recordkeeping requirements. The Division plans to conduct outreach to San Mateo County school districts concerning the Healthy Schools Act and other applicable pesticide use laws and regulations.

Businesses that perform pest control for hire must register annually with the Agricultural Commissioner. There has been an overall trend towards consolidation in the pest control business in the Bay Area. The number of out-of-county pest control businesses registered with the Division varies from year to year; therefore, the total number of businesses that are tracked for compliance with pesticide laws and regulations may also vary. However, the percent of businesses in compliance with pesticide regulatory requirements is expected to remain at a minimum of 96 percent.

Major challenges over the next two years will be:

- Update Restricted Material Permit Program (RMPP) computer program in order to implement submission of electronic pesticide use reports by industry and GIS for tracking pesticide use
- Ensure that staff receive adequate training and remain current on emerging pest threats, new information on integrated pest management (IPM), new pesticide regulations, statewide pesticide enforcement policies administrative penalty case preparation and hearings

### 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

- Upgrade Division's restricted material pesticide permit program, implement electronic pesticide use reporting and the use of GIS for pesticide regulatory data.
- Train additional Biologists in IPM and pesticide regulatory work to increase staff able to respond to industry and homeowner requests for information

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Intercept 500 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 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 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of pesticide inspections (including applications monitored; field worker inspections; training and business record audits)	614	652	608	640	640
Number of agricultural plant product shipments inspected	32,965	23,927	19,676	18,000	18,000
<b>How Well We Do It (Quality)</b>					
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	5%	2%	3%	3%	3%
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of agricultural and pest control businesses in compliance with all pesticide regulatory requirements	507 / 99%	505 / 97%	515 / 98%	460 / 96%	460 / 96%
Number of interceptions of harmful pests subject to State quarantine actions	1,474	275	834	550	550

### Environmental Protection Program (6522P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>Salary Resolution</b>	19.0	19.0	19.0	20.0	1.0	20.0
<b>Funded FTE</b>	17.4	17.4	17.4	18.3	0.9	18.3
<b>Total Requirements</b>	2,330,269	2,477,851	2,551,029	2,685,582	134,553	2,713,698
<b>Total Sources</b>	1,946,788	2,013,370	1,945,829	1,988,131	42,302	1,988,131
<b>Net County Cost</b>	383,482	464,482	605,200	697,451	92,251	725,567
<b>NCC Breakdown</b>						
High Risk Pest Exclusion MOE			132,000	132,000		132,000
Mandated Services			473,200	565,451	92,251	593,567

#### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$697,451 or 26%, of which \$540,251 or 81% is discretionary. This discretionary amount includes Mandated Services currently provided with no

maintenance-of-effort or local match requirements, and Discretionary Services that include pest prevention services and inspections, and pesticide regulatory activities. However, each dollar reduction in NCC expenditures will result in a corresponding reduction in state unclaimed gas tax subvention.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; reduction in state revenue and changes in operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(12,139)	(39,853)	0	0	(27,714)	0

### 2. Addition to High Risk Pest Exclusion Contract

High Risk Pest Exclusion (HRPE) state contract revenue will reimburse the Division for additional personnel hours expended for nursery stock truck shipment inspections. Contract funds will allow the Division to devote additional staff hours to a more thorough inspection of Florida-origin truck shipments, providing increased protection from plant pests and diseases for the County's wholesale nurseries. These increased inspections will support the performance measures of agricultural plant product shipments rejected for violations of quarantine regulations and interceptions of harmful pests subject to state quarantine actions. These increased inspections may result in a greater number of plant quarantine shipment rejections and pest interceptions. The Division proposes to add a Biologist/Standards Specialist II-Unclassified and to redirect personnel hours of experienced Biologist/Standards Specialists to HRPE and Consumer Protection activities including fruit and vegetable standardization and device inspections..

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
51,680	61,745	0	0	10,065	1

### 3. Pierce's Disease /Glassy-winged Sharpshooter Control Program

State funding available for the Pierce's Disease/Glassy-winged Sharpshooter Control contract is expected to decrease in FY 2006-07. The Division plans to reassign Biologist/Standards Specialist IVs currently performing inspections for this state contract to HRPE and Consumer Protection activities for which additional state revenue is available. Inspections of agricultural truck shipments from the Glassy-winged Sharpshooter infested areas of Southern California will be assigned to the proposed Biologist/Standards Specialist II-unclassified and will be augmented by seasonal extra help Biologists during the spring and summer when inspection demands are greatest. These modifications in personnel will reduce expenditures in the Pierce's Disease/Glassy-winged Sharpshooter Control contract while allowing the Division to continue its FY 2005-06 level of service for retail and wholesale nurseries requesting these agricultural shipment inspections and will support the performance measures concerning plant quarantine shipments and pest interceptions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(49,000)	10,125	0	0	59,125	0

### 4. Pesticide Program Improvements

The increase in agricultural inspection fees supports the program priority of intercepting 500 harmful pests subject to State quarantine actions. Agricultural inspections of plant and produce shipments are performed by Division Biologists at the request of growers and shippers who pay a fee for this service. Inspection is required in order to certify the shipments for export to other states and countries. Inspection fees will be increased in order to provide the Division with full cost recovery for these inspections and allow services to industry to remain at current levels.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	49,500	0	0	49,500	0

**5. Biologist/Standards Specialist Extra-Help**

Unanticipated increases in State funding for the Pierce's Disease/Glassywinged Sharpshooter Control Program has been appropriated to offset increased Extra-Help salary and benefit costs and perform additional inspections.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
26,682	27,730	0	0	1,048	0

**6. Adjustments to Fund Balance**

Fund Balance has been appropriated to offset miscellaneous one-time expenses including offsetting in-house accounting costs, copy center charges, and motor vehicle replacement charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
25,079	25,306	0	0	227	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
42,302	134,553	0	0	92,251	1

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; increase in retirement contributions; higher benefit costs; deletion of one-time expenditures; and changes in operating expenses including annual Motor Vehicle replacement charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	28,116	0	0	28,116	0

## Consumer Protection Program (6523P)

### Program Locator

County

Health

Agricultural Commissioner/Sealer

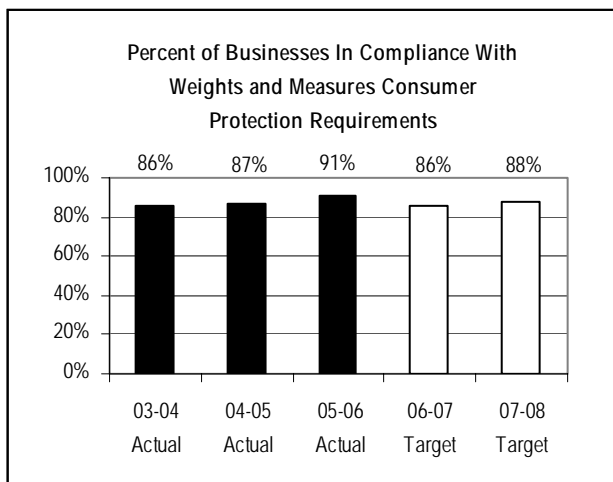
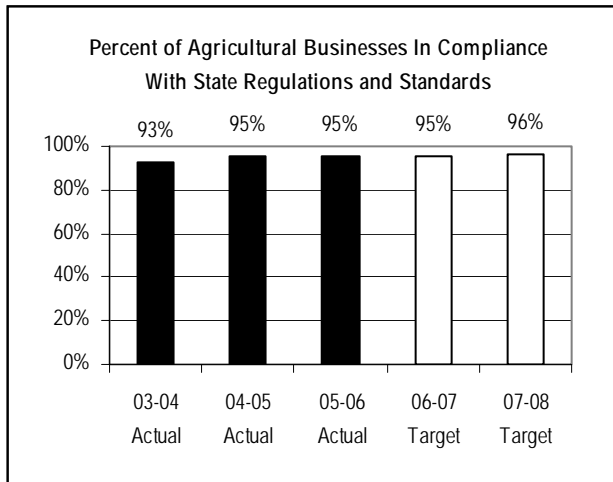
Administration and Support

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 primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Health and Safety For All by providing 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 65 wholesale nurseries to ensure that nursery stock meets State standards for pest cleanliness
- Quarterly inspections at 13 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 the sale of high quality fruits and vegetables and to ensure 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 referral 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 are major accomplishments in the current year:

- Secured new contractual funding from CDFA for additional half time position for food safety and quality inspections at Golden Gate Produce Terminal

- Installation of new water meter testing equipment at the Redwood City main facility
- Provided opportunities for Biologist/Standards Specialists with agricultural program experience to receive training and field experience in Weights and Measures inspection assignments
- Levied and collected administrative civil penalties for weights and measures violations to ensure compliance

### Story Behind Performance

The Division will receive state contractual funds for fruit and vegetable inspections at the Golden Gate Produce Terminal beginning in July 2006. The Golden Gate Produce Terminal is the largest wholesale produce market in Northern California. Food quality and labeling inspections ensure that labels on wholesale containers of fresh fruits and vegetables include the information required for trace back investigations involving a food-borne pathogen or contaminant. State legislation has recently been enacted that provides County Agricultural Commissioners with the authority to levy civil penalties for fruit and vegetable quality control violations including container labeling. State regulations to implement these administrative civil penalties should be in place by July 2006.

The Governor signed legislation that authorized counties to increase annual device registration fees and the Board approved a new fee schedule in December 2005 for the 2006 and 2007 calendar years. These fees are utilized by counties to fund consumer protection regulatory programs involving the testing and inspection of commercially-used weighing and measuring devices. Gasoline dispensers, retail scales, taxi meters, vehicle scales and other devices are inspected for accuracy and "sealed" to ensure equity in the market place. A newly mandated statewide audit procedure for Point of Sale (price scanner) computer systems at retail stores established a different sample size to use during price scanner inspections depending on the number of check out registers. Effective January 1, 2006, stores with one to three checkout registers must be tested with a minimum sample of 25 items. Stores with four or more registers will require a 50-item test sample.

The County's retail price scanner ordinance includes a requirement that businesses display information at each point-of-sale price checkout stand directing the consumer to contact the County Weights and Measures Department if they have a complaint. The notice lists the Division's price scanner complaint telephone hotline and website. The Division's website has a price scanner complaint form that consumers can email to the Division in order to register a complaint. The number of consumer complaints did not increase to the extent the Division originally anticipated indicating that additional public outreach may be needed.

The Division expanded its water meter inspection program following the purchase and installation of new testing equipment. Water sub-meters, used in County mobile home parks and apartment complexes, are inspected to ensure accuracy. In past years, the Division operated a limited program, testing meters only prior to initial installation and using the testing facility at the Santa Clara

County Agricultural Commissioner/Sealer Office. Now that the Division has its own facility, a regular testing schedule has been established which will provide greater protection from over billing for these residential customers.

Several Biologist/Standards Specialists received additional training and inspection experience in price scanner, small device, water meter and petroleum inspections. This increase in the number of staff cross-trained in agricultural and weights and measures inspections continues to give the Division more flexibility in assigning work and completing required inspections.

Major challenges over the next two years will be:

- Train additional staff to perform fruit and vegetable quality and labeling inspections at Golden Gate Produce Terminal
- Determine additional outreach methods to increase consumer awareness of the Division's services and how to submit a consumer complaint or question

### 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

- Continue improvements to Division website by posting County certified farmers' market location information, and expanded links to relevant state agency websites for consumer protection program information
- Implement additional enforcement tools such as administrative civil penalties for produce container labeling violations
- Coordinate staff cross-training in smaller agricultural consumer protection inspection programs to give the Division greater flexibility in meeting state contract commitments

#### Ensure that 80% of Businesses are in Compliance with Weights and Measures Consumer Protection Requirements

- Expand cross training of Biologist/Standards Specialists in price scanner inspections
- Train additional staff in small scale and petroleum inspections, water meter testing procedures, and other device inspections to promote more efficient use of employee time across all programs

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of agricultural business locations inspected for compliance with state regulations and standards	81	83	99	83	83
Number of business locations inspected for accuracy of weighing and measuring devices or for price scanner audits	2,731	2,721	2,837	2,600	2,600
Number of weights and measures consumer complaints received	69	43	75	75	60
<b>How Well We Do It (Quality)</b>					
Percent of business locations inspected for agricultural consumer protection requirements versus annual goals	95%	96%	100%	96%	96%
Percent of business locations inspected vs. annual goals	100%	100%	100%	94%	94%
<b>Is Anyone Better Off? (Outcome)</b>					
Number and percent of agricultural businesses in compliance with state regulations and standards	490 / 93%	621 / 95%	724 / 95%	665 / 95%	675 / 96%
Number and percent of businesses in compliance with weights and measures consumer protection requirements	1,413 / 86%	1,636 / 87%	1,600 / 91%	1,300 / 86%	1,330 / 88%
Number and percent of weights and measures consumer complaint investigations that uncover device inaccuracy or other noncompliance	13 / 20%	5 / 13%	13 / 33%	20 / 25%	15 / 25%

## Consumer Protection Program (6523P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
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	564,642	753,694	497,832	677,964	180,132	682,471
Total Sources	341,164	442,544	322,317	502,012	179,695	502,012
Net County Cost	223,479	311,150	175,515	175,952	437	180,459
 NCC Breakdown						
Weights & Measures MOE			123,804	124,926	1,122	128,816
Agricultural-Mandated			45,785	43,988	(1,797)	44,425
Weights & Measures-Mandated			5,926	7,038	1,112	7,218

## Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$175,952 or 265%, of which \$51,026 or 29% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements including agricultural and weights and measures consumer protection inspections. However, for each dollar reduction in agricultural NCC expenditures will result in a corresponding reduction in state unclaimed gas tax subvention.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; reductions to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases and reduction in administrative civil penalty fine revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(10,125)	144,427	0	0	154,552	0

### 2. Device Registration Fees

Device Registration fees are utilized to fund consumer protection regulatory inspections involving the testing and inspection of commercially-used weighing and measuring devices. Gasoline dispensers, retail scales, taximeters, vehicle scales and other devices are inspected for accuracy and "sealed" to ensure equity in the market place. The Board approved annual Device Registration fee increases for 2006 and 2007 in December 2005. This level of revenue will provide recovery of approximately 85% of the Division's annual program costs for 2007. A portion of this revenue will be applied to annual vehicle replacement costs for weights and measures device inspection vehicles. This expenditure has been budgeted in 35210 Administration and Support and will be cost applied through an Intrafund Transfer to Consumer Protection.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
129,000	30,000	0	0	(99,000)	0

### 3. Fruit and Vegetable Standardization State Contract Revenue

The State Standardization Advisory Committee has approved a FY 2006-07 contract agreement for San Mateo County ifor additional produce quality /food safety inspections at the Golden Gate Produce Terminal in South San Francisco. Agricultural industry funds from the State mil assessment on produce containers would be utilized to add 1,040 personnel hours for increased inspections of wholesale fruits and vegetables. The contract would be eligible for renewal on an annual basis. Biologists assigned to these inspections must have the Commodity Regulation professional license issued by California Department of Food and Agriculture. Biologist/Standards Specialist IV hours will be redirected from the state funded Pierce's Disease/Glassy-winged-sharpshooter program to complete these produce inspections beginning in July 2006.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
58,820	0	0	0	(58,820)	0

### 4. Adjustments to Fund Balance

Unanticipated Fund Balance has been appropriated for contracted special program services and the Learning Content Management Software. Additional Fund Balance was realized after the County reorganization and is reflected in an additional appropriation and increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,000	5,705	0	0	3,705	0



## TOTAL FY 2006-07 FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
179,695	180,132	0	0	437	0

## FY 2007-08 Program Funding Adjustments

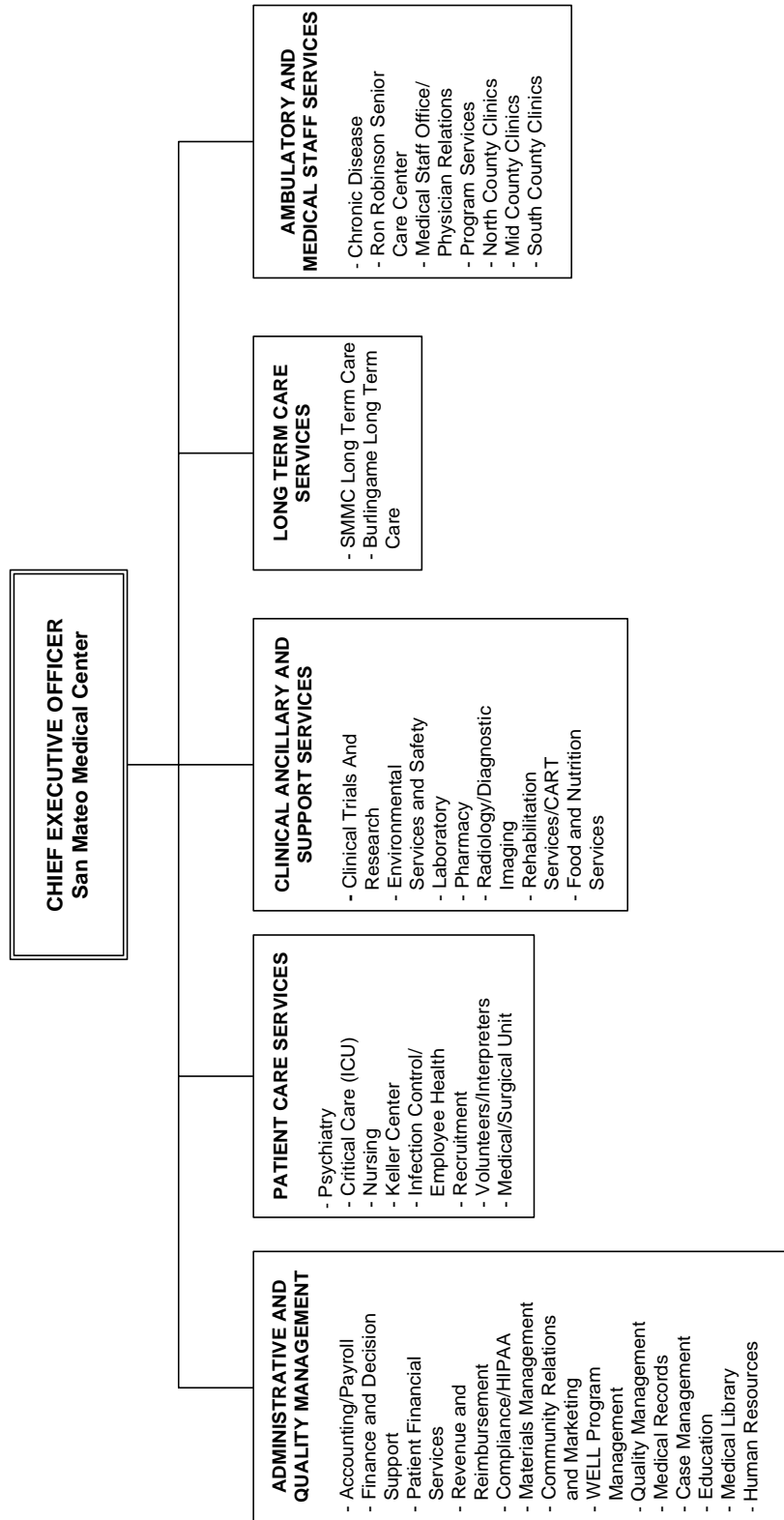
The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases, higher benefit costs and changes in operating expenses.

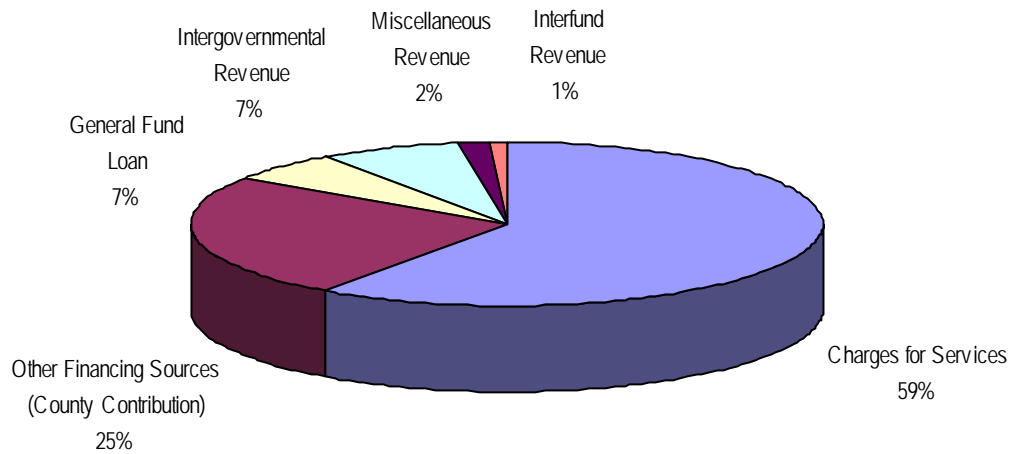
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	4,507	0	0	4,507	0

# SAN MATEO MEDICAL CENTER

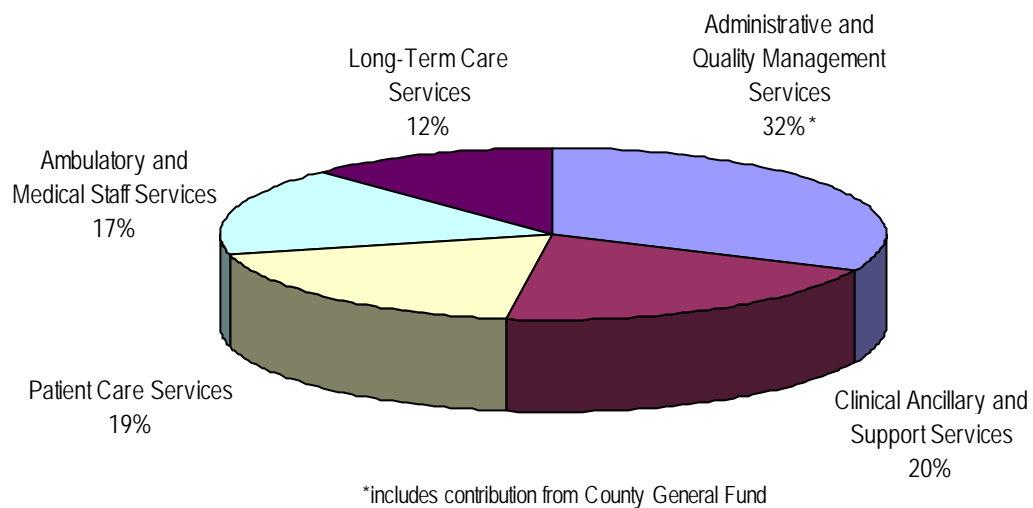


## San Mateo Medical Center

### FY 2006-07 Adopted Sources



### FY 2006-07 Adopted Requirements



## Department Locator

County

Health

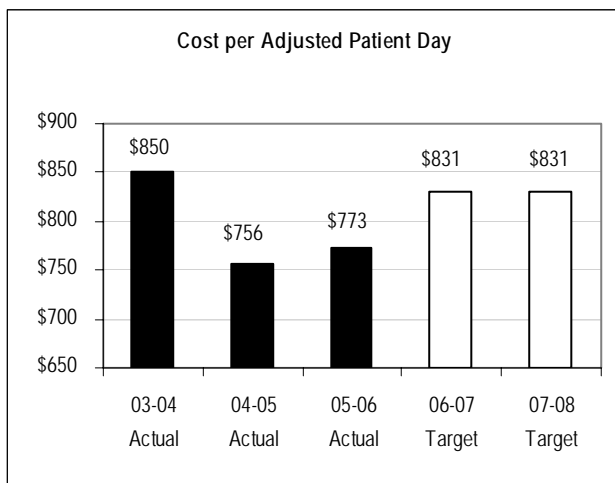
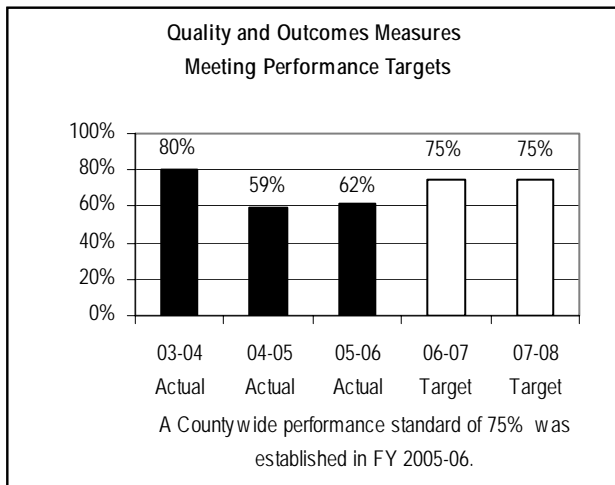
Health Department

### ▷ 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 healthcare. To live its mission, SMMC offers services to all residents of San Mateo County, regardless of ability to pay. SMMC serves the entire community and, by setting a standard of excellence, aspires to be the best public hospital and clinic system in California.

## Contributions to Shared Vision 2010 (Fiscal Years 2000-2005)

### PEOPLE

#### Ensure Basic Health and Safety for All

##### • Serving Victims of Violent Crime

In September 2001, the Medical Center opened the Keller Center for Family Violence Intervention to serve victims of violent crime not only immediately after the crime but also during the recovery period. Clinicians at the Keller Center perform comprehensive forensic examinations and collect legal evidence in a manner that is compassionate and culturally sensitive, while protecting the rights of the patient.

##### • Access to Healthcare

The Medical Center provides access to healthcare across the County, through a network of 12 community clinics. The clinics currently accommodate over 200,000 visits per year. The Medical Center also provides acute and emergency psychiatric care. The inpatient unit currently maintains an average daily census of 12 while the psychiatric emergency room sees over 2,700 visits a year.

##### • Healthcare for Aging Population

The Medical Center continues to improve the Burlingame Long-Term Care facility to ensure the availability of skilled nursing beds for residents in San Mateo County. The facility now maintains a census of about 250 patients per day and has been operated by the County since October 2003. The opening of the Ron Robinson Senior Care Center (RRSCC) has also provided increased healthcare access for the aging population. RRSCC accommodates approximately 8,000 visits per year.

### PROSPERITY

#### Sow the Seeds of our Future Prosperity

##### • Silicon Valley Workforce Initiative

The Medical Center has partnered with local schools, hospitals, and other organizations through the Silicon Valley Workforce Initiative to increase nursing and other professional labor pools.

##### • Serving as a Training Site

The Medical Center strives to be an employer of choice, serving as a training site for nursing students, radiology technology students, psychiatric residents and fellows in infectious disease.

## PARTNERSHIPS

### Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

#### • Expansion of Service

Through a partnership with University of the Pacific School of Dentistry, the Medical Center has expanded access to dental services for County residents. It has also partnered with Stanford Hospital on a National Institutes of Health grant to manage chronic disease.

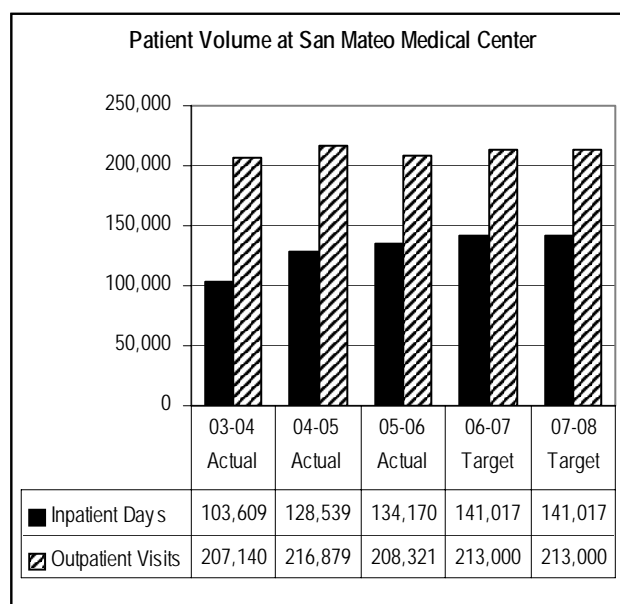
### Responsive, Effective, and Collaborative Government

#### • Providing Care to the Elderly and Homeless Populations

As part of the Senior Care Collaborative to provide comprehensive services, the Medical Center has partnered with Mental Health and Aging and Adult Services to enhance mental health care for the elderly. The Medical Center has also partnered with the Human Services Agency, Shelter Network, and Samaritan House to place homeless patients in safe housing upon discharge.

#### • Reducing Workplace Violence

The Medical Center has partnered with the San Mateo Police Department, the Sheriff's Office and Health Department in a program to reduce workplace violence. San Mateo County has led by example in rolling out a countywide workplace violence prevention program.



## Major Accomplishments in FY 2005-06

### Ensure Basic Health and Safety For All

- Participated in the 100k Lives Initiative, an initiative to implement evidence-based interventions that improve patient safety

- Participated in the Integrated Nurse Leadership Grant and implemented unit-based councils in pilot units to improve patient outcomes
- Participated in the LEAD grant for cultural competence and hired the Medical Center's first interpreter position
- Continued savings as pharmacy expenditures remain below budget and at-par with prior year
- Participated in the Statewide Emergency Preparedness Drills
- Received statewide recognition for an innovative diabetes care project at the Main Campus Clinic that involved the use of group patient visits, nurse education, and a computerized registry

### Responsive, Effective and Collaborative Government

- Partnered with the County Manager's Office to refine eligibility criteria for financial assistance programs
- Completed a system-wide pediatric immunization registry to ensure children receive all their immunizations. This registry has formed the nucleus of a countywide initiative to link all pediatricians' offices to provide seamless care for children coming in and out of the Medical Center's system of care
- Achieved compliance with all State regulations governing long-term care campuses in annual State Department of Health Services annual surveys, with no substandard care identified

## Major Issues to be Addressed

- **Increasing Healthcare Costs** - The Health Care Advisory Board has indicated that medical cost inflation has ranged from 9-12% between 2001 and 2004. This trend is expected to continue upward with pressures from workforce shortages, development of new technologies, and drug costs.
- **Enhancement of Revenue Sources** - With the rising costs of healthcare, public hospitals must maximize their current revenue streams while also finding new sources. Business development is also critical to help identify revenue-generating services that are needed in the community. A challenge that public hospitals face is keeping current on the rapid changes in public policy and funding such as the ongoing redesign of Medi-Cal.
- **Rising Number of Uninsured and Underinsured** - According to the California Association of Public Hospitals, there are over 6.5 million uninsured people in California. As this number continues to grow, the strain on public and private hospitals will continue.

## Key Department Initiatives

### 1. Service Line Expansion

#### Major Issues to be Addressed:

- There is a need for the County to provide other healthcare services in the community such as labor and delivery and geriatric psychiatry. Expansion of services offered at SMMC would not only address this need but would place a revenue-generating unit in a currently vacant space.

#### Alignment to Shared Vision:

- Ensure Basic Health and Safety for All

**Goals:**

- Provide continuity of care through expanded services to patients
- Generate new revenue to help offset rising operational costs

**Objectives:**

- Build a unit that addresses community needs
- Hire a high quality staff to serve patients
- Enhance the continuum of care

**Major Milestones:**

- Partner with third parties to prepare an operational and financial assessment
- Complete capital fundraising
- Complete staffing and recruitment plans
- Determine impact of Medi-Cal redesign

**Partners:**

- Public Health
- Department of Public Works
- Lucile Packard Children's Hospital

**FY 2006-07 Budget Impact:**

The cost of implementing a new service line is still undetermined.

**2. Revenue Cycle Improvement****Major Issues to be Addressed:**

- SMMC strives to be good stewards of the County's resources while providing the maximum level of service to patients. Internal and external assessments indicate that there are opportunities to enhance cash collections and improve the financial standing of the Medical Center.

**Alignment to Shared Vision:**

- Responsive, Effective and Collaborative Government

**Goals:**

- Improve patient access and billing through enhanced reporting, process redesign, and staff training
- Work with inpatient and outpatient departments to improve timeliness of gathering supporting documentation for billing

**Objectives:**

- Increase percentage of cash collection
- Reduce claim denials
- Reduce bad debt
- Reduce days and dollars in accounts receivable

**Major Milestones:**

- Select a partner to implement strategies
- Develop targets for each fiscal year

**Partners:**

- Revenue Services
- Patients/Payor Sources
- U.S. Post Office

**FY 2006-07 Budget Impact:**

The cost of implementing this is still undetermined. SMMC is committed to reaching these goals at a minimal cost by leveraging internal staff and developing effective reporting tools.

**Other Significant Objectives by Program**

The San Mateo Medical Center includes the following programs:

- Administrative and Quality Management Services
- Patient Care Services
- Clinical and Ancillary Support Services
- Long-Term Care Services
- Ambulatory and Medical Staff Services

The following program objectives contribute to department success (additional program-level objectives are included in individual Program Plans):

**Administrative and Quality Management Services**

- Implement Conflict of Opinion program
- Continue patient safety initiatives
- Enhance regulatory readiness
- Increase the number of managed care contracts
- Improve internal controls in accounting

**Patient Care Services**

- Implement an Emergency Department Information System
- Implement patient safety-friendly technologies such as the automated medication administration system
- Educate and maintain a culturally competent workforce

**Clinical Ancillary and Support Services**

- Reduce pharmaceutical expenses
- Reduce medical and non-medical supply costs
- Enhance leadership development of management team

**Long-Term Care Services**

- Increase average daily census through marketing efforts
- Optimize staffing to improve efficiency

**Ambulatory and Medical Staff Services**

- Monitor and report the percentage of patients being assigned a primary care provider
- Educate staff at all levels on the eligibility requirements of all available payor programs
- Decrease clinic wait times through continuous review of patient flow

San Mateo Medical Center (6600D)  
Enterprise Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	261	984	35,000	37,657	2,657	37,657
Use of Money and Property	3,458	2,636	5,000	5,000		5,000
Intergovernmental Revenues	32,952,522	51,607,362	37,223,133	15,758,050	(21,465,083)	15,758,050
Charges for Services	99,590,679	95,311,383	109,529,711	129,434,271	19,904,560	130,834,067
Interfund Revenue	1,835,943	6,779,689	3,117,837	14,337,923	11,220,086	15,903,360
Miscellaneous Revenue	2,732,819	3,498,856	3,466,806	3,497,585	30,779	5,537,676
Other Financing Sources	48,011,462	40,012,515	44,452,000	54,047,737	9,595,737	54,047,737
Fund Balance	3,532					
<b>TOTAL SOURCES</b>	<b>185,130,676</b>	<b>197,213,425</b>	<b>197,829,487</b>	<b>217,118,223</b>	<b>19,288,736</b>	<b>222,123,547</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	103,894,550	112,119,182	112,902,849	128,080,449	15,177,600	131,401,091
Services and Supplies	51,723,991	54,474,817	53,203,394	51,883,857	(1,319,537)	53,532,868
Other Charges	19,895,494	20,751,263	21,759,661	27,163,755	5,404,094	27,199,426
Other Financing Uses	9,616,641	9,868,163	9,963,583	9,990,162	26,579	9,990,162
<b>TOTAL REQUIREMENTS</b>	<b>185,130,676</b>	<b>197,213,424</b>	<b>197,829,487</b>	<b>217,118,223</b>	<b>19,288,736</b>	<b>222,123,547</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	1,222.0	1,306.0	1,306.0	1,314.0	8.0	1,314.0
Funded FTE	1,100.0	1,148.9	1,148.9	1,173.9	25.0	1,173.9

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## FY 2006-07 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$19,288,736 or 9.8% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Taxes

There is an increase of \$2,657 in this funding source due to increases in food services sales.

#### Intergovernmental Revenues

There is a decrease of \$21,465,083 in this funding source that reflects a reduced State reimbursement rate and a reduced budgeted average daily census for Long-Term Care. The Medical Center shifted the General Fund contribution toward SB855 Disproportionate Share Hospital (DSH) funding from Intergovernmental Revenues to Other Financing Sources in order to consolidate the County General Fund contribution into one account. The Medical Center also shifted SB855 and SB1255 DSH revenue from Intergovernmental Revenues to Charges for Services due to the new Medi-Cal waiver financing structure, which consolidated all DSH supplemental programs into a new baseline funding level.

#### Charges for Services

There is an increase of \$19,904,560 in this funding source due to a 10% Chargemaster increase, additional patient revenue generated from improved revenue cycle improvement, and a shift of SB855 and SB1255 funds from Intergovernmental Revenues to Charges for Services due to the new Medi-Cal financing structure.

#### Interfund Revenue

There is an increase of \$11,220,086 in this funding source due to a loan from the General Fund to balance the budget, and the extension of the Medically Indigent Healthcare Screening and Verification Pilot through December 2006. Increases were slightly offset by the elimination of the Medical Center's share of the Half Cent Fund, the reduction of Emergency Medical Services funds, and reduced funding for the Methadone Clinic.

#### Miscellaneous Revenue

There is an increase of \$30,779 in this funding source due to increasing food sales, State Disability Insurance payments, vendor rebates, and grant funding, partially offset by a decrease in contributions and other miscellaneous revenue.

#### Other Financing Sources

There is an increase of \$9,595,737 in this funding source due to the transfer of SB855 funds from Intergovernmental Revenues.

### TOTAL REQUIREMENTS

Total Requirements increased by \$19,288,736 or 9.8% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$15,177,600 in this expenditure category due to the annualization of new positions from FY 2005-06, the addition of eight positions for FY 2006-07, increases in extra help and overtime, negotiated salary increases (including negotiated increases for California Nurses Association), and inflation of benefit costs. \$3,037,865 of this amount represents retirement rate increases.

#### Services and Supplies

There is a decrease of \$1,319,537 in this expenditure category due to the implementation of a supply chain savings strategy offset by increases in contract services.

#### Other Charges

There is an increase of \$5,404,094 in this expenditure category due to increases in depreciation and A-87 expenses, implementation of information technology projects, and increases in maintenance and lease expenses. This includes a \$4 million reimbursement to the General Fund for the Health Plan of San Mateo intergovernmental transfer which reduces the Medical Center's outstanding obligation to the General Fund by \$4 million.

#### Other Financing Uses

There is an increase of \$26,579 for debt service.



## FY 2007-08 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$5,005,324 or 2.3% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Charges for Services

There is an increase of \$1,399,796 in this funding category due to additional enhancements in net patient revenue.

#### Interfund Revenue

There is an increase of \$1,565,437 in this funding category due to an increase in the General Fund loan to cover California Nurses Association negotiated increases. This is partially offset by the elimination of the Medically Indigent Healthcare Pilot for which ongoing funding sources will be identified during FY 2006-07.

#### Miscellaneous Revenue

There is an increase of \$2,040,091 in this funding category due to increased assumptions for patient volume and charges.

### TOTAL REQUIREMENTS

Total Requirements increased by \$5,005,324 or 2.3% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$3,320,642 in this expenditure category due to negotiated salary increases, cost of living increases, step increases, and inflation of benefits expense.

#### Services and Supplies

There is an increase of \$1,649,011 in this expenditure category due to inflation of supplies expense and repayment of loans from the General Fund.

#### Other Charges

There is an increase of \$35,671 in this expenditure category due to an increase of security service costs and other charges.

## Administrative and Quality Management Services (6601B)

### Program Locator

County

Health

San Mateo Medical Center—Operating Budget

▷ **Administrative and Quality Management Services**

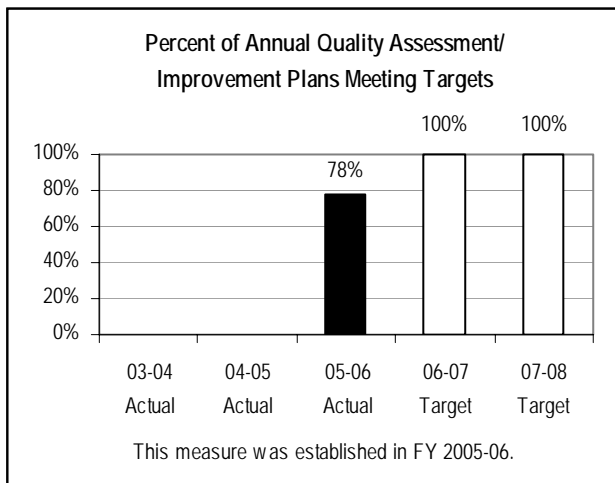
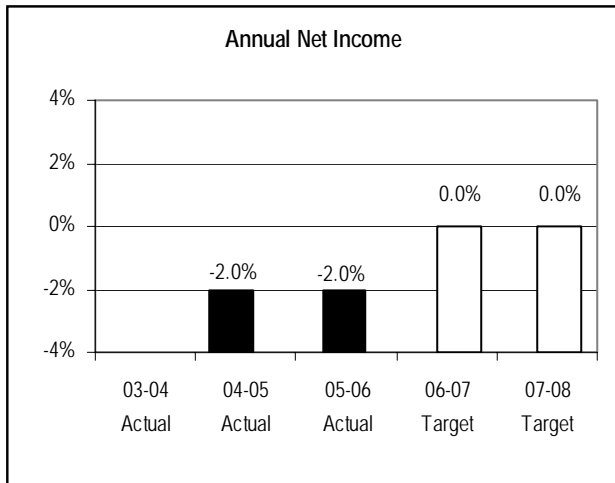
Patient Care Services

Clinical Ancillary and Support Services

Long-Term Care Services

Ambulatory and Medical Staff Services

### Headline Measures



### Program Outcome Statement

Administrative and Quality Management Services provides support to a wide range of external and internal customers including managers, employees, patients, and physicians by performing administrative, quality management, and financial activities.

### Services and Accomplishments

Administrative and Quality Management Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing strategic planning, financial, business planning, and quality management services. Administrative and Financial staff assist in controlling expenses and maximizing reimbursements, monitoring and controlling the cost of providing indigent healthcare, implementing timely billing and collection processes, and helping to ensure the future viability of the Medical Center by maintaining a positive net income stream. Quality Management staff assist in achieving quality assurance and improvement goals by developing and monitoring annual Quality Assurance/Improvement Plans; encouraging cross-departmental performance improvement initiatives; coordinating regulatory standards compliance; organizing quality indicator reporting to national and local agencies; and providing case management, education, and information management support.

The following are major accomplishments in the current year:

- Began implementation of a decision support system
- Continued expansion of managed care contracts
- Revised eligibility policies for financial assistance programs
- Implemented a hospital-wide survey on patient safety
- Monitored 15 Annual Quality Assurance/Improvement Plans
- Implemented a Constant Regulatory Readiness process in advance of unannounced hospital regulatory surveys
- Participated in the 100K Lives Initiative, an initiative to implement evidence-based interventions that improve patient safety
- Implemented a Conflict of Opinion Policy and Training for all employees
- Participated in numerous local and national reporting initiatives

### Story Behind Performance

Net income for the Medical Center is dependent on the ability to maximize intergovernmental and other outside funding, and minimize overall costs. In a financial environment where revenue increases are not keeping pace with rising costs, a break-even net income target is a desirable goal. SMMC is concentrating on optimizing its payor mix between the cost of providing indigent and Medi-Cal- reimbursed healthcare and growing services that are funded by other payor sources. Much of the fiscal infrastructure has been improved over the last few years to facilitate negotiation of better provider and payor contracts, provide more timely financial

information to management, and improve budgeting and productivity monitoring.

With continued increases in indigent healthcare costs and County contributions, SMMC Administration has implemented a full financial screening and verification process using a web-based system. The information compiled from this project will be used for the creation of a long-term financially viable business model for providing healthcare to the county's medically indigent.

Goal 5 of the SMMC Strategic Plan is to measurably improve the quality of care delivered. Quality Management has facilitated the development of 14 Annual Quality Improvement Plans that are being monitored for achievement of performance goals. These Quality Plans are updated annually and submitted for performance monitoring each quarter.

Major challenges over the next two years will be:

- To reduce indigent healthcare costs despite State budget proposals to decrease Medi-Cal funding and SMMC's inability to maximize SB 1255 supplemental funding due to its participation in a Medi-Cal managed care system with the Health Plan of San Mateo (HPSM)
- To fund new technology, facility projects, and strategic initiatives
- To manage the amount of bad debt write-offs associated with patients who do not have medical insurance
- To align hospital departmental quality plans with organizational and outcome-based management goals
- To incorporate quality expectations and measures in provider contracting
- To improve patient satisfaction scores
- To continue to participate in local and national quality reporting initiatives

## Program Objectives

Administrative and Quality Management Services will meet performance targets by doing the following:

### Achieve Net Income Target of 0% (Break-Even)

- Implement improved reporting tools to stay within budgeted expense targets, including productivity monitoring and decision support systems
- Improve the daily capture of departmental charges
- Negotiate new, more favorable payor contracts
- Improve current reimbursement levels from State and Federal payers
- Implement strategies to reduce claims denials
- Implement strategies to reduce bad debt receivables
- Continue efforts to improve accounts receivables

### Hold General Fund Contributions to the Current Level

- Document current indigent volume and costs, and set targets for future levels
- Develop and implement a Memorandum of Understanding (MOU) with the County for payment of indigent healthcare

- Provide indigent healthcare that is competitive with prevailing market rates

### Ensure Adequate Capital for Strategic Initiatives

- Reduce the cost of collections from a current rate of \$.08 per dollar to \$.05
- Increase first-time clean processing of claims to 80%
- Collect 25% of co-pays at the time of service
- Achieve a ratio of 96% cash collected versus total billed to patients
- Meet cash flow margin target of 9.2%

### Ensure that Quality Plans Support Organizational Goals

- Assign Quality Management staff to work directly with SMMC divisions in the preparation of quarterly reports
- Align Quality Plans with organizational and County goals
- Develop organizational measure of effectiveness of departmental quality plans

### Sustain a State of Constant Regulatory Readiness

- Expand Joint Commission on Accreditation of Healthcare Organizations (JCAHO) preparation plans for upcoming surveys
- Develop organizational measure of state of regulatory readiness

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of Quality Assessment/ Improvement Plans being monitored	15	14	15	17	17
<b>How Well We Do It (Quality)</b>					
Annual net income	---	-2%	-2%	0%	0%
Employee vacancy rate in Administrative and Quality Management Services	---	---	10.7%	8.6%	8.6%
Percent of Quality Assessment/ Improvement Plans meeting targets	---	---	75%	100%	100%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of success in achieving treatment goals <sup>(1)</sup>	---	---	93%	90%	90%

<sup>(1)</sup> This measure is the overall percentage of success in achieving treatment goals in the following four clinical areas: congestive heart failure, pneumonia, heart attacks, and surgical infections.

### Administrative and Quality Management Services (6601B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	181.0	193.0	193.0	193.0		193.0
Funded FTE	180.6	187.3	187.3	191.4	4.1	191.4
<b>Total Requirements</b>	56,143,143	58,763,417	59,832,964	69,455,683	9,622,719	70,892,013
<b>Total Sources</b>	(90,748,011)	(93,005,365)	(112,695,931)	(101,980,850)	10,715,081	(96,975,526)
<b>Net County Cost</b>	146,891,154	151,768,783	172,528,895	171,436,533	(1,092,362)	167,867,539

#### Program Net County Cost

There is a Net County Cost in this program because gross patient revenue (before contractual allowances and estimated writeoffs) is budgeted within individual program cost centers where services are rendered; contractual write-offs (reductions to gross revenue) 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.

#### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of annualization of mid-year position changes and negotiated labor increases (including negotiated increases for California Nurses Association), retirement rate increases, inflation for purchased services, and inflation for supplies and other non-labor expenses. These appropriation increases will provide needed support for the clinical programs of the Medical Center. Reductions in revenue reflect the increased contractual allowances and write-offs that are subtracted from the increases in gross revenues budgeted in other program plans.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(18,460,783)	3,168,907	0	0	21,629,690	1

**2. Adjustments to Reflect Operational Requirements**

Budget adjustments have been made to fund information technology requirements and increases in workers' compensation, A-87 charges, debt service, and malpractice insurance. These increases have been offset by reductions in supplies and services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,892,590	0	0	1,892,590	0

**3. Adjustments to Total Revenue**

Adjustments to revenue have been made to reflect increases in payments under the new Medi-Cal waiver and reductions in write-offs. These revenue increases are offset by revenue reductions due to decreased long-term care supplemental reimbursement from the State and lower patient volumes at the Burlingame Long-Term Care facility, the elimination of a one-time intergovernmental transfer, and reduction in inter-fund revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,480,992	0	0	0	(8,480,992)	0

**4. Indigent Healthcare Screening and Verification Pilot**

The Medically Indigent Healthcare screening and verification pilot has been continued through December 31, 2006. Preliminary results indicate a 32% drop in WELL program enrollments due to the elimination of the self-declaration process. The County will use the results of the pilot to finalize a Memorandum of Understanding (MOU) with the Medical Center for the provision of services to the medically indigent. Applicants are now screened using the One-e-App web-based tool and are required to show proof of County residency, income and assets to determine eligibility for financial assistance. Funding to continue the pilot has been included from General Fund Reserves for Extra Help staffing and operating expenses at all Medical Center facilities. Time studies will be conducted to identify the best combination of funding to offset future ongoing costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
331,242	331,242	0	0	0	0

**5. General Fund Loan**

The Medical Center's existing operating revenues are insufficient to fund negotiated salary and benefit increases (including negotiated increases for California Nurses Association) and retirement rate increases. A General Fund loan is being provided to the Medical Center to reconcile with amounts budgeted in the Medical Center operating budget. The County has developed a Loan Agreement with the Medical Center to pay back all General Fund loans. The County is also in the process of working with the Health Plan of San Mateo to enter into an agreement with the State to draw down additional Federal funds that would be used to reimburse the County.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
16,238,630	0	0	0	(16,238,630)	0

**6. Materials Management Restructure**

In order to realize an estimated savings of \$600,000 through supply cost reductions and contract consolidation, Materials Management is eliminating one Storekeeping Supervisor and restructuring the duties and pay for key staff. This administrative reorganization will flatten the department structure, reduce expenses, ensure more direct accountability, and provide for strong departmental leadership.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(40,001)	0	0	(40,001)	(1)

**7. Miscellaneous Adjustments**

Miscellaneous adjustments include appropriations for additional ISD services and the purchase of a "Revenue Compass" program to enhance the Medical Center's ability to bill and collect on patient revenue. Appropriations will be partially offset by additional patient revenue generated from improved revenue cycle management.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
125,000	269,981	0	0	144,981	0

**8. Health Plan of San Mateo Intergovernmental Transfer**

This reflects the Medical Center's receipt of \$8,000,000 for the Health Plan of San Mateo intergovernmental transfer, and the reimbursement of \$4,000,000 to the General Fund. This results in the reduction of the FY2006-07 General Fund loan to the Medical Center by \$4,000,000.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,000,000	0	0	0	(8,000,000)	0
(4,000,000)	4,000,000	0	0	8,000,000	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
10,715,081	9,622,719	0	0	(1,092,362)	0

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs. Revenues will increase due to increased volumes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,040,091	367,776	0	0	(1,672,315)	0

**10. Elimination of Indigent Healthcare Pilot**

One-time funding and appropriations for the Indigent Healthcare Screening and Verification Pilot have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(331,242)	(331,242)	0	0	0	0

**11. Increase in General Fund Loan**

General Fund loan amount is increased in FY 2007-08 to cover California Nurses Association negotiated increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,896,679	0	0	0	(1,896,679)	0

**12. Loan Repayment**

A Memorandum of Understanding (MOU) between the Medical Center and County Manager provides that the Medical Center reimburse the County over a period of thirty years for all outstanding obligations totaling approximately \$40 million (subject to year-end audit). Given the current loan amount, it is estimated that the Medical Center's annual repayments to the General Fund will be approximately \$1.4 million. Repayment of loans to the County begin in FY 2007-08. The MOU was presented at the September 7, 2006 Medical Center Board of Directors meeting, and to the Board of Supervisors at the October 17 meeting. Appropriations for the loan repayment are being offset by enhancements in net patient revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,399,796	1,399,796	0	0	0	0

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,005,324	1,436,330	0	0	(3,568,994)	0

## Patient Care Services (6610B)

### Program Locator

County

Health

San Mateo Medical Center—Operating Budget

Administrative and Quality Management Services



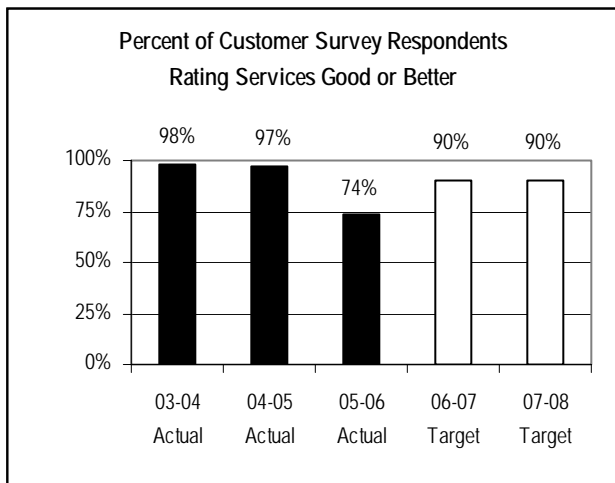
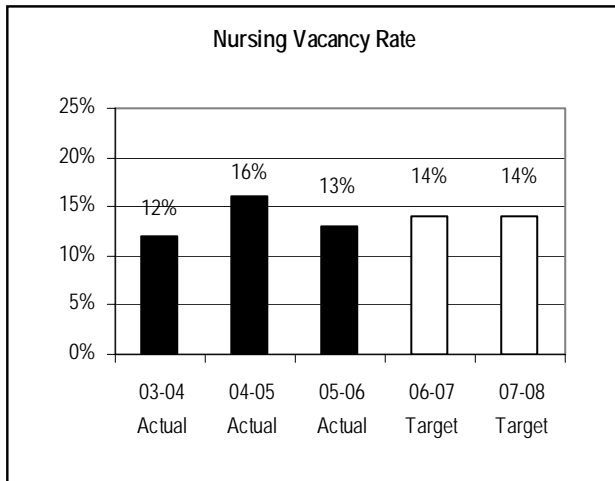
**Patient Care Services**

Clinical Ancillary and Support Services

Long-Term Care Services

Ambulatory and Medical Staff 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 contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing inpatient medical care for all San Mateo County residents, which includes the Intensive Care Unit (ICU), Medical/Surgical, Psychiatric, and Medical and Psychiatric Emergency Rooms. SMMC has a total licensed occupancy of 134 beds for inpatient services—93 Medical/Surgical beds, 34 Psychiatric beds, and 7 ICU beds. Contract physicians provide services for the Emergency Department (ED) and surgical specialties.

The following are major accomplishments in the current year:

- Implemented a recruitment and retention plan focusing on hard-to-fill positions
- Participated in the “LEADing Organizational Change” grant for cultural competence and hired the Medical Center’s first interpreter position
- Participated in the Integrated Nurse Leadership Grant and implemented unit-based councils to improve patient outcomes
- Working collaboratively with the Mental Health Division, decreased the incidents of violence in the acute psychiatric unit and developed joint policies
- Began planning for the implementation of the electronic medical record in the Emergency Department
- Received multiple grants for the Keller Center for Family Violence Intervention
- Implemented Heartmath to decrease staff stress levels and improve patient safety
- Working with the Chemo workgroup, improved chemotherapy processes and completed the “make or buy” study for chemotherapy services
- Joined and participated in CALNOC, the California Coalition for Nursing Outcomes, to improve quality in the nursing department
- Working collaboratively with the Silicon Valley Workforce Coalition, examined ways to increase the nursing workforce by the possible use of simulation labs

### Story Behind Performance

Maintaining adequate nursing staff to meet patient care requirements is a key factor in optimizing the flow of patients through the Emergency Department or clinics into the inpatient units and thus minimizing the ED diversion rate, surgery cancellation, patient transfer, and quality of care issues. The new nurse recruiter has excelled in filling many open positions with two notable exceptions, the Emergency Department and the Operating Room. Success has



been achieved in meeting the requirements for nursing ratios and will continue to be a priority.

Patient satisfaction has previously been captured annually by the PEP-C (Patients' Evaluation of Performance in California) survey instrument in the medical/surgical unit. Monthly patient surveys will now be conducted by an outside vendor to provide more timely online accessible data, enabling staff to respond more quickly to patient evaluation results.

Major challenges over the next two years will be:

- To recruit and retain adequate nursing staff for compliance 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 educate and maintain a culturally competent workforce
- To control outside labor and premium pay costs in hard-to-fill positions
- To implement patient safety-friendly technologies such as the electronic Emergency Department record and the automated medication administration system

### Program Objectives

Patient Care Services will meet performance targets by doing the following:

#### Maintain a Monthly Nursing Vacancy Rate of no more than 14%

- Conduct continuous recruitment, interviewing, hiring, and retention of nursing staff
- Continue targeted advertising and recruitment for hard-to-fill areas such as the Emergency Department and Operating Room
- Continue to utilize permanent placement registry
- Work with schools and workforce coalitions to increase the number of nursing school graduates

#### Achieve an Overall Customer Satisfaction Rating of at least 90%

- Sustain compliance with State nursing ratio requirements
- Increase opening times of the third OR as workload necessitates
- Implement plans to improve patient flow through the Emergency Department and Units

#### Service Line Expansion

- Build a unit that addresses community needs while maximizing the financial return of the empty ground floor space
- Hire a high quality staff to serve our patients
- Enhance the continuum of care

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of inpatient days	23,074	23,534	23,856	24,217	24,217
Number of surgeries	2,110	2,147	2,316	2,292	2,292
<b>How Well We Do It (Quality)</b>					
Cost per inpatient day (data development)	---	---	---	---	---
Nursing vacancy rate	12%	16%	13%	14%	14%
Nursing turnover rate (data development)	---	---	---	10%	10%
Percent of inpatient days by payor source:					
- County	15%	10%	7%	10%	10%
- Medi-Cal/Medicare	71%	75%	71%	70%	70%
- Other payor sources	14%	15%	22%	20%	20%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of patients with pneumonia that have received a pneumococcal vaccination	---	59%	95%	75%	75%
Percent of patients with congestive heart failure treated with an ACE Inhibitor	89%	100%	100%	100%	100%
Percent of customer survey respondents rating services good or better <sup>(1)</sup>	98%	97%	74%	90%	90%

<sup>(1)</sup> A Countywide customer satisfaction performance standard of 90% was established in FY 2005-06.

### Patient Care Services (6610B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	250.0	266.0	266.0	267.0	1.0	267.0
Funded FTE	206.0	219.4	219.4	225.5	6.1	225.5
<b>Total Requirements</b>	33,924,392	38,035,751	36,839,713	40,915,655	4,075,942	42,196,914
<b>Total Sources</b>	89,421,601	93,125,102	100,619,371	102,893,037	2,273,666	102,893,037
<b>Net County Cost</b>	(55,497,209)	(55,089,351)	(63,779,658)	(61,977,382)	1,802,276	(60,696,123)

### 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 Administrative and Quality Management Services budget. 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 Administrative and Quality Management Services.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of annualization of mid-year position changes and negotiated labor increases (including negotiated increases for California Nurses Association), retirement rate increases, inflation for purchased services, and inflation for supplies and other non-labor expenses. Budget adjustments in gross revenue are also included to reflect a 10% chargemaster increase to bring charges to market levels. Although the gross charges are being increased, the Medical Center realizes little net revenue gain since reimbursement from payors is based-upon pre-set contracted amounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
9,048,254	3,466,075	0	0	(5,582,179)	(1)

### 1. Oncology Positions

Two positions have been added to enhance clinical quality and patient safety. A consulting firm conducted an assessment of the Medical Center's oncology service line and recommended the addition of a staff nurse and a clinical manager who will complement the existing staff. SMMC is committed to creating a work environment that is conducive to providing high quality care to each patient. The addition of these positions will enable SMMC to uphold these standards in the provision of oncology services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	205,463	0	0	205,463	2

### 2. Adjustments to Reflect Operational Requirements

Appropriations have been added to reflect the costs of extra help, registry, benefits, supplies, equipment, and contracted services. The increases would have been greater but offsetting reductions are included to reflect the implementation of a supply chain savings strategy. These appropriations will enable the department to increase the scope and volume of services provided.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	404,404	0	0	404,404	0

### 3. Changes to Total Revenue

Adjustments to gross patient revenue have been made to align the budget to current operations. The current year revised revenue budget was based on available information in the last budget cycle that now appears to be overstated. The Medical Center is committed to increasing volumes in bed units, both emergency rooms, and surgery suites in FY 2006-07 and anticipates additional revenue over current year actuals. Additionally, the Medical Center continues to refine charges for services to ensure that they are competitive to the market.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(6,774,588)	0	0	0	6,774,588	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,273,666	4,075,942	0	0	1,802,276	1

## FY 2007–08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated increases for California Nurses Association (CNA), and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,281,259	0	0	1,281,259	0

## Clinical Ancillary and Support Services (6640B)

### Program Locator

#### County

#### Health

San Mateo Medical Center—Operating Budget  
Administrative and Quality Management Services  
Patient Care Services

#### ➤ Clinical Ancillary and Support Services

Long-Term Care Services  
Ambulatory and Medical Staff Services

standard health care benchmarks. Data is expected to be available in March 2007.

### Program Outcome Statement

Clinical Ancillary and Support Services 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 residents

### Services and Accomplishments

Clinical Ancillary and Support Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing five clinical patient treatment programs—Imaging, Laboratory, Pharmacy, Rehabilitation, Food and Nutritional Services—as well as seven support areas including Materials Management, Creative Arts Therapy, Environmental Services, Facilities and Engineering, Safety, Security, and Biomedical Engineering. SMMC medical and nursing staff is supported through provision of pre- and post-diagnostic inpatient, outpatient, and long-term care support services to residents of San Mateo County. In addition, partnerships with other County programs facilitate achievement of mutual performance objectives.

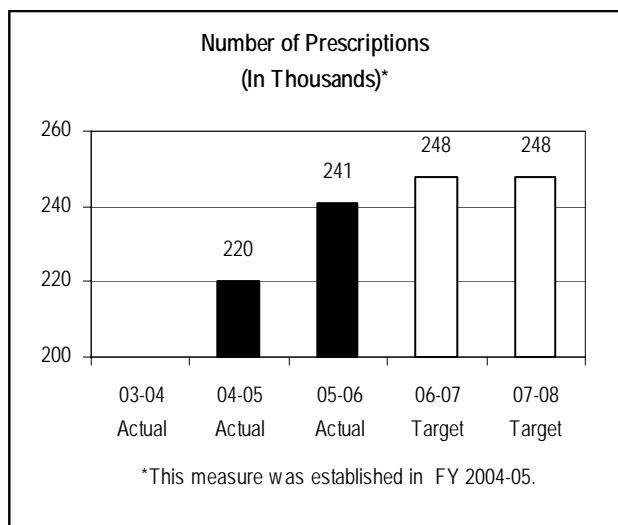
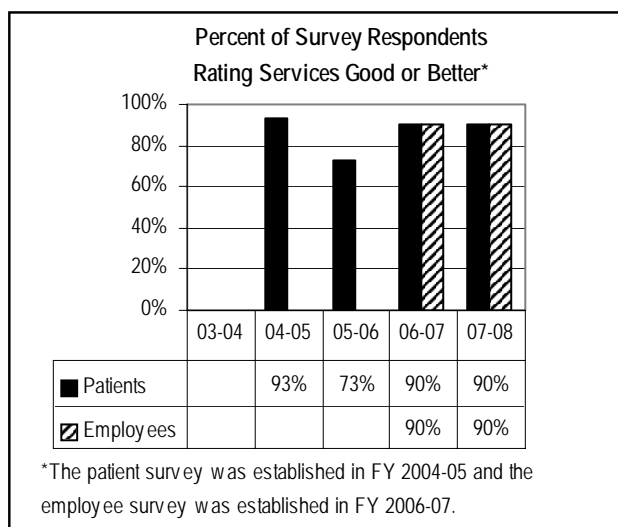
The following are major accomplishments in the current year:

- Participated in the Statewide Emergency Preparedness Drills
- Effectively concluded the bi-annual State Survey process for Mammography
- Commended by two major independent audits as having one of the lowest cost/drug expenditures amongst comparable public, private and not-for-profit medical centers
- Continued savings as pharmacy expenditures remain below budget and at-par with prior year
- Purchased and trained on replacement chemistry analyzers to provide physicians timely access to test results and reduce laboratory supply costs by bringing expensive reference tests in-house
- Implemented a formal interpreters training program and participated in a multi-collaborative roll-out of a Remote Video/Voice Medical Interpretation Project
- Successfully completed a Laboratory Joint Commission on Accreditation of Healthcare Organizations (JCAHO) survey with no recommendations; received praise for SMMCs Point of Care Testing Program

### Story Behind Performance

Clinical Ancillary and Support Services has implemented new services and expanded existing service lines to improve performance and meet patient healthcare needs. Increased outpatient services volume is being accommodated with minimal increases in staffing. Customer satisfaction of both patients and employees is monitored on a monthly basis, with results reported to

### Headline Measures



### Data Development Measures

Program staff are working on the development of a future Headline Measure that will monitor the cost per lab test. Being able to quantify the cost/unit of service will ensure operational efficiency within

various medical and staff committees via newsletters. Customer satisfaction ratings have been above 90%.

Timely patient care is an essential component of providing appropriate medical treatment. Non-invasive medical care can prevent the need for more invasive and costly surgical treatment. Maximizing operational efficiency will ensure that SMMC falls within standard health care benchmarks.

Major challenges over the next two years will be:

- To recruit and retain critical, hard-to-fill positions within limited resources and remain competitive with attractive compensation packages available at non-public hospitals
- To successfully prepare for increasingly frequent and more stringent surveys by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), Centers for Medicare and Medicaid Services (CMS), and other regulatory bodies
- To keep pace with costly and rapid changes in medical technology through selective capital investment

### Program Objectives

Clinical Ancillary and Support Services will meet performance targets by doing the following:

#### Perform 85% of OB Ultrasound Imaging Scheduling Within Two Months

- Monitor time from ordering to scheduling of exam
- Review staffing levels and recruitment to match patient volume

#### Achieve an Overall Customer Satisfaction Rating of at least 90%

- Provide results of patient satisfaction surveys to physicians, nursing staff, and departmental managers
- Develop recommendations for improving ratings

#### Implement Initial Plans for Picture Archiving and Communications Systems (PACS)

- Conduct phased implementation of the digital imaging project for transmission of large image files over a Local or Wide Area Network, enabling digital viewing and storage of radiology images
- Purchase/Lease technology for the initial rollout of PACS in MRI, CT, and Mammography

#### Develop an Action Plan to Improve Productivity and Turnaround Time within the Laboratory

- Evaluate Work flow
- Cross-train staff
- Continue with recruitment efforts for hard-to-fill positions

#### Implement Multidisciplinary Nutritional Patient Care Plan

- Establish workflow that links all disciplines to development of nutritional care plans
- Implement a system connecting all aspects of food and nutrition services, from purchasing, and menus to dietary requirements

#### Increase Compliance with Point of Care Testing (POCT) Protocols

- Educate staff on POCT policies and procedures

- Develop strategies to track staff compliance

#### Review Opportunities to Collaborate with other County Agencies to Expand Drug Savings Programs

- Examine Correctional Health services and develop recommendations
- Assess Burlingame Long-Term Care (BLTC) drug budget

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of lab tests	304,245	297,841	306,888	307,600	307,600
Number of imaging procedures	41,421	42,248	49,615	49,700	49,700
Number of prescriptions	---	220,010	241,019	248,000	248,000
<b>How Well We Do It (Quality)</b>					
Cost per lab test (data development)	---	---	---	---	---
Cost per imaging procedure (data development)	---	---	---	---	---
Cost per prescription (data development)	---	---	---	---	---
Employee vacancy rate in Ancillary and Support Services	---	---	9.65%	13.3%	13.3%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of customer survey respondents rating services good or better <sup>(1)</sup>					
- Patients	---	---	73%	90%	90%
- Employees	---	---	---	90%	90%

<sup>(1)</sup> A Countywide customer satisfaction performance standard of 90% was established in FY 2005-06.

### Clinical Ancillary and Support Services (6640B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>Salary Resolution</b>	232.0	242.0	242.0	246.0	4.0	246.0
<b>Funded FTE</b>	228.2	233.5	233.5	240.5	7.0	240.5
<b>Total Requirements</b>	40,985,793	41,527,578	44,254,853	44,007,680	(247,173)	44,541,325
<b>Total Sources</b>	70,534,985	71,405,257	80,138,701	75,051,217	(5,087,484)	75,051,217
<b>Net County Cost</b>	(29,549,192)	(29,877,679)	(35,883,848)	(31,043,537)	4,840,311	(30,509,892)

#### 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 Administrative and Quality Management Services budget. Clinical 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 negotiated or pre-determined rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of annualization of mid-year position changes and negotiated labor increases, retirement rate increases, inflation for purchased services, and inflation for supplies and other non-labor expenses. These appropriation additions will ensure that SMMC has the resources to provide high quality care. Budget adjustments in gross revenue are also included to reflect a 10% chargemaster increase to bring charges to market levels. Although the gross charges are being increased, the Medical Center realizes little net revenue gain since reimbursement from payors is based upon pre-set contracted amounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
6,347,946	1,304,014	0	0	(5,043,932)	1

### 2. Adjustments to Reflect Operational Requirements

Appropriations have been adjusted to reflect reductions in contract services and supplies due to operational changes and lower volumes. There are also reductions that are included to reflect the implementation of a supply chain savings strategy.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(1,463,025)	0	0	(1,463,025)	0

### 3. Conversion of Extra Help Positions

Two Food Service Worker I positions have been added that were previously covered by extra help. The new positions are partially offset by a reduction in Extra Help in the Food and Nutrition Services' budget. One part-time Community Program Specialist II has been added in Trials and Research that was previously covered by extra help. The new position is fully offset by the deletion of one vacant Admin Secretary I.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	155,591	0	0	155,591	3
0	(114,001)	0	0	(114,001)	(1)

### 4. Administrative Assistant

Appropriations are included to expand the Medical Center Pharmacy's Patient Assistance Program with the addition of an Administrative Assistant II. The Patient Assistance Program assists patients on the WELL program in applying for free drugs directly from manufacturers. This relieves the Medical Center and County from bearing the cost of these drugs. The addition of an Administrative Assistant II will result in significant savings to offset the salary and benefit cost of the position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(139,199)	0	0	(139,199)	1

### 5. Miscellaneous Adjustments

Adjustments to gross patient revenue have been made to align the budget to current operations. The current year revised revenue budget was based on available information in the last budget cycle that now appears to be overstated. The Medical Center continues to refine charges for services to ensure that they are competitive to the market.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(11,435,430)	9,447	0	0	11,444,877	0



## TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(5,087,484)	(247,173)	0	0	4,840,311	4

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated increases for California Nurses Association (CNA), and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	533,645	0	0	533,645	0

## Long-Term Care Services (6680B)

### Program Locator

County

Health

San Mateo Medical Center—Operating Budget

Administrative and Quality Management Services

Patient Care Services

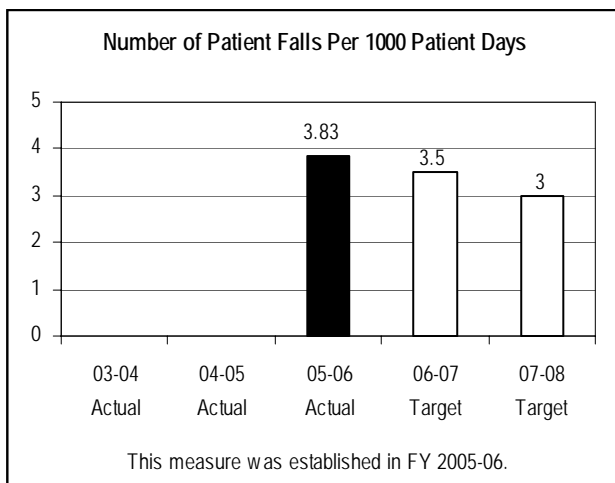
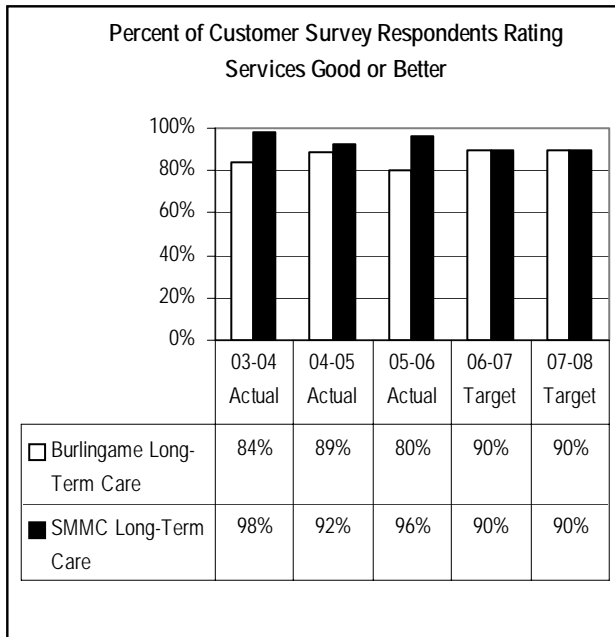
Clinical Ancillary and Support Services



**Long-Term Care Services**

Ambulatory and Medical Staff Services

### Headline Measures



### 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

LTC Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by operating two Distinct Part Skilled Nursing Facilities (SNF) providing long-term nursing care and rehabilitation on a 24/7 basis. The two campuses have a combined licensed occupancy of 345 beds—SMMC Long-Term Care 1AB with 64 beds and Burlingame Long-Term Care (BLTC) with 281 beds. Both campuses provide 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 campuses in annual State Department of Health Services annual surveys, with no substandard care identified
- Maintained Average Daily Census (ADC) at the BLTC campus of 250
- Maintained a physical restraint-free environment at both campuses
- Maintained an attack rate of less than 5% through infection control surveillance
- Continued upgrade of the BLTC physical plant

### Story Behind Performance

The delivery of care is continually monitored through the quality improvement process by the nursing staff, together with other members of an interdisciplinary team. Customer satisfaction surveys are given annually. The satisfaction rating is currently 90% at BLTC and 97% at SMMC LTC. The long-range goal is to sustain customer satisfaction ratings of at least 90% at both campuses.

Headline Measure 2 tracks an important goal of Long-Term Care Services—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. Implementation of the Falling Leaves program has reinforced and improved these preventive measures. LTC Services consistently has a lower percentage of patient falls than the State average of 7%.

Major challenges over the next two years will be:

- To build and maintain the necessary patient census volume at BLTC to meet projections and budgetary requirements
- To hire and retain qualified staff at all levels
- 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 Objectives

Long-Term Care Services will meet performance targets by doing the following:

#### Achieve an Overall Customer Satisfaction Rating of at least 90% at Both Campuses

- Review prior survey results and develop/monitor corrective plans
- Ensure all systems and programs are in place to meet patient safety and regulatory requirements
- Develop dementia and acute rehabilitation programs at both campuses

#### Reduce Patient Falls at SMMC and BLTC Campuses

- Continue the success of the Falling Leaves program in identifying residents who are at greater risk of falls
- Continue to 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

#### Increase Occupancy to 260 at BLTC

- Implement the operational plan for campus management
- Develop community contacts for promotion of available services

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Average daily census:					
- Burlingame Long-Term Care	175	229	246	260	260
- SMMC Long-Term Care	59	58	56	60	60
<b>How Well We Do It (Quality)</b>					
Cost per patient day (data development)	---	---	---	---	---
Employee vacancy rate in Long-Term Care Services	---	---	9.1%	12%	12%
<b>Is Anyone Better Off? (Outcome)</b>					
Number of patient falls per 1000 patient days	---	---	3.83	3.5	3
Percent of customer survey respondents rating services good or better: <sup>(1)</sup>					
- Burlingame Long-Term Care	84%	89%	80%	90%	90%
- SMMC Long-Term Care	98%	92%	96%	90%	90%

<sup>(1)</sup> A Countywide customer satisfaction performance standard of 90% was established in FY 2005-06.

### Long-Term Care Services (6680B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	259.0	294.0	294.0	292.0	(2.0)	292.0
Funded FTE	206.2	222.8	222.8	228.6	5.8	228.6
<b>Total Requirements</b>	23,395,609	26,776,609	22,646,182	26,369,901	3,723,719	27,300,069
<b>Total Sources</b>	64,536,582	69,673,590	70,316,381	80,979,024	10,662,643	80,979,024
<b>Net County Cost</b>	(41,140,973)	(42,896,981)	(47,670,199)	(54,609,123)	(6,938,924)	(53,678,955)

### 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 Administrative and Quality Management Services budget. 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 negotiated or pre-determined rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of annualization of mid-year position changes and negotiated labor increases (including negotiated increases for California Nurses Association), retirement rate increases, inflation for purchased services, and inflation for supplies and other non-labor expenses. Budget adjustments in gross revenue are also included to reflect a 10% chargemaster increase to bring charges to market levels. Although the gross charges are being increased, the Medical Center realizes little net revenue gain since reimbursement from payors is based upon pre-set contracted amounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
6,858,617	1,803,732	0	0	(5,054,885)	(2)

### 2. Adjustments to Reflect Operational Requirements

Appropriations have been added to reflect the cost of increased volume, enhanced security, on-going maintenance, and facility leases. Appropriations for registry and overtime labor have been increased to reflect actual operational experience. Increased patient volume will require additional supplies and equipment. Appropriations for BLTC have been increased due to the ongoing need for repairs and maintenance. These appropriations will provide the additional resources needed by staff to care for more patients in a safe environment and facility.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,919,987	0	0	1,919,987	0

### 3. Adjustments to Gross Patient Revenue

Adjustments to gross patient revenue have been made to reflect the 10% chargemaster increase for FY 2006-07 and the growth in volume for current year levels. The Medical Center is committed to increasing occupancy at BLTC to an average daily census of 260 in FY 2006-07 and anticipates additional revenue. Additionally, the Medical Center continues to refine charges for services to ensure that they are competitive to the market.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,804,026	0	0	0	(3,804,026)	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
10,662,643	3,723,719	0	0	(6,938,924)	(2)

## FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated increases for California Nurses Association (CNA), and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	930,168	0	0	582,640	0

## Ambulatory and Medical Staff Services (6850B)

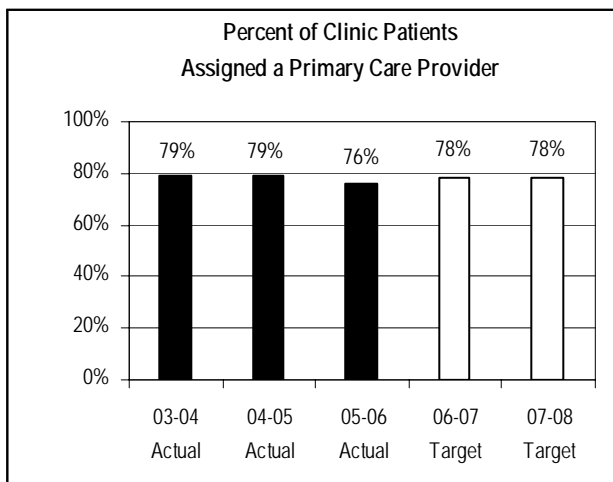
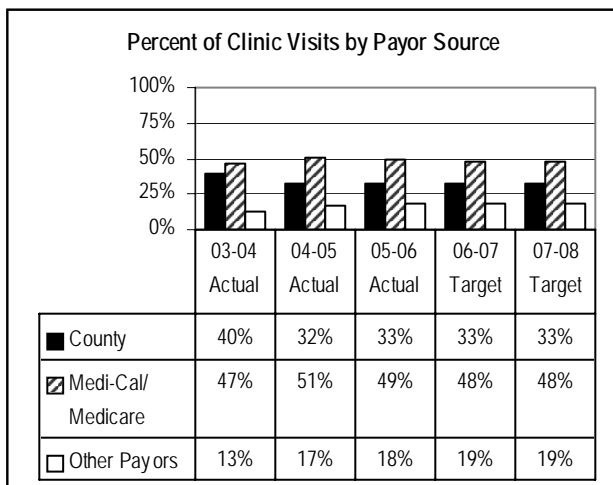
### Program Locator

#### County

San Mateo Medical Center—Operating Budget  
 Administrative and Quality Management Services  
 Patient Care Services  
 Clinical Ancillary and Support Services  
 Long-Term Care Services

#### ► Ambulatory and Medical Staff Services

### Headline Measures



### Program Outcome Statement

Ambulatory and Medical Staff Services provides high quality, patient-focused outpatient healthcare 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 healthcare, including those to whom doors have traditionally been closed, resulting in improved health and well-being throughout the county.

### Services and Accomplishments

Ambulatory and Medical Staff Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by operating 12 clinics throughout the County that provide primary healthcare, preventive services, and limited public health services. Geographically, this includes three North County Clinics (Daly City, South San Francisco, and Daly City Youth Clinic); four Mid-County clinics (39<sup>th</sup> Avenue Main Campus, Ron Robinson Senior Care Center, Edison, and Coastsides); and five South County clinics (Willow, Belle Haven, Fair Oaks Adult Clinic, Fair Oaks Children's Clinic, and Sequoia Teen Wellness Center). At the 39<sup>th</sup> Avenue Main Campus Clinics, 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 Staff Services also includes the Methadone Treatment Program located in Menlo Park, which serves approximately 300 clients daily.

The following are the major accomplishments in the current year:

- Completed a six-month, grant-funded project to improve clinic flow in four of the largest clinics, by reducing clinic "cycle" time from 110 minutes to under 60 minutes
- Received statewide recognition for an innovative diabetes care project at the Main Campus Clinic that involved the use of group patient visits, nurse education, and a computerized registry
- Received a technology grant to improve asthma care for children in the South County that involves giving donated cell phones to children with asthma, so that they can electronically input their disease status to clinic nurses, in order to intervene early and avoid hospitalizations
- Continued to expand visits and services to the county's vulnerable senior population, through the Ron Robinson Senior Care Center
- Succeeded in getting extended funding from the National Institutes of Health to expand an innovative nurse case management approach to cardiovascular risk reduction at four clinics

- Completed a system-wide pediatric immunization registry to ensure children receive all their immunizations. This registry has formed the nucleus of a countywide initiative to link all pediatricians' offices through this database to provide seamless care for children coming in and out of the Medical Center's system of care
- Implemented a County Manager's Office initiative to screen all clinic patients for proof of eligibility for the County's indigent WELL program

### Story Behind Performance

Ambulatory and Medical Staff Services provides high quality care to 40,000 individuals each year in approximately 200,000 visits. 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 seemingly 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."

Assignment of a Primary Care Provider to clinic patients, is an important indicator of quality and coordination of care. This is a major principle of "managed care" that has shown reduction in health care costs by ensuring that the use of specialty care and procedures is managed by a primary care provider. The Medical Center has applied this "best practice" of the private medical sector to its uninsured population as well. 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 primary care provider assignment in recent years, from 43% in the baseline year 2003 to nearly 80% this last year.

Identifying external payor sources outside the County's indigent program is 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.

Major challenges over the next year continue to 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 Objectives

Ambulatory and Medical Services will meet performance targets by doing the following:

#### Assign 78% 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 67%

- Educate staff at all levels on the eligibility and requirements of all available payor programs
- Monitor the accuracy of payor plan assignment through quality control of patient registrations

#### Achieve a Customer Satisfaction Rating of 90%

- 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 area of service recovery and complaint resolution

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of clinic outpatient visits	206,152	216,879	210,605	213,000	213,000
Number of Senior Center visits <sup>(1)</sup>	988	6,383	8,770	8,096	8,096
<b>How Well We Do It (Quality)</b>					
Cycle time (in minutes) (data development)	---	---	---	60	60
Employee vacancy rate in Ambulatory and Medical Staff Services	---	---	9.14%	7.8%	7.8%
Percent of clinic visits by payor:					
- County	40%	32%	33%	33%	33%
- Medi-Cal/Medicare	47%	51%	49%	48%	48%
- Other Payor Sources	13%	17%	18%	19%	19%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of customer survey respondents rating services good or better <sup>(2)</sup>	92%	92%	92%	90%	90%
Percent of clinic patients assigned a Primary Care Provider (PCP)	79%	79%	76%	78%	78%

<sup>(1)</sup> Ron Robinson Senior Center opened in March 2004.

<sup>(2)</sup> A Countywide customer satisfaction performance standard of 90% was established in FY 2005-06.

### Ambulatory and Medical Staff Services (6850B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	300.0	311.0	311.0	316.0	5.0	316.0
Funded FTE	278.9	285.9	285.9	287.8	2.0	287.8
<b>Total Requirements</b>	30,681,739	32,110,069	34,255,775	36,369,304	2,113,529	37,193,226
<b>Total Sources</b>	51,385,519	56,014,840	59,450,965	60,175,795	724,830	60,175,795
<b>Net County Cost</b>	(20,703,780)	(23,904,771)	(25,195,190)	(23,806,491)	1,388,699	(22,982,569)

### 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 Administrative and Quality Management Services budget. Ambulatory and Medical Staff 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 negotiated or pre-determined rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of annualization of mid-year position changes and negotiated labor increases (including negotiated increases for California Nurses Association), retirement rate increases, inflation for purchased services, and inflation for supplies and other non-labor expenses. Budget adjustments in gross revenue are also included to reflect a 10% chargemaster increase to bring charges to market levels. Although the gross charges are being increased, the Medical Center realizes little net revenue gain since reimbursement from payors is based upon pre-set contracted amounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,896,948	1,889,736	0	0	(3,007,212)	1

### 2. Transfer of Belle Haven Clinic

The operations of the Belle Haven Clinic will be transferred from San Mateo Medical Center to the Ravenswood Family Health Center; therefore the budget for Belle Haven will be eliminated. There is no net change in revenue and appropriations as all staff and funding will be transferred to another SMMC clinic, adding to the productivity and revenue of that clinic.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(641,705)	(363,534)	0	0	278,171	0
641,705	363,534	0	0	(278,171)	0

### 3. Conversion of Extra Help Positions

Three Extra Help positions have been converted to meet clinic operations. One Medical Services Assistant II (MSA II), one Medical Office Assistant II (MOA II), and one part-time Staff Physician have been added. The Staff Physician and MSA II have been added to serve the growing volume in the Pediatric Clinic where 90% of the visits have a revenue source. The clinic has used Extra Help to serve additional volume which is currently 5% above forecast. The MOA II position has been added to serve the growing volume and expansion of services in the Dental Clinic. An Extra Help position was originally created to provide minimal administrative support. However, the growth of the clinic has necessitated a full time position. Extra Help appropriations were eliminated to fund the base salary for each position. The addition of these positions will enable SMMC to uphold standards of clinic care in these respective clinics.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	20,401	0	0	20,401	3

### 4. Adjustments to Reflect Operational Requirements

Appropriations have been added to reflect the costs of extra help, supplies, equipment, and contracted services. The increases would have been greater but offsetting reductions are included to reflect the implementation of a supply chain savings strategy. These appropriations will enable the department to increase the scope and volume of services provided.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	238,138	0	0	238,138	0

### 5. Position Adjustments

Several positions are being added and deleted to meet clinic operations. The following vacant positions are being deleted: one Administrative Assistant II, one part-time Supervising Physician, one part-time Nurse Practitioner, one Radiologic Tec III, one Physician's Assistant, one Staff

Nurse, and one Utility Worker II . The following positions are being added: one Management Analyst I, one Medical Program Manager, three part-time Staff Physicians, one Charge Nurse, and one Patient Services Supervisor. Appropriations are also included to split an existing Registered Nurse position at the Mike Nevin Health Center into one 0.5 FTE Registered Nurse and one 0.5 FTE Nurse Practitioner. The increase in salary and benefit costs will be offset by increased revenue generated through patient billing by the addition of the Nurse Practitioner.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
16,209	(59,746)	0	0	(75,955)	1

#### 6. Extra Help Funding

The Mike Nevin Health Center is receiving a grant from the Hewlett Foundation to fund a part-time MSA II position. The position will be hired as Extra Help and will be funded by the grant over two years. The increase in funding will enable the clinic to support the expected increase in patient utilization and workload.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
25,000	25,000	0	0	0	0

#### 7. Changes to Total Revenue

Adjustments to gross patient revenue have been made to reflect the 10% chargemaster increase for FY 2006-07 and the growth in volume for current year levels. Clinic volume will increase by 4% in FY 2006-07 which will generate additional revenue. Overall, revenues will decrease to adjust for aggressive volume and revenue targets in the current year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(4,213,327)	0	0	0	4,213,327	0

#### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
724,830	2,113,529	0	0	1,388,699	5

#### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated increases for California Nurses Association (CNA), and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	823,922	0	0	823,922	0

## Medical Center Capital Purchases (6750D)

### Budget Unit Locator

County

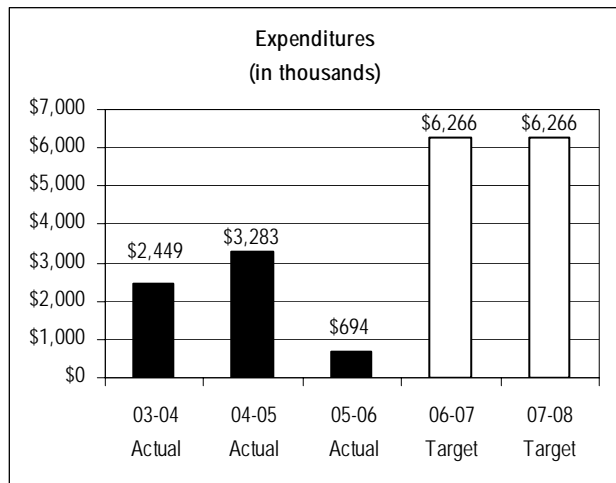
Health

San Mateo Medical Center

➤ **Medical Center Capital Purchases**

### Budget Unit Description

A separate budget unit for capital purchases has been established by the Medical Center. These expenditures were previously shown as Fixed Assets appropriations within the operating budget of the Medical Center.



### Net County Cost

There is no Net County Cost associated with the Medical Center's capital appropriations. Funding is currently provided by Hospital Foundation, federal grants, and bond proceeds.

### FY 2006-07 Funding Adjustments

#### 1. Elimination of Capital Projects Budget

All one-time capital projects and purchases were eliminated.

Revenue/Sources	(11,470,000)
Appropriations	(11,470,000)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

#### 2. Adjustment to Capital Projects Budget

Capital appropriations are added as a September Revision to cover capital equipment, information technology projects, and facility projects/upgrades. Additional revenue from the Hospital Foundation, federal grants, and bond proceeds offset these capital costs.

Revenue/Sources	6,266,000
Appropriations	6,266,000
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

### TOTAL FY 2006-07 FUNDING ADJUSTMENTS

Revenue/Sources	(5,204,000)
Appropriations	(5,204,000)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

### FY 2007-08 Funding Adjustments

No change.

Medical Center Capital Purchases (6750D)  
 Medical Center Enterprise Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	3,026,317		3,800,000	800,000	(3,000,000)	800,000
Interfund Revenue		665,810		3,656,000	3,656,000	3,656,000
Miscellaneous Revenue	256,425	28,164	7,670,000	1,810,000	(5,860,000)	1,810,000
<b>TOTAL SOURCES</b>	<b>3,282,742</b>	<b>693,974</b>	<b>11,470,000</b>	<b>6,266,000</b>	<b>(5,204,000)</b>	<b>6,266,000</b>
<b>REQUIREMENTS</b>						
Services and Supplies	653,185	103,470	850,000		(850,000)	
Other Charges	862,975		800,000		(800,000)	
Fixed Assets	793,811	(22)	4,820,000	6,256,000	1,436,000	6,256,000
Other Financing Uses	972,771	590,526	5,000,000	10,000	(4,990,000)	10,000
<b>TOTAL REQUIREMENTS</b>	<b>3,282,742</b>	<b>693,974</b>	<b>11,470,000</b>	<b>6,266,000</b>	<b>(5,204,000)</b>	<b>6,266,000</b>

## Contributions to Medical Center (5850D)

### Budget Unit Locator

County

Health

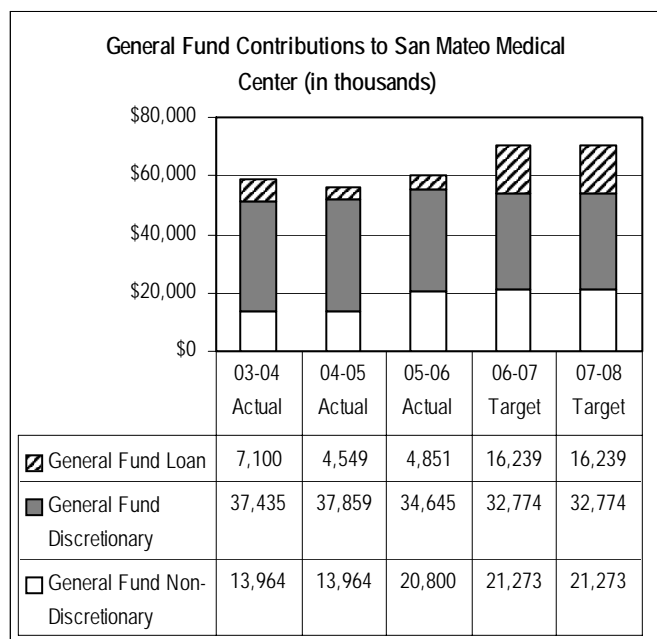
San Mateo Medical Center

► **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 228-bed acute and long-term care hospital, twelve clinics and the 281-bed Burlingame Long Term Care skilled nursing facility. The General Fund contribution to SMMC is made up of a loan, discretionary, and non-discretionary funding.

For FY 2006-07, a \$16,238,630\* General Fund loan is being provided to the Medical Center to balance the Medical Center operating budget. Discretionary funds include Tobacco Settlement funds, Realignment Vehicle License Fees (VLF) and funding in excess of mandated maintenance-of-effort (MOE) or local match requirements. Non-discretionary funds include Realignment MOE and Medi-Cal Waiver funding.



\*The FY 2006-07 General Fund loan is reduced by \$4 million (to \$12,238,630) due to the Medical Center's receipt of \$8 million for the Health Plan of San Mateo intergovernmental transfer, and the reimbursement of \$4 million to the General Fund.

### Net County Cost

The portion of this budget unit's FY 2006-07 Adopted Budget that is Net County Cost (NCC) and is funded by the General Fund is \$50,979,343 or 73%. The NCC is funded by local general purpose revenue in the General Fund such as property tax and sales tax.

### FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

#### 1. Adjustments to Revenue Sources and Contribution Amounts

Realignment VLF revenues have been increased. Budgeted contributions have also been increased to balance the Medical Center operating budget, including retirement rate and negotiated salary increases.

Revenue/Sources	233,338
Appropriations	16,238,630
Intrafund Transfers	0
Reserves	0
Net County Cost	16,238,630
Positions	0

### FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

#### 2. Adjustments to Revenue Sources and Contribution Amounts

Realignment VLF revenues have been increased. The General Fund loan to the Medical Center is increased to cover negotiated increases for California Nurses Association (CNA).

Revenue/Sources	369,100
Appropriations	1,896,679
Intrafund Transfers	0
Reserves	0
Net County Cost	1,527,579
Positions	0

Contributions to Medical Center (5850D)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	19,191,081	13,277,939	11,880,187	12,113,525	233,338	12,482,625
Miscellaneous Revenue	6,976,004	6,533,886	7,193,499	7,193,499		7,193,499
<b>TOTAL SOURCES</b>	<b>26,167,085</b>	<b>19,811,825</b>	<b>19,073,686</b>	<b>19,307,024</b>	<b>233,338</b>	<b>19,676,124</b>
<b>REQUIREMENTS</b>						
Services and Supplies	15,012,150	15,693,102	8,670,833	20,172,509	11,501,676	20,172,509
Other Charges	4,549,152	4,850,926				
Other Financing Uses	43,152,000	39,752,387	45,376,904	50,113,858	4,736,954	52,010,537
<b>TOTAL REQUIREMENTS</b>	<b>62,713,302</b>	<b>60,296,415</b>	<b>54,047,737</b>	<b>70,286,367</b>	<b>16,238,630</b>	<b>72,183,046</b>
<b>NET COUNTY COST</b>	<b>36,546,217</b>	<b>40,484,590</b>	<b>34,974,051</b>	<b>50,979,343</b>	<b>16,005,292</b>	<b>52,506,922</b>

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*Children, Youth  
and  
Family Services*



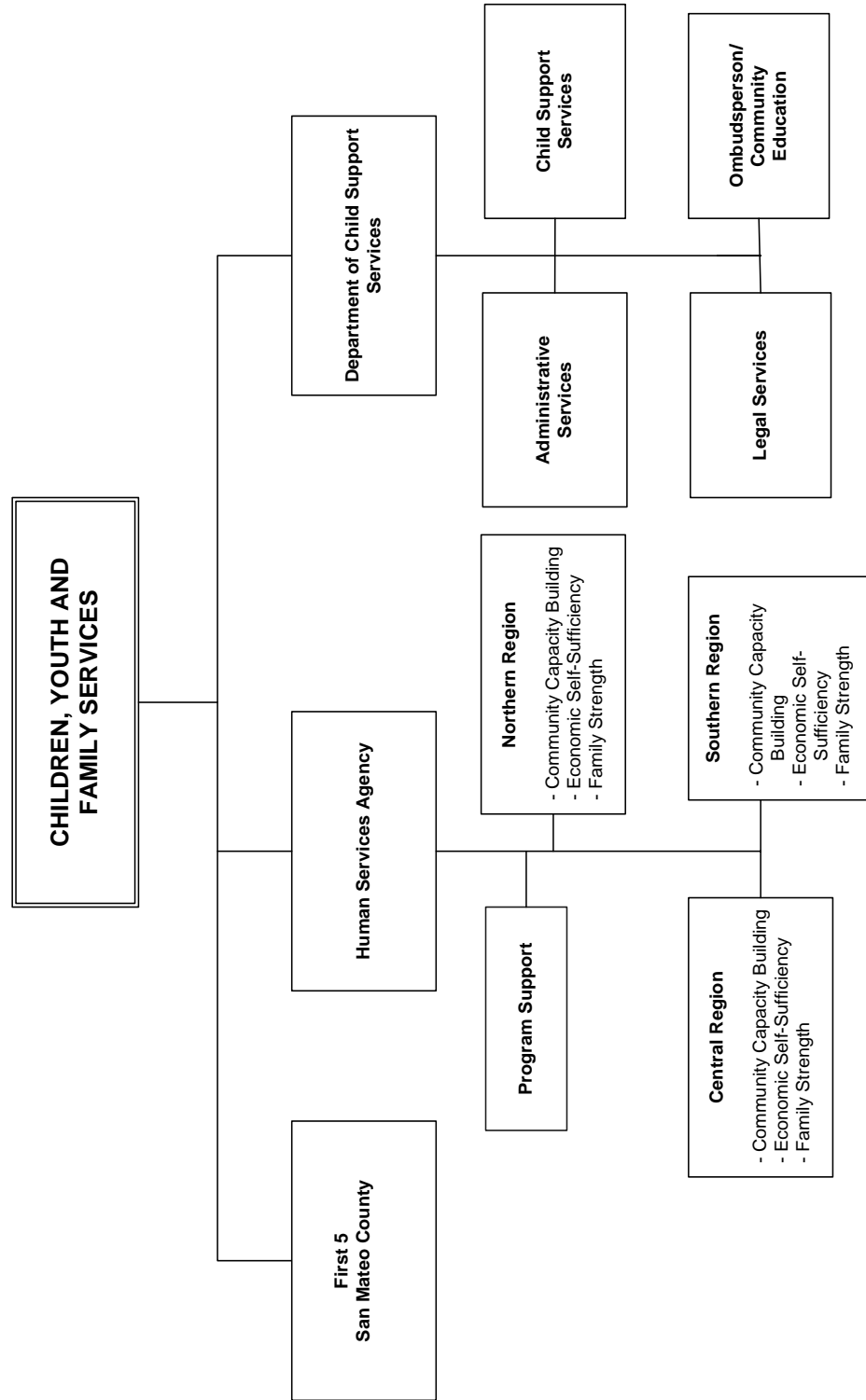
*Adopted Budget  
FY 2006-07  
FY 2007-08*





People	<p><b>Realize the potential of our diverse population.</b></p> <ol style="list-style-type: none"> <li>1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.</li> <li>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.</li> </ol> <p><b>Provide equal access to educational opportunity.</b></p> <ol style="list-style-type: none"> <li>3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.</li> <li>4. Residents have many educational and training opportunities beyond high school.</li> </ol> <p><b>Ensure basic health and safety for all.</b></p> <ol style="list-style-type: none"> <li>5. Residents have access to healthcare and preventive care.</li> <li>6. Children grow up healthy in safe and supportive homes and neighborhoods.</li> <li>7. Maintain and enhance the public safety of all residents and visitors.</li> <li>8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.</li> </ol>
Place	<p><b>Offer a full range of housing choices.</b></p> <ol style="list-style-type: none"> <li>9. Housing exists for people at all income levels and for all generations of families.</li> </ol> <p><b>Redesign our urban environment to increase vitality, expand variety and reduce congestion.</b></p> <ol style="list-style-type: none"> <li>10. Public transportation choices that are convenient, affordable, accessible and safe.</li> <li>11. New housing is clustered with jobs and commercial services along transportation corridors.</li> <li>12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.</li> </ol> <p><b>Preserve and provide people access for our natural environment.</b></p> <ol style="list-style-type: none"> <li>13. Fixing the boundary between open space and development protects the quality of the natural environment.</li> <li>14. Important natural resources are preserved and enhanced through environmental stewardship.</li> <li>15. Residents have nearby access to green space, such as parks and recreational opportunities.</li> </ol>
Prosperity	<p><b>Create opportunities for every household to participate in our prosperity.</b></p> <ol style="list-style-type: none"> <li>16. Residents hold the majority of jobs created in the county.</li> <li>17. All households experience real gains in income.</li> </ol> <p><b>Sow the seeds of our future prosperity.</b></p> <ol style="list-style-type: none"> <li>18. San Mateo County attracts and maintains leading-edge industries.</li> <li>19. The skill level of new workers rises with improved K-12 education and training options.</li> </ol>
Partnerships	<p><b>Responsive, effective and collaborative government.</b></p> <ol style="list-style-type: none"> <li>20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.</li> <li>21. County employees understand, support and integrate the County vision and goals into their delivery of services.</li> <li>22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.</li> </ol> <p><b>Leaders work together across boundaries to preserve and enhance our quality of life.</b></p> <ol style="list-style-type: none"> <li>23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.</li> <li>24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.</li> <li>25. Residents express their support for regional, collaborative approaches to issues.</li> </ol>

# CHILDREN, YOUTH AND FAMILY SERVICES



## Children, Youth and Family Services FY 2006-07 and 2007-08 All Funds Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>General Fund Budgets</b>						
Department of Child Support Services	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555
Human Services Agency	160,061,290	170,883,564	191,218,025	200,383,140	9,165,115	199,324,512
<b>Total General Fund</b>	<b>171,213,197</b>	<b>181,947,554</b>	<b>202,687,576</b>	<b>211,885,144</b>	<b>9,197,568</b>	<b>210,764,067</b>
<b>Non-General Fund Budgets</b>						
First 5 San Mateo County*	46,912,294	49,853,345	48,459,828	51,162,081	2,702,253	46,508,896
<b>Total Non-General Fund</b>	<b>46,912,294</b>	<b>49,853,345</b>	<b>48,459,828</b>	<b>51,162,081</b>	<b>2,702,253</b>	<b>46,508,896</b>
<b>Total Requirements</b>	<b>218,125,491</b>	<b>231,800,899</b>	<b>251,147,404</b>	<b>263,047,225</b>	<b>11,899,821</b>	<b>257,272,963</b>
<b>Total Sources</b>	<b>202,093,346</b>	<b>212,754,084</b>	<b>228,803,549</b>	<b>236,905,764</b>	<b>8,102,215</b>	<b>230,117,715</b>
<b>Net County Cost</b>	<b>16,032,145</b>	<b>19,046,815</b>	<b>22,343,855</b>	<b>26,141,461</b>	<b>3,797,606</b>	<b>27,155,248</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	860.0	915.0	915.0	957.0	42.0	957.0
Funded FTE	852.7	898.4	898.0	940.4	42.4	940.4

\*For information only; First 5 San Mateo County is a non-County fund.

## First 5 San Mateo County (1950B)

### Budget Unit Locator

#### County

Children, Youth and Family Services



#### First 5 San Mateo County

Department of Child Support Services

Human Services

### 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 Director of the Human Services Agency, the County Superintendent of Schools, the Chief of Pediatrics of the San Mateo Medical Center, the County Manager or his/her designee, and four public members appointed by the Board of Supervisors from the fields of early childhood education health care and family support.

First 5 San Mateo County 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 multi-layered approach to funding allows for planning new and innovative programs, launching large-scale strategic initiatives, and providing ongoing support to existing grantees.

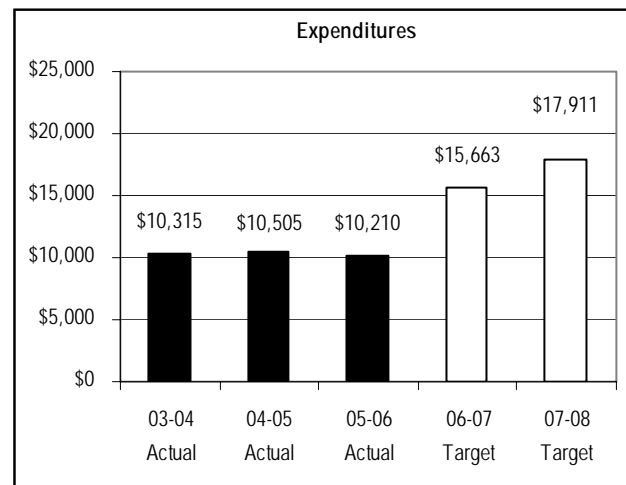
To date, First 5 San Mateo County has invested over \$47 million in young children throughout the county. Of this amount, 62% has been awarded to 44 programs through First 5 San Mateo County's Request for Proposal process, in direct response to the needs of the community. The remaining 38% has been invested through strategic initiatives and special projects.

First 5 San Mateo County began 2005 with the successful launch of *Preschool for All San Mateo County* – an effort to make preschool services universally available in the two initial target communities of the Redwood City and Ravenswood School Districts. *Preschool for All San Mateo County* opened its first classrooms in March 2005 and is currently serving almost 600 preschoolers in diverse settings.

Additional Strategic Initiatives of First 5 San Mateo County include: Prenatal-to-Three's home visiting component (Phase I of the Early Brain Development Initiative), the Children's Health Initiative and SmartKids (Child Care Facilities Expansion Fund). Home visits, health screenings, and long-term case management services are provided to at-risk families with young children through the Prenatal-

to-Three program's home visiting component. Access to quality health care is available for all children residing in San Mateo County through the Children's Health Initiative. Between July 2003 and June 2005, more than 4,500 children have been enrolled into one of three health insurance programs for low-income families. Furthermore, the supply of high quality care for young children has been increased by 800 spaces since the inception of SmartKids.

First 5 San Mateo County 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.



### 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 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments to Revenue include: an increase in Preschool for All funding to support universal preschool programs for children 3 to 4 years old in two communities in the County; funding for the fourth year of implementation of the School Readiness Initiative; and elimination of funding from Packard Foundation for a special project that ended in FY 2004-05. Other adjustments include: merit increases; annualization of mid-year position changes and negotiated labor increases; and retirement rate increases, which are offset by reductions in general office supply accounts and decreased use of outside consultant services.

Revenue/Sources	2,702,253
Appropriations	(135,787)
Intrafund Transfers	64,651
Reserves	2,773,389
Net County Cost	0
Positions	0

## FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments to revenue include continued funding for the School Readiness Initiative and Preschool for All Program. Revenue also reflects a continuing decline in tobacco tax revenue and interest earnings, as anticipated. Increases for salary and benefits are due to: merit increases; negotiated labor increases and higher benefit costs. A slight increase is reflected in operating costs.

Revenue/Sources	(4,653,671)
Appropriations	2,248,166
Intrafund Transfers	0
Reserves	(6,901,837)
Net County Cost	0
Positions	0

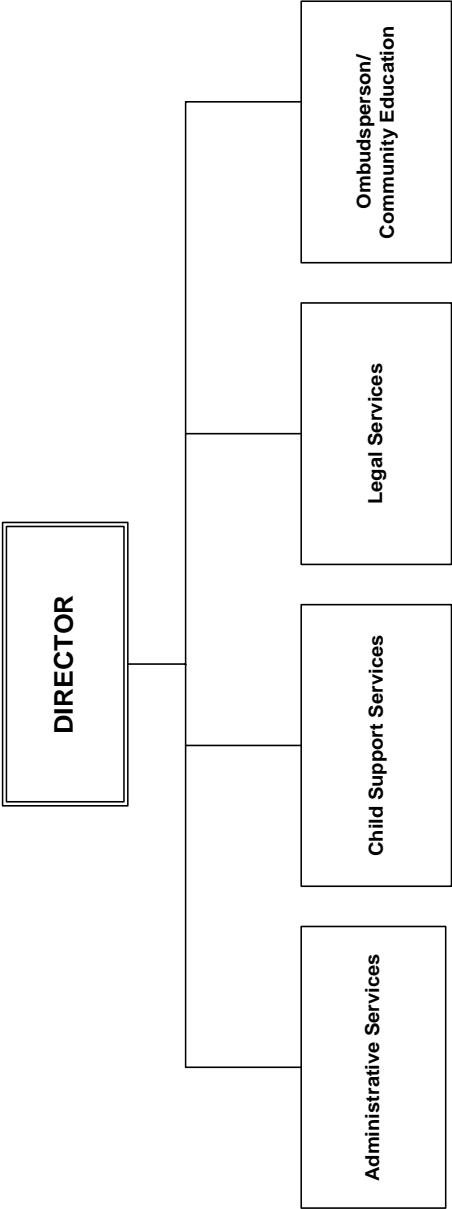
First 5 San Mateo County (1950B)  
First 5 Fund (Information Only)

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	1,004,508	1,327,544	800,000	1,012,000	212,000	900,000
Intergovernmental Revenues	11,343,876	10,868,023	10,002,051	10,406,448	404,397	10,224,232
Miscellaneous Revenue	139,445	1,256,775	1,250,000	100,000	(1,150,000)	100,000
<b>Total Revenue</b>	<b>12,487,829</b>	<b>13,452,342</b>	<b>12,052,051</b>	<b>11,518,448</b>	<b>(533,603)</b>	<b>11,224,232</b>
Fund Balance	34,424,465	36,401,004	36,407,777	39,643,633	3,235,856	35,284,664
<b>TOTAL SOURCES</b>	<b>46,912,294</b>	<b>49,853,346</b>	<b>48,459,828</b>	<b>51,162,081</b>	<b>2,702,253</b>	<b>46,508,896</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	874,903	918,872	1,026,543	1,163,772	137,229	1,211,119
Services and Supplies	2,050,200	2,266,361	3,514,061	1,358,838	(2,155,223)	1,064,115
Other Charges	7,579,414	7,024,478	11,257,750	13,139,957	1,882,207	15,635,985
<b>Gross Appropriations</b>	<b>10,504,518</b>	<b>10,209,712</b>	<b>15,798,354</b>	<b>15,662,567</b>	<b>(135,787)</b>	<b>17,911,219</b>
Intrafund Transfers			(64,651)		64,651	
<b>Net Appropriations</b>	<b>10,504,518</b>	<b>10,209,712</b>	<b>15,733,703</b>	<b>15,662,567</b>	<b>(71,136)</b>	<b>17,911,219</b>
Non-General Fund Reserves	36,407,776	39,643,633	32,726,125	35,499,514	2,773,389	28,597,677
<b>TOTAL REQUIREMENTS</b>	<b>46,912,294</b>	<b>49,853,345</b>	<b>48,459,828</b>	<b>51,162,081</b>	<b>2,702,253</b>	<b>46,508,896</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	10.0	12.0	12.0	12.0		12.0
Funded FTE	9.2	11.0	11.0	11.4	0.3	11.4

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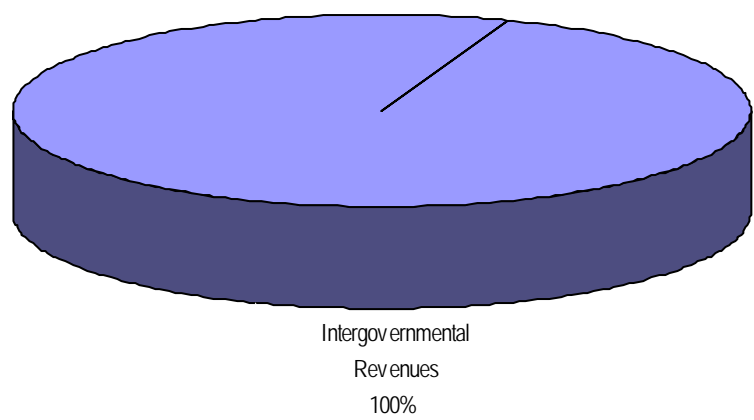
**DEPARTMENT OF CHILD SUPPORT SERVICES**



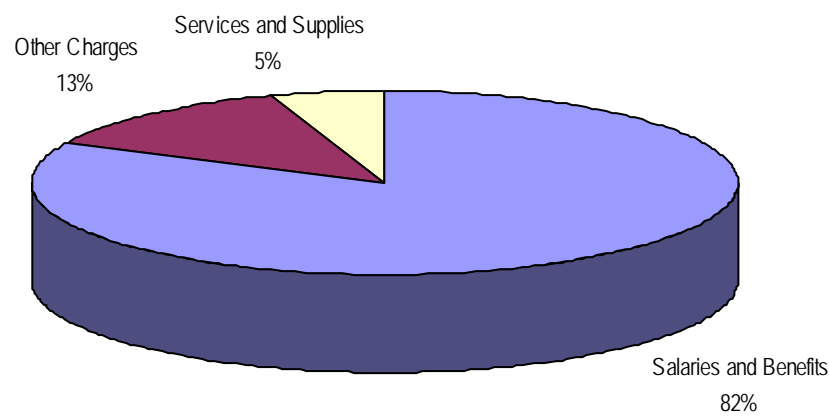


Department of Child Support Services

FY 2006-07 Adopted Sources



FY 2006-07 Adopted Requirements



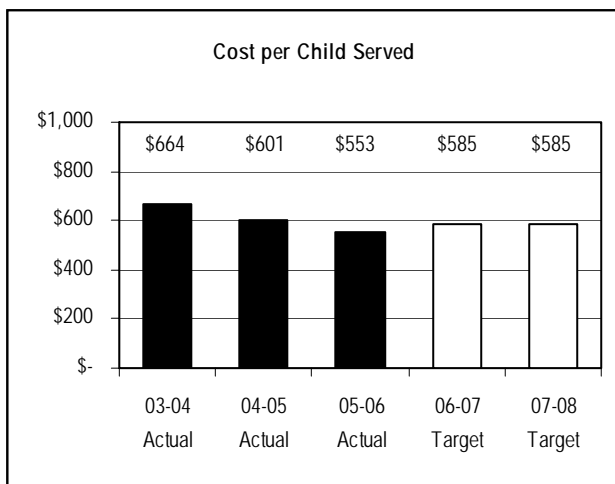
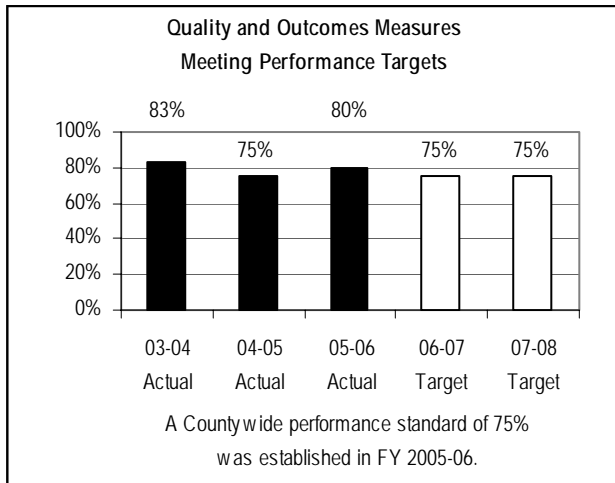
## Department Locator

### County

Children, Youth and Family Services

### ▷ Department of Child Support Services

## Department Measures



## Department Mission Statement

The Department of Child Support Services helps parents meet the financial, medical and emotional needs of their children by establishing and enforcing child support orders.

## Contributions to Shared Vision 2010

(Fiscal Years 2000 – 2005)

### PEOPLE

#### Ensure Basic Health and Safety for All

- **Paternity Establishment**

Children without a legal father cannot get financial support and are denied many social benefits. DCSS established paternity for 613 children in Federal FY 2004-05. This represents a 100% increase from the prior year. These children now have access to family health information, social security benefits and are entitled to financial and medical support from both of their parents.

- **Medical Support Orders**

Medical, dental and vision insurance are key components of quality health care. As of March 31, 2006, DCSS had 8,898 medical support orders, which both improves health care for children and also reduces government costs by providing private insurance for many children that were formerly on Medi-Cal. The percent of cases with orders including medical insurance increased from 2% to 72% from Federal FY 2003-04 to Federal FY 2004-05.

### PROSPERITY

#### Create Opportunities for Every Household to Participate in our Prosperity

- **Financial Support Orders**

The amount of child support a non-custodial parent owes is determined by a court order. In Federal FY 2004-05, 1,449 financial support orders were established, which contributed to the financial well being of over 14,000 families.

- **Collection and Distribution of Child Support**

DCSS continues to collect child support from parents that voluntarily pay and take steps to enforce orders when parents do not pay. Efforts have resulted in collections of about \$30 million in FY 2004-05. Of that total, \$7.9 million went directly to former welfare families, which will help them remain self-sufficient. The \$30 million also included \$5.2 million in welfare recoupment that was returned to the federal, state, and county government.

### PARTNERSHIPS

#### Responsive, Effective and Collaborative Government

- **Partnerships for Parent Involvement**

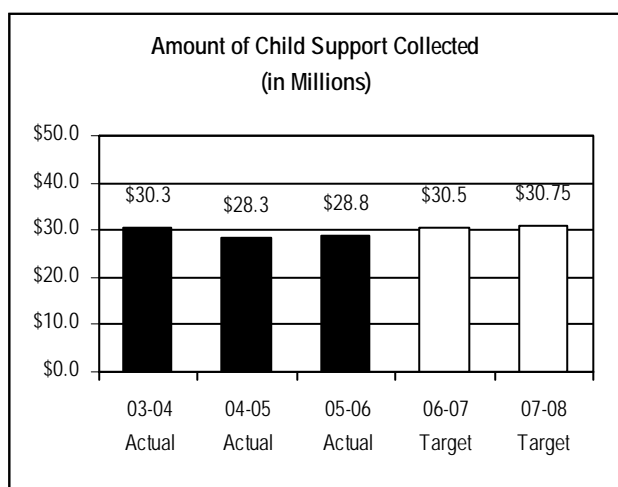
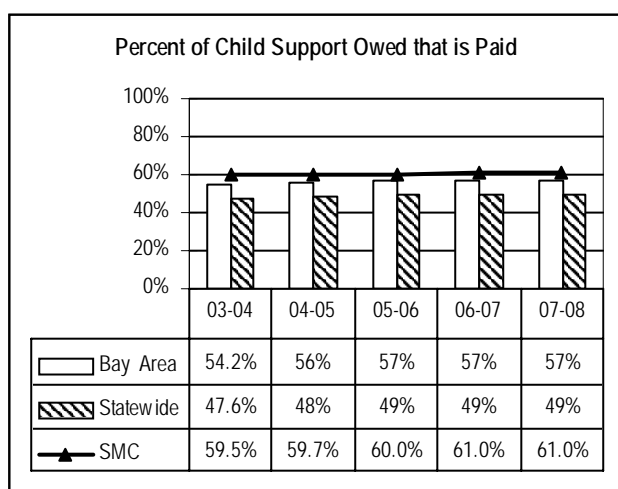
Fathers that are involved with their children are more likely to pay child support. To encourage and support all fathers, DCSS participated in community education events sponsored by the Fatherhood Collaborative of San Mateo County including father focus groups regarding family law issues, Dad and Me events at the County Parks and Libraries, Father's Day events, and the Collaborative's Annual Fatherhood Conference focusing on

legal issues for fathers. Work also continued with the Peninsula Conflict Resolution Center, by offering mediation of access and visitation issues for the families served.

#### • Assisting Current and Former Inmates

Child support arrears can be a significant burden for former inmates. DCSS educates inmates and former inmates about their child support obligations and options for modifying their order through collaborative work with the Service League of San Mateo County, Sheriff's Office, California Department of Parole, and the State Department of Corrections. DSCC is also participating in the County Re-Entry Initiative. The outcome is better-informed parents who are aware of the services available to them and are subsequently better able to comply with child support obligations.

#### Headline Measures



#### Services and Accomplishments

The Department of Child Support Services primarily contributes to the goals of the Share Vision 2010 commitment to Ensure Basic Health and Safety for All by establishing and enforcing orders for child support so that children grow up in a financially supportive

home and establishing and enforcing court orders for health insurance to reduce barriers and increase access to healthcare. This service is free to all residents of San Mateo County.

The following were major accomplishments in the prior year:

- Ranked among the top performing counties in the collection of current support and percent of cases with payments on arrears
- Increased the percentage of cases with orders to 89%, up 5% over the prior year
- Transferred payment processing to the State Disbursement Unit (SDU)
- Expanded Electronic Fund Transfer for employers resulting in the collection of over \$1.9 million
- Expanded credit/debit payment options for obligors on the web collecting about \$1 million from this source
- Offered clients mediation of access and visitation issues through the Peninsula Conflict Resolution Center (PCRC) Family Mediation Program
- Maintained wait times of less than one minute in the Call Center while answering 74,000 calls
- Continued services for incarcerated payments through programs with the Service League of San Mateo County, the Maguire Jail, the California Department of Parole and the California Department of Corrections

#### Story Behind Performance

In the current year, the Department of Child Support Services expects to increase collections and maintain overall performance while undertaking two automation conversions and preparing for a third transition.

Child support collections are closely tied to the health of county economy. With the decrease in the county unemployment rate, DCSS has seen a corresponding increase in child support collections. The department projects a 3% increase over last year. This will raise collections per paying case to over \$4,000, one of the highest rates in state. Efforts to increase the percent of cases with orders have also contributed to the increase in collections. A reorganization of the case establishment unit produced a 5% increase in that performance measure. Other factors contributing to the increase in collections include expanded use of automated payment options for both employers and obligors and continued work with current and formerly incarcerated obligors.

The first automation conversion project this year was the Human Services Agency's transition to the CalWIN system in October. The federal government requires an automated interface between welfare computers and child support systems. With CalWIN, DCSS went from receiving paper copies of welfare applications and case updates to online transfer of information. Staff worked closely with Human Services Agency staff on this transition.

The second transition occurred in April of 2006 when the State Distribution Unit (SDU) took over processing of all San Mateo County child support payments. A central, statewide child support payment processing facility is required by the federal government.

This transition is an important step toward federal certification of the California child support program and an end to automation penalties. Although the state now receipts and disburses all child support payments, the county still researches unidentified payments and handles customer questions.

The third major automation project is the transition to the new statewide-automated system. The new system, which includes the SDU and will take four years to fully implement, will create new opportunities for the California child support program. DCSS anticipates the new system will create far more statewide consistency in the program and offer opportunities for increased cost-effectiveness. The Department's goal this past year and in the upcoming years is to successfully make these major program changes while continuing to provide high quality child support services to the children and families of San Mateo County.

## Major Issues to be Addressed

### Responsive, Effective and Collaborative Government

- In 1999, the Legislature reorganized the California child support program and created a state oversight agency. The Agency's two goals are improving performance statewide and successfully implementing a statewide-automated system. A major challenge for San Mateo County DCSS is to maintain the high quality of services while preparing for multiple computer system changes and complying with increasing state mandates.
- DCSS is fully funded by the State of California Department of Child Support Services. For the fourth year, the state is holding county funding flat. Over the past four years, San Mateo DCSS has eliminated 23 positions to absorb cost of living adjustments. The resulting challenge is to maintain high quality services with fewer staff.

### Create Opportunities for Every Household to Participate in our Prosperity

- Although San Mateo DCSS does a very good job of collecting support from parents that are able to pay, many clients are unable to meet their support obligations. These parents may have mental health or substance abuse issues. They may have limited job skills or minimal education. The issue to be addressed is how to help these parents address the issues that prevent them from paying support.

## Key Department Initiatives

### 1. Transition to a Statewide Automated Child Support System

#### Major Issue to be addressed:

- The State of California is being fined over \$220 million a year for failing to have a statewide automated child support system. To stop the penalties, all California counties must use the same automated system that meets specific federal requirements. All child support payments in the state must be processed at a central facility.

#### Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

#### Goals:

- Maintain the current level of performance and customer service under statewide automated child support system
- Effectively utilize a statewide collections process to prevent future penalties

#### Objectives:

- Child support collections will be equal to or greater than the prior year
- Percent of current support collected will be equal to or greater than the prior year
- Percent of cases with a collection on arrears will be equal to or greater than the prior year
- Percent of cases with orders will be equal to or greater than the prior year

#### Major milestones:

- Successfully Transition to the State Disbursement Unit
- Transition to the Statewide Services component which will allocate payments statewide
- Participate in Statewide system testing and training development
- Train all staff on the new system
- Convert to the new system

#### County Partners:

- Information Services
- County Controller
- Courts
- Human Services Agency
- State Department of Child Support Services
- Treasurer

#### FY 2006-07 Budget Impact:

The Department anticipates receiving additional conversion funding to offset increased costs associated with training, rollout, and implementation of these new systems. Since the State will not provide on-going increased funding for these efforts, the Department will not increase staffing to work on these projects. Specific staff will take on additional workloads and receive special assignment pay.

### 2. Helping Obligor that are "Unable" to Pay Support

#### Major Issue to be addressed:

- DCSS takes over 200 obligors to court each year on contempt charges for failure to pay support. Of those 200 cases, about 20% consistently make payments after the contempt hearing. The issue remains, how to best address inability to pay for the remaining 80%. Is the current option of jail time the best alternative?

#### Alignment to Shared Vision:

- Realize the Potential of Our Diverse Population

**Goal:**

- Increase child support payments from parents that have failed to pay support due to personal obstacles such as mental health issues, substance abuse or illiteracy.

**Objectives:**

- Increase the child support payments from formerly nonpaying obligors
- Develop collaborations with other county departments and community based groups to provide services for "unable" parents
- Identify and modify orders that are inconsistent with obligors earning abilities
- Use the legal tools of DCSS to leverage client participation in appropriate programs
- Identify and address the underlying issues behind noncompliance rather than repeatedly applying failed solutions
- Increase DCSS effectiveness and efficiency

**Major milestones:**

- Analyze data to assess underlying issues behind ongoing noncompliance with a child support order
- Develop concept paper
- Meet with potential partners to discuss concept paper, review options and brainstorm ideas
- If partners are interested, develop a pilot project plan and explore funding options
- Implement pilot project of limited scope
- Assess pilot
- If successful and financially feasible, expand program

**County Partners:**

- Human Services Agency
- Mental Health
- Correctional Health
- Sheriff
- Probation
- Courts
- Community Based Organizations such as Project 90, Family Service Agency, Project READ, Service League and others

**FY 2006-07 Budget Impact:**

By increasing the Department's effectiveness and efficiency in collecting child support from historically non-compliant obligors, the Department is better able to redirect resources to other challenges, like staffing for conversion projects and responding to new state mandates. Additionally, if the Department is able to efficiently enforce child support by expanding lower cost collaborative efforts with other County Departments, such as Probation, Health, and Human Services, this results in reduced costs and a reduction in workload for historically more expensive enforcement activities such as the prosecution of non-compliant obligors via contempt proceedings.

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of child support cases	15,325	14,396	14,284	14,000	14,000
Total number of medical support cases	8,625	12,702	12,600	12,000	12,000
Total number of children served in all case categories (current, arrears, and medical)	21,286	20,154	20,140	20,500	20,500
<b>How Well We Do It (Quality)</b>					
Total amounts of child support collected (in millions)	\$30.3	\$28.3	\$28.8	\$30	\$30.5
Percent of cases with orders for child support	82.43%	88%	87.6%	88.5%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of dollars of current child support owed that is paid	59.52%	60.1%	60%	61%	61%
- Bay Area Average	54.23%	56%	57%	N/A	N/A
- State Average	47.6%	48%	49%	N/A	N/A
Percent of cases that receive a payment toward arrears	63%	61%	61%	65%	65.5%
Percent of cases with a medical insurance order where medical insurance is being provided by the obligor <sup>(1)</sup>	59.69%	52.2%	47.5%	47%	47%
Percent of former and never assisted cases receiving a current child support payment	80.46%	73%	79%	80%	81%

<sup>(1)</sup> The CASES automated system misreports medical insurance statistics. There is a change request submitted to correct this under reporting error, but it is unclear when the system will be fixed. The higher performance numbers reflect statistics from the former system that accurately counted medical insurance statistics.

Department of Child Support Services (2600B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555
<b>Total Revenue</b>	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555
<b>TOTAL SOURCES</b>	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555
<b>REQUIREMENTS</b>						
Salaries and Benefits	9,103,795	8,797,713	9,356,347	9,472,712	116,365	9,472,712
Services and Supplies	616,846	858,711	606,253	591,250	(15,003)	591,250
Other Charges	1,431,267	1,407,567	1,506,951	1,438,042	(68,909)	1,375,593
<b>Net Appropriations</b>	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555
<b>TOTAL REQUIREMENTS</b>	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	112.0	107.0	107.0	102.0	(5.0)	102.0
Funded FTE	111.2	105.6	105.2	100.8	(4.4)	100.8

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## FY 2006-07 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$32,453 or less than .3 % from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Intergovernmental Revenues

There is an increase of \$32,453 in this funding source due to a corresponding increase in the California Department of Child Support Services allocation. This increase is primarily due to an increase in the Electronic and Data Processing funding from the State for increased indirect costs and increased staffing costs for department information technology services.

### TOTAL REQUIREMENTS

Total Requirements increased by \$32,453 or less than .3% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$116,365 in this expenditure category due to increased Workers Compensation Charges, Benefit Costs, and Retirement Costs.

#### Services and Supplies

There is a decrease of \$15,003 in this expenditure category due to a reduction in various general office supply expenditures by streamlining departmental purchasing efforts.

#### Other Charges

There is a decrease of \$68,909 in this expenditure category due to a reduction of telephone and automation services costs by reconciling expenditures to historical actuals.

### NET COUNTY COST

The Department's FY 2006-07 Adopted Budget is not funded by the County General Fund and has no Net County Cost.

## FY 2007-08 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$62,449 or 0.5% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Intergovernmental Revenues

There is a decrease of \$62,449 in this funding source reflecting removal of prior year one-time State revenue for network equipment replacement.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$62,449 or 0.5% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Other Charges

There is a decrease of \$62,449 in this expenditure category reflecting removal of prior year one-time State revenue for network equipment replacement.

### NET COUNTY COST

The Department's FY 2007-08 Adopted Budget is not funded by the County General Fund and has no Net County Cost.



Department of Child Support Services (2600B)  
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	112.0	107.0	107.0	102.0	(5.0)	102.0
Funded FTE	111.2	105.6	105.2	100.8	(4.4)	100.8
 Total Requirements	 11,151,907	 11,063,991	 11,469,551	 11,502,004	 32,453	 11,439,555
Total Sources	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555

## Program Net County Cost

The Department's FY 2006-07 Adopted Budget is not funded by the County General Fund and has no Net County Cost.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments include personnel cost increases, an increase to Worker's Compensation charges due to a change in methodology, incremental adjustments to various operating costs, deletion of one-time expenditures, reduction in contract expenses for paternity testing services, reconciliation of budgeted amounts for telephone and automation services based on historical actuals, and a corresponding increase to the Department's revenue allocation from the State.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
48,006	48,006	0	0	0	0

### 2. Retirement Rate Increases

Increases in the County's contribution to employee retirement have been included. The Department of Child Support Services receives no funding from the General Fund and has received no additional State funding to offset the retirement increases. The department is eliminating three vacant positions including a Legal Secretary II, a Public Services Specialist, and a Lead Fiscal Office Assistant to maintain a zero Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	207,738	0	0	0	0
0	(207,738)	0	0	0	(3)

### 3. State Funding Adjustments for Automation

The California Department of Child Support Services is eliminating automation funding for one Administrative Services Manager I who was working on state automation/conversion projects. The position will be eliminated. In addition, funding for the replacement of network equipment, including two network switches, uninterruptible power supplies, and the Department's share of network equipment replacement in the Hall of Justice was modified by the State to abide by federal government depreciation rules. The funding for network equipment replacement has also been reduced.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(141,393)	(141,393)	0	0	0	(1)

### 4. Management Succession Planning

The Department recently had a Senior Program Services Manager II retire. This individual had been a long term department employee with extensive child support program knowledge and experience. To ensure adequate program resources and to develop an appropriate succession management plan, the Department is eliminating the Program Services Manager II position and adding two junior level Child Support Manager positions. Two vacant Fiscal Office Assistants II will also be deleted to offset the net cost of this change. The addition of two Child Support Services Managers will positively impact performance and outcomes. Staff will have access to more program managers to more effectively and efficiently allow them to manage caseloads. Specifically, caseworkers will be able to improve enforcement and child support collection efforts due to the availability of this increased management resource. Additionally, collections efforts will be enhanced due to increased training and quality control of program policies and procedures. These changes are made with no Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	0	0	(1)

**5. Replacement of Network Equipment**

Additional funding received from the California Department of Child Support Services for the replacement of network equipment, including two network switches, uninterruptible power supplies, and the Department's share of network equipment replacement in the Hall of Justice have been added.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
62,449	62,449	0	0	0	0

**6. State Performance Incentive Augmentation**

The California Department of Child Support Services is providing an augmentation of \$12 million statewide to county child support departments to improve overall child support program performance. This allocation was distributed according to a performance and equity based allocation methodology. This funding adjustment reflects the San Mateo County Department of Child Support Services allocation to improve performance in federal and state child support performance measures. The Department will use the additional funding and savings from eliminating a vacant Office Assistant II position to add a Child Support Officer I/II to target program performance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
54,114	54,114	0	0	0	0

**7. State's New Enterprise Customer Service Solution**

The California Department of Child Support Services is providing state funding for implementation of the State's New Enterprise Customer Service Solution. This will integrate the State's centralized call center solution with the County's existing telecommunications infrastructure and current child support call center operation. The funding will cover equipment costs, telephone services, and labor/installation services provided by the Information Services Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
9,277	9,277	0	0	0	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
32,453	32,453	0	0	0	(5)

**FY 2007-08 Program Funding Adjustments**

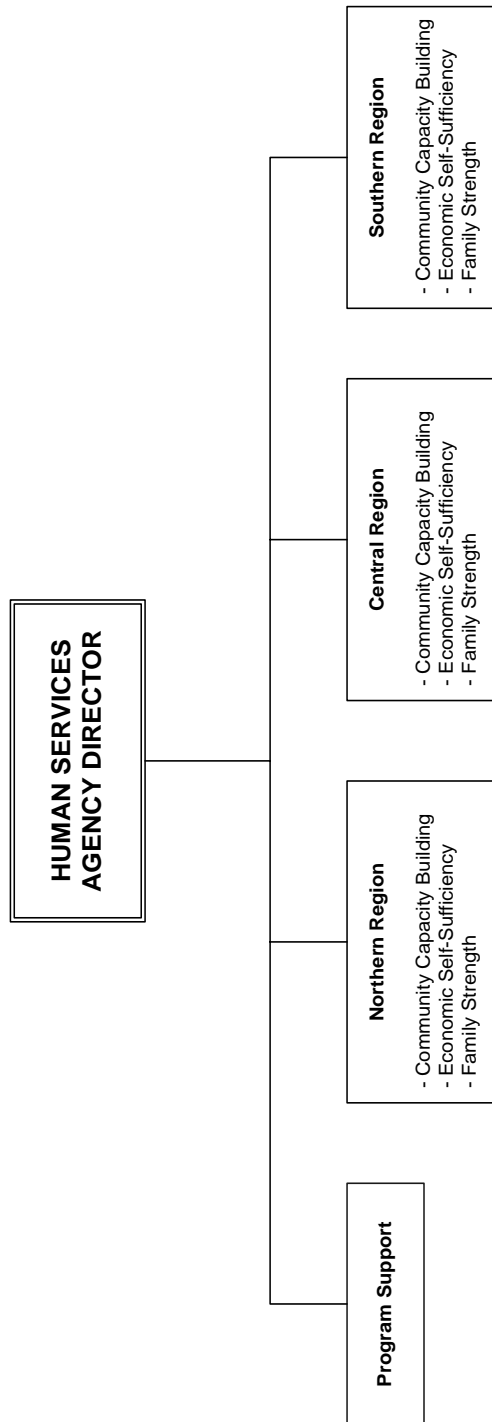
The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

**8. Removal of Network Equipment Funding**

Revenue received from the California Department of Child Support Services for the one-time replacement of network equipment, including two network switches, uninterruptible power supplies, and the Department's share of network equipment replacement in the Hall of Justice have been removed.

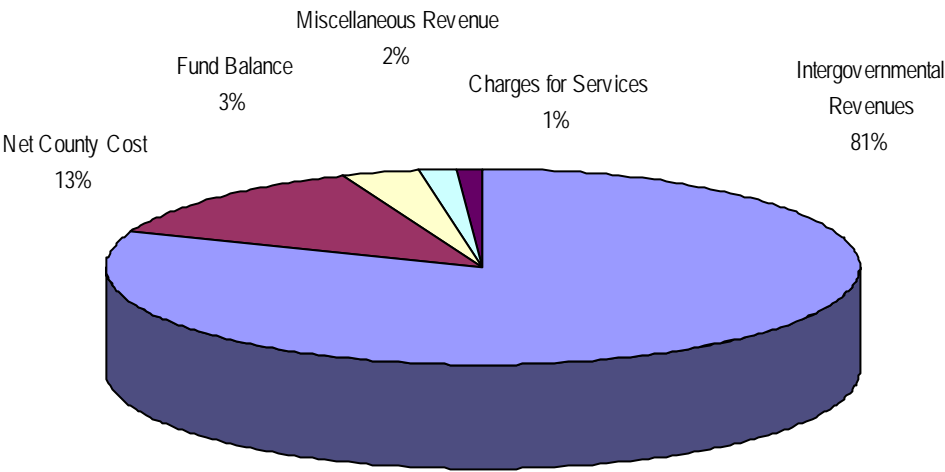
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(62,449)	(62,449)	0	0	0	0

## HUMAN SERVICES AGENCY

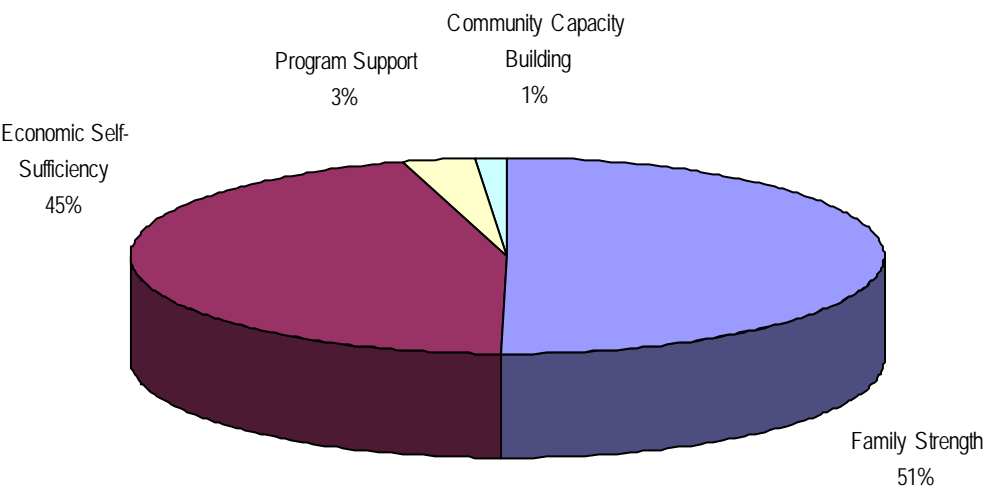


# Human Services Agency

FY 2006-07 Adopted Sources



FY 2006-07 Adopted Requirements



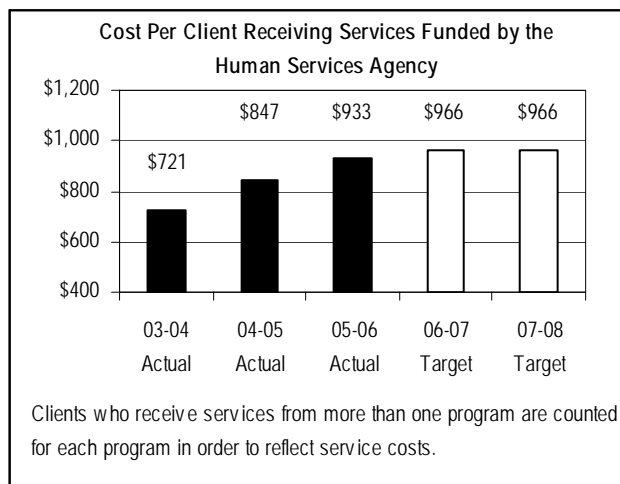
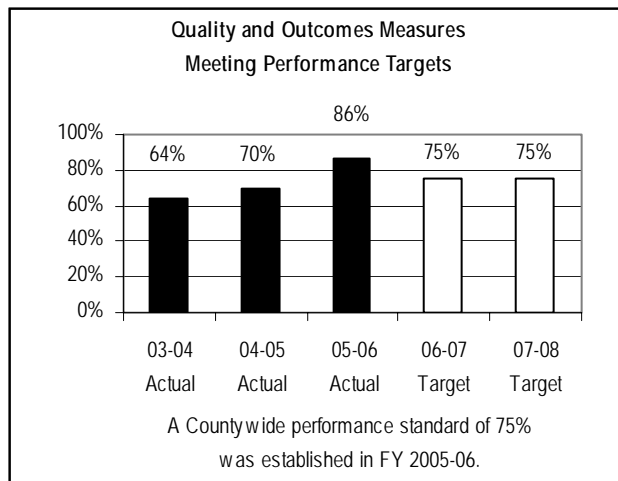
## Agency Locator

### County

Children, Youth and Family Services

### ► Human Services

## Agency Measures



## Agency Mission Statement

The Human Services Agency (HSA) serves as a catalyst for the creation of a system of public and private efforts directed toward ensuring that all individuals and families become healthy, productive, and contributing members of the San Mateo County community.

## Contributions to Shared Vision 2010

(Fiscal Years 2000 – 2005)

### PEOPLE

#### Provide Equal Access to Educational Opportunity

- Child Care Subsidy Pilot

Initiated a child care subsidy pilot project that responds to child care demands in high cost of living areas, enabling San Mateo County to increase the statewide income eligibility exit limit, create an extended family fee schedule, and increase the reimbursement rate.

- **Pre-School for All**

Invested \$1.7 million of matching funds in the Preschool for All program. In April 2005, 172 preschool children in Redwood City were enrolled at no cost to their families. Enrollment is projected to reach 1,850 children annually within Redwood City and Ravenswood school district boundaries by 2010. This initiative has received \$10 million in funding commitments for its first three years from the County, State, and private foundations such as the David and Lucile Packard Foundation.

#### Ensure Basic Health and Safety for All

- **Health Insurance and Food Stamp Telecenter**

Launched the Health Insurance and Food Stamp Telecenter (HIT) to improve customer service for Medi-Cal and Food Stamp clients and address funding shortages. HIT currently serves approximately 23,000 families or 35,000 recipients for Medi-Cal and Food Stamps. The average wait time for calls is less than one minute.

- **Child Welfare System Improvement**

Prepared and implemented the Child Welfare Redesign and System Improvement Plan (SIP) to strengthen child welfare services and improve outcomes for children and families. The SIP—which was prepared by the Child Welfare Services Redesign Oversight Committee comprised of numerous local planning bodies—must be fully implemented by 2009.

- **Children's Health**

Collaborating with the Children's Health Initiative (CHI), an aggressive outreach campaign was conducted to enroll eligible children in Medi-Cal, Healthy Families, or Healthy Kids insurance programs. Children's insurance enrollments in these programs have more than doubled over the last four years, from 14,968 in 2001, to 32,853 in 2005.

- **Partners for Safe and Healthy Children (PSHC)**

Launched the PSHC program, working in tandem with the Health Department. PSHC provides assessment, treatment, and intervention services to children ages 0-5 and their parents who have open or voluntary child welfare cases, in order to improve the health and well being of the County's youngest children at risk of child abuse and neglect.

- **Family Resource Centers**

Expanded and enhanced the 14 school-based Family Resource Centers that are designed to meet multiple needs of residents and their communities. Family Resource Centers began in 1992 and are evolving into a major service component of the community school approach to education.

## PLACE

### Offer a Full Range of Housing Choices

- **Housing Trust Fund**  
Provided \$1 million in seed funding to create the Housing Endowment and Trust (HEART), which works to develop affordable housing.
- **Ten Year Plan to End Homelessness**  
Prepared the Ten Year Plan to End Homelessness in San Mateo County document, with the involvement of over 150 community members, business and non-profit sectors, and consumers.
- **Supportive and Affordable Housing**  
Continued work with private developers, nonprofit organizations, cities, and other County departments to plan, construct, and expand temporary shelter, transitional, supportive, and affordable housing. One example was the partnering of the Housing Authority, Mental Health Services, and the Human Services Agency to produce 59 units of permanent supportive housing for homeless people with disabilities.
- **Homeless Management Information System**  
Implemented the San Mateo County Homeless Management Information System.
- **Housing Vouchers**  
Received \$4 million to provide intensive case management and issuance of housing vouchers to prevent homelessness through joint effort with the Housing Authority, Alcohol and Drug Programs, and Mental Health.

## PROSPERITY

### Create Opportunities for Every Household to Participate in Our Prosperity

- **Airport Employment Center**  
Responded to the economic downturn after the tragic events of 9/11 by opening an airport employment service center that served 5,000 dislocated workers up to its closure in 2004. Secured \$2 million in special grant funding to support seven full time staff to serve clients. Additional career training was also provided to 280 clients.
- **Federal Earned Income Tax Credit**  
Partnered with the non-profit Coastside Opportunity Center in delivering the Earned Income Tax Credit Initiative (EITC), which has served thousands of people since its inception. The initiative operates through volunteers and a limited-time commitment of current Self-Sufficiency staff. Since rollout in February 2006, nearly 600 returns have been filed on behalf of clients who have an average annual income of \$13,545. Approximately \$500,000 in total refunds have been received, with an average refund per client of \$1,663.
- **CalWORKS Information Network**  
Implemented the new CalWORKS Information Network (CalWIN), a computer benefits issuance system replacing the

30-year old Welfare Case Data System (WCDS). CalWIN will streamline services for approximately 29,000 clients in the County.

- **Workforce Investment Board**  
Completed the successful Workforce Investment Board (WIB) transition from the Job Training Partnership Act. The WIB has become an effective workforce intermediary helping to meet the needs of businesses and connect jobseekers to career opportunities. The award winning biotech training program, in partnership with Genentech, Inc., is an example of the WIB's effectiveness in connecting businesses and jobseekers.
- **PeninsulaWorks**  
Served residents and businesses through four PeninsulaWorks employment centers. Last fiscal year, PeninsulaWorks served 24,000 clients and placed 351 clients in jobs; and Peninsula Works and the Jobs for Youth program served over 1,500 youth, placing 738 of them in jobs.
- **Day Worker Center**  
Opened a Day Worker Center in the North Fair Oaks Center of Redwood City in May 2005 to match employers with job seekers and to address the safety needs and concerns of day workers and neighborhood constituents. Since opening, the Center services an average of 26 workers/day, assists four employers/day, and makes eight job placements daily.
- **Foster Youth Residential Facility**  
Set aside \$750,000 to purchase a foster youth residential facility, anticipating matching funds from a municipality. In July 2005, the Board of Supervisors allocated \$180,000 in County funds to subsidize rent for former foster youth who are going to school and working. Currently, 25 youth are in apartments at an average subsidy of \$750 month.

### Sow the Seeds of Our Future Prosperity

- **Bio-Tech Consortium**  
Under the auspices of the WIB, launched the Bay Area Bio-Tech training program, which placed over 80% of its students into new jobs. As a result of this success, San Mateo grew the program and formed a regional partnership with the Alameda County Workforce Investment Board. In 2005, the partnership was awarded a \$2 million Federal grant to expand the training program. The partnership has trained over 150 jobseekers and continues to achieve a placement rate of 75% or better.

## PARTNERSHIPS

### Responsive, Effective and Collaborative Government

- **Transportation Plan**  
Completed the County welfare-to-work transportation plan for low-income clients, in collaboration with the Metropolitan Transportation Commission.
- **Consumers with Barriers to Employment**

Collaborated with the California Department of Rehabilitation to provide employment services to consumers with barriers to employment. In the past year, the Mental Health Cooperative placed 104 consumers in jobs and served a total of 261 consumers; and the Human Services Agency Cooperative served 72 consumers, with 36 consumers placed in jobs.

- **Indigent Health Care**

Partnered with the San Mateo County Medical Center to review a sub-sample of 20% of WELL (Wellness Education Linkage and Low Cost) and Discounted Health Care re-enrollments for the Indigent Healthcare Pilot project.

**Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life**

- **Strategic Plan for Human Services**

Created and implemented the *Year 2000 Strategic Plan for Human Services* involving more than 260 participants from labor, business, parent and youth groups, the faith community, the medical community, service providers, and collaboratives throughout the County. The Strategic Plan defines a blueprint for ongoing collaborative action to address three of the County's most critical social service needs—housing, transportation, and child care.

- **Proposition 36**

Implemented Proposition 36 (Substance Abuse and Crime Prevention Act of 2000) through a strong collaborative effort of Alcohol and Other Drug Services (AOD), Superior Courts, Probation, Office of the District Attorney, community treatment providers, Mental Health Services, Private Defender Program, Parole/Bureau of Prison Terms, Sheriff's Office, and area police. AOD served 3,269 unduplicated clients over the past fiscal year, 595 of whom were admitted to alcohol and other drug treatment programs supported by Proposition 36 funds.

- **Children's Health Initiative**

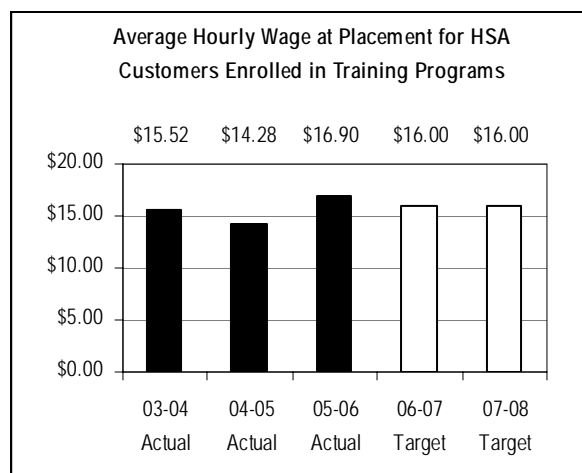
Collaborated with the Health Department, the Health Plan of San Mateo (HPSM), First 5, Peninsula Community Foundation, the Central Labor Council, and other partners in creating the Children's Health Initiative (CHI). The goal of CHI is to expand health insurance coverage for children in the County.

- **Community Progress with Strategic Plan**

Released *Strategic Directions for San Mateo County Human Services: Progress Update 2005* to highlight recent examples of collaborative accomplishments the Agency and its community partners realized against the Year 2000 Strategic Directions benchmarks for: (1) integrated strategies; (2) prevention/early intervention; and (3) provider education.

- **Employment Services to Foster Youth**

Provided, through a collaboration between the WIB and the Adolescent Services units, one-on-one employment services assistance to 60 school-age foster youth as they prepare to emancipate from the foster care system. The primary goals are to increase foster youth staying in school and attaining skills.



**Major Accomplishments in FY 2005-06**

**Ensure Basic Health and Safety for All**

- Completed two community needs assessments with recommendations to (1) enhance adequacy of the safety net for vulnerable populations and (2) guide strategic planning in the prevention and treatment of alcohol and drug abuse.
- Implemented Differential Response (DR), an early intervention response system to keep children safe. DR is estimated to serve over 3,700 children countywide. Selected community partners for countywide roll out in July 2006. Developed and implemented the Community Approach to Relating and Engaging (CARE) system that will permit community partners to coordinate services to children and families served through the DR program.
- Improved support of foster parents through the Foster Parents' Bill of Rights. Expanded the role of the Foster Parent Liaison, issued a foster parent advocate RFP, and awarded a foster parent advocacy contract. Held four Strengthening Partnerships workshops, training 316 participants, including 78 foster parents in addition to social workers, attorneys, and members of the community.
- Awarded three new Center for Substance Abuse Treatment (CSAT) grants totaling \$3.8 million dollars over three years. The grants will: (1) continue and expand the successful Gaining Independence and Reclaiming Lives Successfully (GIRLS) drug court program to serve 228 adolescent girls; (2) provide culturally sensitive primary treatment to 171 individuals using methamphetamines and other stimulants through the Coastside project; and (3) provide culturally sensitive family treatment to 165 Asian-American/Pacific Islander youth and 240 family members.

**Offer a Full Range of Housing Choices**

- Completed the *Ten Year Plan to End Homelessness (HOPE)* document, with involvement of over 150 community members and consumers.
- Developed a stipend program for 20 emancipating foster youth to improve housing, employment, and training opportunities.



### **Create Opportunities for Every Household to Participate in Our Prosperity**

- Implemented CalWIN, the new CalWORKS Information Network to streamline services for approximately 29,000 clients in the County.
- Launched the Gateway program to serve disadvantaged youth and adults, which resulted in the completion of three training classes serving over 80 clients.
- Received the National Association of Counties (NACO) Innovations in Human Services Award; Department of Labor, Recognition of Excellence Award; and State Chancellors Office Excellence in Partnership Award for the Workforce Development's Biotechnology Program.
- Secured a Skills Testing and Reemployment (STAR) grant in the amount of \$600,000 in collaboration with the North Valley (NOVA) Workforce Board to provide skill testing, assessment, and reemployment services to 100 dislocated workers in the County and training services to 40 of those 100 dislocated workers being served.

### **Major Issues to be Addressed**

- **Prevention and Early Intervention**—as financial pressures increase the importance of operating in a more effective and efficient manner, and as increasing numbers of clients present multiple and complex needs, the Agency must continue to foster Countywide coordination of prevention and early intervention programs (e.g., among AOD, Mental Health, and Domestic Violence) to assure services are accessible, high quality, and sustainable. Addressing challenges in prevention of violence, child abuse, alcohol and drug abuse, and homelessness illustrate the myriad of social problems confronting a prevention-driven, family-strength oriented community continuum of care.
- **Economic Self-Sufficiency**—HSA will be challenged to achieve stable economic self-sufficiency outcomes for struggling individuals and families given difficulties they face from the deepening chasm between affluence and poverty in the County, the high costs of living, and rising underemployment in the Bay Area. Economic globalization and privatization, the new job skills needed in a knowledge-based economy, and the increasing public role in paying health insurance costs (half of all California children are on Medi-Cal) compound the challenges for the public sector as well as the individuals and families in need.
- **Achieving Stable Outcomes for Emancipating Foster Youth**—the Agency must design programs to alleviate challenges faced by foster youth as they emancipate from the child welfare system, such as homelessness, unstable housing, unemployment, lack of permanent connections, and limited independent living and workplace skills.
- **Community Engagement and Capacity**—HSA needs to be mindful of how best to partner with the community and other County departments to promote the long-term health and well being of children and families. It will be important to assure the capacity of nonprofit organizations that confront increasing

stresses in delivering human services. As more control becomes local, there is a greater burden on County strategic planning to address critical social problems and needs.

- **Changing Demographics and Responsiveness and Integration of Delivery Systems**—it will be important to think strategically as to how best to align County service delivery systems to address: (1) disproportionality in criminal justice, child welfare, and self-sufficiency programs; (2) changes in the demographics of the population (e.g., increase in lower income residents); (3) the new skills needed to manage increasingly complex networks of public-private contracts toward performance outcomes; and (4) the impact of methamphetamine use on AOD, child welfare, and self-sufficiency approaches.
- **Powerful Requirements for Data and Evidence-Based Practices**—HSA will be challenged to keep up with the vast amount of “best-practice” and “evidence based” research in child welfare, prevention and early intervention, measures of poverty, and self-sufficiency innovations. Access to data creates demands for more data. New programs to meet increasingly complex stress areas faced by clients bring with them powerful requirements for data that document and measure outcomes. In turn, requirements for data are expensive to achieve and maintain. Stringent client confidentiality requirements bump up against pressures to share client information that demonstrates outcomes.
- **Succession Planning**—the County confronts the paradox of a job shortage of people who can deliver human services in a “job surplus” environment. Finding and retaining qualified, culturally competent human service workers is an ongoing challenge, along with the need for innovations in succession planning.
- **Policy-Making**—it is necessary to continue informing and educating State and Federal policy-making, including raising awareness of the need for resources, while piloting and innovating community-based solutions to assure all children and families are healthy, productive, contributing members of the community.

### **Key Department Initiatives**

#### **1. Housing and Asset Development for Emancipating Foster Youth**

##### **Major Issues to be addressed:**

- Foster youth face challenges of homelessness, unstable housing, unemployment, lack of permanent connections, and limited independent living skills as they emancipate from the child welfare system and probation foster care system

##### **Alignment to Shared Vision:**

- Create Opportunities for Every Household to Participate in Our Prosperity

##### **Goals:**

- Develop a housing stipend and apartment program for emancipated foster youth to keep them safe from homelessness

- Provide emancipating foster youth with supportive services that lead to self-sufficiency
- Work in partnership with the Health Department and other County departments to incorporate an asset development/ youth development approach in high priority initiatives affecting the community

**Objectives:**

- Provide aftercare case management services and housing stipends to emancipating foster youth
- Develop a transitional housing structure with support services to provide housing for former foster youth
- Reduce the homeless rates of emancipating foster youth from a current rate of 25-50% to zero
- Correlate the asset development needs of emancipating foster youth to the "prosocial 40 youth assets" model in the Health Department, which aims to increase the overall level of youth assets in the community and reduce disparities in youth asset levels by ethnicity

**Major Milestones:**

- Develop solid financial structure for project development and management
- Purchase and develop housing site
- Develop a supportive services program in collaboration with community partners
- Work with Peninsula Community Foundation to develop support through a Housing Advocate
- Define screening and selection criteria and process for youth participation

**Partners:**

- County Board of Supervisors
- County Manager's Office
- Department of Housing
- Health Department
- Probation Department

**FY 2006-07 Budget Impact:**

A combination of redirected resources and new funding will be needed. During FY 2006-07, moderate additional resources are proposed to provide housing, education, and training services to a greater number of emancipated foster youth. Over the long term, as the effort expands, additional funds for contract staff will be needed to provide services at any additional apartment complexes for which funding becomes available. Moderate resources in and from the community will be required to incorporate the asset development program and Transitional Housing Program into the emancipated youth housing program.

## 2. Implementing the Ten Year Plan to End Homelessness (HOPE)

**Major Issues to be Addressed:**

- An estimated 4,000 children, men, and women are homeless each year in the County; another 26,000 are just one paycheck or medical emergency away from the street
- The homeless face major barriers to participation in workforce and community life
- The human, financial, and social costs of not solving the homeless problem are great and increasing

**Alignment to Shared Vision:**

- Offer a Full Range of Housing Choices

**Goals:**

- Implement San Mateo's HOPE Initiative designed to ensure that safe, accessible, affordable housing is available in the County for those in greatest need
- Succeed in changing from a project-focused effort in addressing homelessness to a strategic amelioration of the root causes of homelessness
- Assist 12,200 individual and family households who have been homeless or at severe risk of homelessness in securing and maintaining safe, permanent, accessible, affordable, and (where needed), supportive housing by 2015

**Objectives:**

- Successfully launch the first-year implementation goals of the HOPE Initiative
- Collect, analyze, and report current, accurate, integrated data for community leaders, policymakers, funding providers, service providers, consumers, and the general public
- Support a cadre of community champions who will ensure continued, sustainable engagement and action around the vision of HOPE

**Major Milestones:**

- Complete specific first-year actions described in the HOPE Initiative focusing on oversight/accountability, public education and awareness, large donor fundraising, advocacy, and city/county planning and coordination
- Increase housing opportunities for people who are homeless or at imminent risk
- Deliver timely, flexible services to support stability and independence
- Create system performance standards, track progress, and report results toward ending homelessness to stakeholders and the community
- Implement a continuous quality improvement process

**Partners:**

- County Board of Supervisors
- County Manager's Office
- Department of Housing
- San Mateo Medical Center
- Sheriff's Office
- Probation Department

- Health Department
- Environmental Services Agency
- Homeless Service Providers
- Cities
- Business Sector

#### **FY 2006-07 Budget Impact:**

To begin HOPE implementation, modest additional resources are proposed for FY 2006-07 to supplement the redirection and reprioritization of existing staff. Existing funding will be redirected and leveraged where possible. To fully implement the HOPE ten-year plan, substantial new community resources—estimated at \$1.56 billion over ten years—will need to be developed or redirected. If the County simply continues to provide expensive emergency interventions, it could cost nearly \$2 billion over ten years. However, full implementation is expected to ultimately produce an estimated \$2 billion cost savings across county systems, as well as an improved quality of life for San Mateo County residents.

### **3. Child Welfare Systems Improvement Initiative**

#### **Major Issues to be Addressed:**

- San Mateo County has a unique opportunity to strengthen its child welfare system through a convergence of quality improvement opportunities at the Federal, State, and local level
- Compliance with State-defined AB636 outcomes is required and underway
- The next Federal review of the County and California child welfare system is imminent

#### **Alignment to Shared Vision:**

- Ensure Basic Health and Safety for All

#### **Goals:**

- Achieve accreditation from the Council on Accreditation for Children and Families
- Implement an ongoing system of quality improvement in child welfare to include evidence-based child welfare practices and specific links to implementation of the System Improvement Plan (SIP)

#### **Objectives:**

- Integrate quality measures with local, state, and national best practice requirements
- Identify and monitor evidence-based child welfare practices for continuous quality improvement in achieving desirable outcomes
- Connect quality improvement to implementing Differential Response, team-based decision making, and permanency
- Use quality improvement/accreditation/evidence-based practice systems to address local variances with Federal and State standards
- Train managers and staff in child welfare in systematic use of performance and continuous quality improvement

#### **Major Milestones:**

- Complete self-study for national accreditation
- Conduct ongoing training and staff development in performance and quality improvement through accreditation and other outside reviews
- Host on-site peer review, to assess Agency compliance with national best practice standards

#### **Partners:**

- County Manager's Office
- Health Department
- Children and Youth System of Care
- Youth Services Center
- Probation Department

#### **FY 2006-07 Budget Impact:**

A substantial increase in resources is proposed to expand SIP prevention/early intervention services. Additional positions are required to concurrently oversee traditional child welfare services, implement SIP, and integrate national standards of best practice through accreditation. Substantial community resources are also required to implement SIP countywide. The Agency's implementation of SIP is dependent on adequate funding from the State, continued ability to identify and leverage additional funding, and availability of General Fund resources.

### **4. Community Capacity Initiative**

#### **Major Issues to be Addressed:**

- Nonprofit community-based organizations confront increasing stress in delivering human services in the County
- As community partners help the Agency to roll out initiatives like the Differential Response system, or deliver safety net or AOD treatment services, the sustainability of the County's nonprofit sector for human services is an ongoing challenge
- It is a challenge to map the services available in communities of San Mateo County vis-a-vis the population's need for services in specific areas

#### **Alignment to Shared Vision:**

- Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

#### **Goals:**

- Strengthen community capacity to partner with HSA on priority human services issues, especially those relating to prevention and early intervention
- Strengthen information coordination capacity versus service needs in specific locations, especially regarding prevention and early intervention services

#### **Objectives:**

- Follow up on community capacity recommendations identified through the Safety Net Needs Assessment; the AOD Strategic Planning Process, the Human Services Agency Strategic Plan for Prevention and Early Intervention,

and the implementation of Differential Response throughout the County

- Identify and eliminate duplicative administrative requirements on community partners in an effort to streamline or reduce administrative burden

#### **Major Milestones:**

- Complete a strategic plan for Alcohol and Other Drug Services
- Complete Phase II of the Safety Net needs assessment to address issues of capacity
- Complete an inventory and mapping of community resources in relation to needs of specific, community-based populations such as youth services
- Complete a strategic plan for community-based prevention and early intervention
- Develop a plan, in partnership with the Health Department, for understanding and addressing challenges facing community contractual partners, including leadership of the County committee reviewing community-based organization contracting

#### **Partners:**

- Health Department
- Employee and Public Services (County Nonprofit Liaison)
- Peninsula Library System Community Information Program
- Youth Services Center
- Probation Department
- Community partners and community-based organizations

#### **FY 2006-07 Budget Impact:**

In aggregate, during FY 2006-07, moderate resources are proposed to (1) support recommendations from the Safety Net needs assessment; (2) complete the AOD strategic planning process; and (3) develop a comprehensive community prevention and early intervention strategic plan to strengthen children and families in San Mateo County. Efforts will be initiated to better leverage existing community resources and provide training to community partners.

Over the long term, the assessed level of need in community capacity is expected to continue to outpace available funding. Expansion of future service delivery will depend on the availability of funding from a combination of sources. Creating and implementing the several plans in this initiative could require additional staff resources, redirecting and reprioritizing existing staff, and ongoing provider resource development. Future cost savings are anticipated from focusing on prevention activities; priority populations, outcomes, and strategies; and increasing County capacity for service delivery.

### **Other Significant Objectives by Program**

The Human Services Agency includes the following programs:

- Program Support

- Community Capacity Building
- Economic Self-Sufficiency
- Family Strength

The following program objectives will significantly contribute to Agency success (additional program-level objectives are included in individual Program Plans):

#### **Community Capacity Building**

- Implement Phase II recommendations from the Safety Net Needs Assessment

#### **Economic Self Sufficiency**

- Continue development of new relationships with businesses that increase access to employment and job opportunities
- Continue to assess and operationalize the impacts and changes in business practices resulting from CalWIN implementation

#### **Family Strength**

- Fully implement Differential Response countywide to increase the safety of children and protect them from abuse and neglect
- Complete and prepare for implementation of a strategic plan for Alcohol and Other Drug Services focused on policy, program redesign, resource development, procurement and disbursement strategies, and infrastructure enhancement
- Develop and implement a comprehensive community Prevention and Early Intervention strategic plan to strengthen children and families in the County

#### **Program Support**

- Develop a work plan to ensure provision of client service- critical computer resources in the event of a natural disaster or other emergency
- Expand the use of electronic case file imaging to improve client services by increasing timely access to case information

## Human Services Agency (7000D) General Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property		27,828	27,828	28,587	759	28,587
Intergovernmental Revenues	132,740,881	139,393,082	155,938,381	162,123,914	6,185,533	162,108,690
Charges for Services	1,356,590	1,703,038	2,170,495	2,296,282	125,787	2,296,282
Interfund Revenue	43,210	38,887	50,000	68,645	18,645	68,645
Miscellaneous Revenue	3,721,986	3,238,571	3,252,125	2,991,896	(260,229)	2,991,896
<b>Total Revenue</b>	<b>137,862,668</b>	<b>144,401,407</b>	<b>161,438,829</b>	<b>167,509,324</b>	<b>6,070,495</b>	<b>167,494,100</b>
Fund Balance	6,166,477	7,435,341	7,435,341	6,732,355	(702,986)	4,675,164
<b>TOTAL SOURCES</b>	<b>144,029,145</b>	<b>151,836,748</b>	<b>168,874,170</b>	<b>174,241,679</b>	<b>5,367,509</b>	<b>172,169,264</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	65,519,284	71,349,128	75,861,597	82,544,582	6,682,985	83,622,786
Services and Supplies	35,462,260	40,906,334	48,182,769	50,873,530	2,690,761	48,868,171
Other Charges	74,335,217	74,059,069	85,226,125	85,997,419	771,294	85,730,806
Fixed Assets	152,218	185,776	504,000	506,000	2,000	392,000
Other Financing Uses	293,196	285,605	313,473	311,738	(1,735)	311,738
<b>Gross Appropriations</b>	<b>175,762,175</b>	<b>186,785,912</b>	<b>210,087,964</b>	<b>220,233,269</b>	<b>10,145,305</b>	<b>218,925,501</b>
Intrafund Transfers	(19,787,618)	(20,232,654)	(23,200,245)	(24,503,933)	(1,303,688)	(24,254,793)
<b>Net Appropriations</b>	<b>155,974,557</b>	<b>166,553,258</b>	<b>186,887,719</b>	<b>195,729,336</b>	<b>8,841,617</b>	<b>194,670,708</b>
Contingencies/Dept Reserves	4,086,733	4,330,306	4,330,306	4,653,804	323,498	4,653,804
<b>TOTAL REQUIREMENTS</b>	<b>160,061,290</b>	<b>170,883,564</b>	<b>191,218,025</b>	<b>200,383,140</b>	<b>9,165,115</b>	<b>199,324,512</b>
<b>NET COUNTY COST</b>	<b>16,032,145</b>	<b>19,046,816</b>	<b>22,343,855</b>	<b>26,141,461</b>	<b>3,797,606</b>	<b>27,155,248</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	738.0	796.0	796.0	843.0	47.0	843.0
Funded FTE	732.3	781.8	781.8	828.2	46.4	828.2

### FY 2006-07 Budget Overview

#### TOTAL SOURCES

Total Sources increased by \$5,367,509 or 3.2% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

Use of Money and Property

There is an increase of \$759 in this funding source due to an increase in rental reimbursements for a County-owned facility occupied by Daytop, a residential substance abuse treatment provider, commensurate with an increase in charges from the Public Works Department for facilities maintenance and operational expenditures.

Intergovernmental Revenues

There is a net increase of \$6,185,533 in this funding source. Increase include: \$163,000 in reimbursements for homeless and safety net services costs; \$2.7 million for additional eligibility determination costs; \$411,000 for increased child care program costs; \$5.1 million for increased child welfare services program and foster care caseload costs; \$549,000 for Workforce Investment Act (WIA) and CalWORKs employment and training and substance abuse treatment services; \$816,000 for annualization of substance abuse treatment and prevention grants; and \$150,000 in other miscellaneous adjustments. Partially offsetting these increases are reductions as follows: a \$220,000 decrease in CalWORKs caseload costs; a \$720,000 decrease in WIA grants; deletion of \$1 million in Realignment previously used for a one-time contribution to the Preschool for All program; a decrease of \$848,000 in Proposition 36 revenue due to reduced allocations and less unexpended prior year revenue than was available in the prior year; a decrease of \$900,000 in reduced child welfare services revenues including Title IV-E, Promoting Safe and Stable Families, Targeted Case Management (TCM), and Redesign and Adoptions revenues; and a decrease of \$104,000 in staff development staffing costs.

Charges for Services

There is a net increase of \$125,787 in this funding source due to increased revenue generated by the expansion of Vocational Rehabilitation Services catering services to the Hall of Justice and Belmont City Library cafés, offset in part by an anticipated decrease in participant fees for the First Offender/Multiple Offender and Deferred Entry of Judgment programs.

Interfund Revenue

There is a decrease of \$18,645 in this funding source due to reductions in Vocational Rehabilitation Services delivered to the San Mateo Medical Center.

Miscellaneous Revenue

There is a net decrease of \$260,229 in this funding source due to expiring foundation grants for workforce development, the Violence in Families Initiative, and Family to Family program.

Fund Balance

There is a decrease of \$702,986 in this funding source due to use of prior year Fund Balance to finance major initiatives, provide bridge funding for programs where funding shortfalls would have otherwise impacted critical services to vulnerable populations, cover one-time costs to meet community needs, and improve Agency infrastructure to enhance service delivery.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$9,165,115 or 4.8% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$6,882,985 in this expenditure category. Merit increases, negotiated labor costs, and annualization of mid-year position changes increased by \$1.9 million; other increases include \$1.8 million in retirement rate increases and \$3.1 million associated with a net addition of 47 positions. Position changes include an increase of two positions in Program Support, an increase of two positions in Community Capacity Building, an increase of 32 positions in Economic Self Sufficiency, and an increase of 11 positions in Family Strength.

Services and Supplies

There is a net increase of \$2,690,761 in this expenditure category. Major increases include: additions for internal charging of eligibility determination costs for General Assistance caseloads and increased labor costs in Program Support; increased food and direct client labor costs for operating the Hall of Justice and Belmont City Library cafés; further roll-out of the Child Welfare System Improvement Plan/Differential Response; a previously approved 3% increase for community-based organizations; transfer of an increase in the Community Overcoming Relationship Abuse (CORA) contract from the County Memberships and Contributions budget unit; additional contract service expense due to new mandated training requirements for the child welfare services staff; and adjustments made for annualizing new and expiring grants. Significant decreases include: elimination of prior one-time facility improvement costs; deletion of a contract for maintenance of Agency database systems; deletion of Community Development Block Grant (CDBG)-funded service agreements that were previously provided through the Department of Housing; and transfer of computer equipment costs to Fixed Assets.

#### Other Charges

There is a net increase of \$771,294 in this expenditure category due to annualization of grant-funded substance abuse agreements; a previously approved 3% increase for community-based organizations; expansion of Independent Living Skills and housing stipends for emancipating foster youth; and an increase in General Assistance, Interim Aid, and Foster Care caseload costs. These increases are offset in part by reductions in CalWORKs caseload costs, and decreases in Proposition 36 and Drug Court substance abuse treatment contracts due to reductions in unexpended prior year allocations.

#### Fixed Assets

There is an increase of \$2,000 in this expenditure category including \$42,000 for a new car and van for child welfare services client transportation needs, offset by a \$40,000 reduction in automation equipment based on lower anticipated needs.

#### Other Financing Uses

There is a decrease of \$1,735 in this expenditure category due to a reduction in debt service payment for the building located at 2500 Middlefield Road in Redwood City.

#### Intrafund Transfers

There is a net increase of \$1,303,688 in this expenditure category. Increases include reimbursements for overhead costs in Program Support due to increased negotiated labor costs, an increase from the Health Department for a clinical consultant and direct service agreements for substance clients with co-occurring disorders, a partial reimbursement of a Human Services Manager I position for the Domestic Violence program, and reimbursement for direct service positions in Vocational Rehabilitation Services. These increases are partially offset by a reduction in budgeted reimbursements for CDBG-funded service agreements that were previously provided through the Department of Housing, decreased reimbursements from the Health Department for Medi-Cal eligibility determination costs, and decreases in reimbursements for grant-funded services.

#### Contingencies/Departmental Reserves

There is a net increase of \$323,498 in this expenditure category. Projected year-end Fund Balance of \$6,175,394 will be used as follows: restoration of total Reserves at a level of \$4,653,804 including \$3,360,830 in Agency Reserves, \$459,670 in Agency Child Care Reserves, \$223,605 added for VRS Cafe project reimbursement, and \$609,839 in Collaborative Reserves; \$113,500 for safety net services; \$145,665 for an additional year of funding for seven small child care contracts; \$137,649 for an additional year of funding for adult substance abuse treatment services; \$70,000 for bridge funding for Redwood City Family Resource Centers; \$64,884 for developing a strategic plan for Prevention and Early Intervention services; \$500,000 for integration of client case management systems; \$750,000 for developing transitional housing for Foster Care youth; \$495,318 for one-time costs for the new Receiving Home at the Youth Services Center; and \$25,000 for the East Palo Alto Crime Reduction Task Force. The Human Services Agency continues to maintain the 2% minimum budget for Reserves in compliance with County policy.

#### **NET COUNTY COST**

There is a net increase of \$3,797,606 or 17.0% in Net County Cost, primarily reflecting increases of: \$1,176,857 for the unfunded portion of negotiated labor costs; \$376,425 for a previously approved 3% increase for community-based service providers; \$10,028 for the unfunded portion of increased rent charges for the new Youth Services Center; \$87,000 for the transfer of CORA contract costs from the County Memberships and Contributions budget; \$202,729 for increased Homeless and Safety Net Services; \$127,884 for an additional Human Services Manager position for the HOPE Initiative; \$120,000 for increased support to the Core Service Agencies; \$144,000 for the Day Worker Center; \$284,377 for increased direct service positions; \$274,000 for Safety Net Needs Assessment; \$250,000 for the Emancipating Foster Youth housing project in the South County area; \$53,000 for expansion of the Independent Living Program; \$334,000 for Emancipating Foster Youth; \$135,000 for the County's portion of mandated new Child Welfare Services training; and \$162,093 for the addition of three Social Workers for Exigent Circumstances. There is a decrease of \$4,310 in Proposition 172 revenue and a decrease of \$64,884 for deletion of one-time development costs related to the strategic plan for Prevention and Early Intervention services.

#### **FY 2007-08 Budget Overview**

#### **TOTAL SOURCES**

Total Sources decreased by \$2,072,415 or 1.2% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Intergovernmental Revenues

There is a net decrease of \$15,224 in this funding source. Decreases include elimination of \$148,427 in one-time tobacco prevention revenue, \$81,616 in expired substance abuse grants, and \$108,308 for reduced reimbursements of other one-time costs, offset by an increase of \$323,127 for partial reimbursement of higher labor costs.

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### Fund Balance

There is a decrease of \$2,057,191 in this funding source due elimination of Fund Balance used in FY 2006-07 for one-time expenses including \$70,000 for bridge funding for Redwood City Family Resource Centers, \$113,500 for safety net needs assessment, \$25,000 for the Crime Reduction Sponsored Employment program, \$255,175 for the integration of client case management systems, \$64,884 for the Prevention and Early Intervention strategic plan, \$145,665 for one-year funding of seven child care center contracts, \$137,649 for bridge funding for adult substance abuse treatment services, \$750,000 for transitional housing for emancipating foster care youth, and \$495,318 for the new Receiving Home at the Youth Services Center.

### **TOTAL REQUIREMENTS**

Total Requirements decreased by \$1,058,628 or 0.6% from the FY 2006-07 to the FY 2007-08 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$1,078,204 in this expenditure category due to merit increases and increases in negotiated labor costs.

#### Services and Supplies

There is a net decrease of \$2,005,359 in this expenditure category. Decreases include elimination of \$130,000 in Safety Net Needs Assessment costs, \$70,000 in bridge funding for the Redwood City Family Resource Centers, \$450,000 for integrating client case management systems, \$750,000 for transitional housing for emancipating foster care youth, \$250,000 for the Emancipating Foster Youth housing project in the South County area, \$412,000 in one-time costs for the new Receiving Home at the Youth Services Center, \$6,884 for expiring grant-funded services and supplies, \$89,729 in tobacco prevention services funded with one-time unexpended revenue, \$25,000 for the Crime Reduction Sponsored Employment program, and \$92,692 for one-time contract services expenses. Increases include \$116,678 for increased labor costs in Program Support that are applied to other Agency programs, and \$154,268 for a 3% increase for community-based service providers.

#### Other Charges

There is a net decrease of \$266,613 in this expenditure category. Decreases include elimination of \$74,732 in grant-funded substance abuse prevention services, \$145,665 for one-year funding of seven child care center contracts, \$137,649 in bridge funding for County funded adult substance abuse treatment services, \$58,698 in tobacco prevention services funded with one-time unexpended revenue, and elimination of \$83,318 in one-time costs for the new Receiving Home at the Youth Services Center. Increases include \$233,449 for a 3% increase for community-based service providers.

#### Fixed Assets

There is a decrease of \$114,000 in this expenditure category due to elimination of prior one-time costs for automation and imaging equipment and purchase of two vehicles.

#### Intrafund Transfers

There is a decrease of \$249,140 for labor cost increases in Program Support applied to other Agency programs.

### **NET COUNTY COST**

There is an increase of \$1,013,787 or 3.9% in this Agency's General Fund allocation due to labor increases of \$1,077,091, offset in part by State and Federal reimbursements.



## Program Support (7301B)

### Program Locator

#### County

Children, Youth and Family Services

Human Services

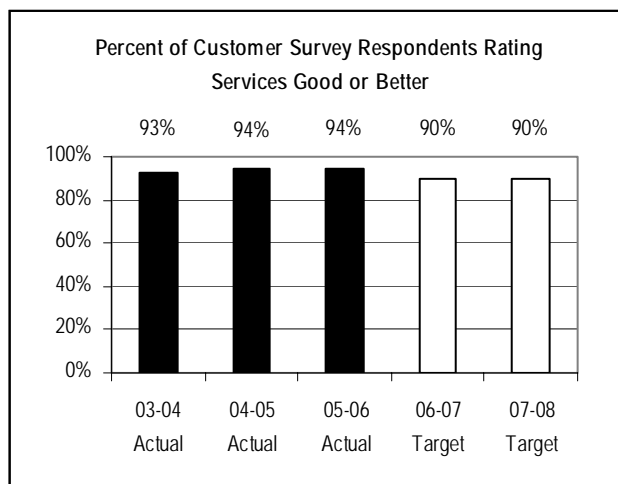
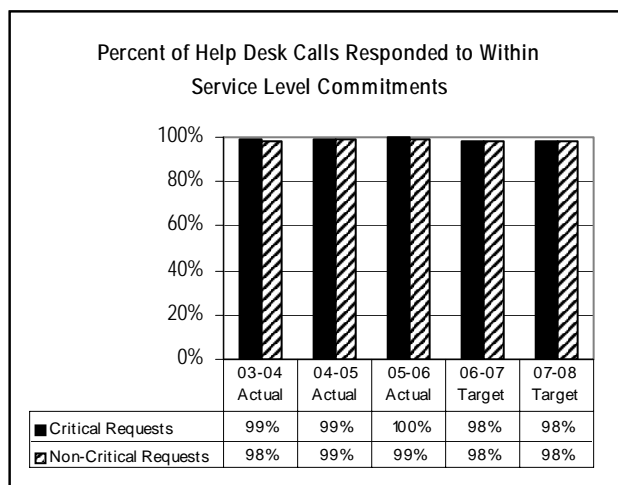
#### ► Program Support

Community Capacity Building

Economic Self-Sufficiency

Family Strength

### Headline Measures



### Program Outcome Statement

Program Support promotes the delivery of effective and efficient services to individuals and families by providing centralized consultation, facilitation, and coordinated support for Human Services Agency (HSA) staff, community partners, Federal and State agencies, and other local governmental units.

### Services and Accomplishments

Program Support primarily contributes to the goals of the Shared Vision 2010 commitments to be a Responsive, Effective and Collaborative Government, and to Provide Equal Access to Educational Opportunity by securing and providing administrative and operational resources that assist HSA staff in the design, delivery, and support of effective client and community services. Program Support provides personnel services, human resource development, planning and evaluation, contracts and facilities management, fraud investigation, appeals and fair hearings, financial services, automation and technology systems development and support, public information, and legislative services to staff and community stakeholders.

The following are major accomplishments in the current year:

- Produced a cost savings/avoidance in excess of \$6 million to date through ongoing fraud investigation by the Special Investigations Unit
- Installed the Language Line interpreter service to increase service accessibility for Agency customers
- Implemented the CalWORKs Welfare Information Network (CalWIN), an automated system for determining applicant eligibility for CalWORKs, Food Stamps, Medi-Cal, Cash Assistance Program for Immigrants CAPI, General Assistance, and Foster Care
- Converted 23,000 Medi-Cal paper case files into electronic images to improve timely access to case information
- Participated with the Health Department and the San Mateo Medical Center in the Minimum Data Set (MDS) workgroup to define shared data elements for use in the Applicable Client Record Store (ACRS) project that will support integrated services delivery to clients common to all three departments
- Developed and implemented the Community Approach to Relating and Engaging (CARE) system that will permit community partners to coordinate services to children and families served through the Differential Response (DR) program
- Implemented electronic invoicing project to test a streamlined process for paying contractors
- Published a report of the San Mateo community's progress toward realizing the three strategic directions set for human services in 2000
- Developed, in partnership with the Lucile Packard Foundation for Children's Health, a Funder's Roundtable to promote public-private funding strategies in support of full implementation and sustainability of DR, which resulted in a \$80,000 grant from the Foundation
- Prepared the Agency's application to apply for accreditation by the Council on Accreditation for Children and Families of Agency compliance with over 400 national best practice standards for public agencies
- In collaboration with Supervisor Hill's office, County Health Department, the County of San Mateo Office of Education, and

community organizations, launched a public awareness campaign outreaching to youth and general public to help increase their knowledge of the Safely Surrendered Baby legislation

- Provided public outreach information to help Gulf Coast hurricane victims and participated in the countywide Emergency Preparedness and Communications team in planning for future disasters

## Story Behind Performance

The HSA has continued its commitment to improve client service and promote effective programs. Customer service and satisfaction is often a reflection of effective staffing, training, and a client-focused work environment. Organizational success is sustained by attention to finances, technological advances, short- and long-term planning, and ongoing evaluation of programs.

Customer service and satisfaction remains a top priority for the HSA, with 94% of client survey respondents rating services received as good or better. Internal customer satisfaction with the IT Help Desk also remains high at 100%. The use of technology to meet ongoing business needs continues to increase, resulting in a higher number of IT devices supported by the Business Systems Group (BSG).

For FY 2006-07, HSA is focused on developing new performance measures reflective of the successful attainment of current performance targets. The HSA maintains a strong commitment to professional and career development of both internal staff and community providers. This will be reflected in a new measure that will track the number of training sessions provided to Agency and community participants to improve their knowledge, skills, and ability to better serve clients. BSG will focus on increasing their ability to provide a timely response to requests for data critical to program planning, management, analysis, and decision making, and Financial Services will monitor and track the number and percent of completed audits with no major findings.

The new CalWORKs Welfare Information Network (CalWIN) implemented in October 2005 impacts a significant portion of the Agency's total business process. HSA staff from BSG and program operations took various steps to mitigate anticipated temporary difficulties impacting clients or community partners. The implementation incorporated lessons learned from other counties' go-live experiences and included such activities as targeted conversion strategies, establishment of a CalWIN help desk, and a review and revision of policies and procedures. These efforts resulted in an overall 99.9% successful conversion of cases from the previous computer system into CalWIN.

While the case conversion and benefit issuance processes of CalWIN have been largely successful in the County, the ability of all CalWIN counties to extract accurate case statistical and financial expenditure data from the system has been severely limited. Counties are currently unable to easily complete State-required monthly statistical and financial expenditure reports, and audit and reconcile expenditures through their financial accounting systems. As counties wind down case conversion and program activities,

there is a need to devote increasing resources to problems appearing in their back-end business processes. For a variety of reasons largely related to system design, resolution of these problems will likely require significant resources over an extended period of time.

The HSA continues to develop opportunities to leverage available funding. Utilizing a coordinated funding strategy, Financial Services works to increase funding both for community partners to provide direct client services, as well as to maximize funding for long-term projects. For example, in November 2005 the HSA received a two-year grant of \$80,000 from the Lucile Packard Foundation for Children's Health. As a result of partnering with the Packard Foundation, the grant will be matched dollar-for-dollar with Federal and State funds to provide significant resources for the citywide roll-out of DR in Redwood City and Daly City. In an effort to secure further foundation investment in DR, HSA and the Lucile Packard Foundation will continue to co-sponsor quarterly roundtable meetings with fund providers and the community to discuss DR implementation and identified community needs. In another leveraging situation, HSA provided \$750,000 of seed money to develop a transitional housing facility for emancipating foster youth. This initial investment has been matched by an additional commitment of \$750,000 from the City of South San Francisco.

The Planning and Evaluation (P&E) unit coordinates, partners, and staffs outcome-oriented program-specific, Agencywide, and interdepartmental initiatives. Such initiatives integrate information gathering, policy planning, program and organizational evaluation, research and analysis, evidence-based practices, and continuous quality improvement—all in the context of values and expectations of clients and the community's priorities for children and families. P&E's contributions in FY 2005-06 are: (1) development of the Agency OBM overview and program plans for FY 2006-07; (2) application and self-study preparation for Agency accreditation; (3) coordination of community needs assessments efforts linked to program strategic planning; and (4) implementation of the Agency continuous quality improvement program, including customer satisfaction monitoring.

Major challenges over the next two years will be:

- To maintain current levels of support to HSA program operations in spite of expected reductions in Federal and State funding
- To identify and secure financial resources needed to adequately fund all required Child Welfare Systems Improvement Plan (SIP) activities
- To integrate and coordinate a variety of performance and quality improvement initiatives involving the Agency, the larger community, and other County departments

## Program Objectives

Program Support will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Provide continuity of quality services in spite of anticipated retirements of experienced staff by enhancing the knowledge, skills, and leadership abilities of less seasoned HSA management and line staff
- Support Agency efforts to secure accreditation by the Council on Accreditation on nationally recognized standards for delivering the highest quality services to children, individuals, and families
- Initiate efforts to develop a work plan that ensures provision of client service-critical computer resources in the event of a natural disaster or other emergency
- Explore expanded use of electronic case file imaging to improve client services by increasing timely access to case information
- Develop strategies to ensure that HSA's Access databases comply with Countywide information technology standards for data storage and data exchange with other County departments

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-06 Target	FY 2006-07 Target
<b>What/How Much We Do</b>					
Number of IT Devices supported by BSG that are used by HSA and community partner staff <sup>(1)</sup>	1,300	1,500	1,815	1,800	1,800
Number of training sessions provided to community and Agency participants (data development)	---	---	---	---	---
<b>How Well We Do It (Quality)</b>					
Percent of help desk calls responded to within service level commitments: <sup>(2)</sup>					
- Critical calls	99%	99%	100%	98%	98%
- Non-critical calls	98%	99%	99%	98%	98%
Percent of customer survey respondents rating services good or better <sup>(3)</sup>	93%	94%	94%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of critical automated report requests completed within 48 hours (data development)	---	---	---	---	---
Number and percent of completed audits with no major findings (data development)	--- / ---	--- / ---	--- / ---	--- / ---	--- / ---

<sup>(1)</sup> Devices include personal computers, printers, faxes, laptops, and PDAs.

<sup>(2)</sup> A critical issue is one that creates a work stoppage for the requestor or prevents the ability to provide a public service, and has a deadline of two hours. Non-Critical issues do not create a work stoppage such as assistance in document formatting or assistance in synching PocketPC with desktop; these issues require response from the help desk within four to eight hours.

<sup>(3)</sup> Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

## Program Support (7301B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	111.0	114.0	114.0	116.0	2.0	116.0
Funded FTE	110.5	113.1	113.1	115.0	1.9	115.0
 Total Requirements	4,794,158	4,906,662	5,975,761	5,784,763	(190,998)	5,563,650
Total Sources	5,808,927	6,318,335	5,568,299	5,318,729	(249,570)	5,067,672
Net County Cost	(1,014,769)	(1,411,674)	407,462	466,034	58,572	495,978
 NCC Breakdown						
Mandated Services			407,462	466,034	58,572	495,978

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$466,034 or 8.1%. Of this amount, 100% is for Mandated Services currently provided with no maintenance-of-effort or local match requirements, and funds the County share of Staff Development costs.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; adjustments to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; deletion of a one-time facilities and automation costs; appropriations for the Learning Content Management System (LCNMS); position adjustments between programs to meet operational requirements; and increases in reimbursement (Intrafund Transfers) due to increased labor costs and adjustments to charges from internal service departments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,917,174)	(135,052)	(361,726)	(3,361,824)	58,572	(1)

#### 2. Adjustments to Fund Balance

An increase of \$500,000 in Fund Balance supports the program objective of improving information technology systems through a one-time reappropriation of funds for integrating client case management systems to enable further integration of data systems to meet case tracking, management information, and performance outcome requirements. A reduction in Reserves and transfer of Fund Balance to partially offset implementation of Safety Net Needs assessment recommendations in Community Capacity Building and development of a strategic plan for Prevention and Early Intervention in Family Strength are also included. The net appropriation of \$3,584,295 in Reserves supports the Agency objective of meeting the Countywide 2% Reserves policy.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,860,830	500,000	0	3,360,830	0	0

### 3. Conversion of Contractual Database Maintenance to In-House Operation for the Business Systems Group

Assuming in-house responsibility for database systems maintenance supports the program objectives of providing continuity of quality services and improving information technology systems. A net increase of three positions will be made: (1) two Information Technology Analysts and one Information Technology Technician will be added for ongoing system maintenance; (2) one Human Services Analyst II will be added for contract monitoring and budget tracking; (3) three vacant Unclassified Human Services Supervisor positions are deleted; (4) one Unclassified Information Technology Analyst will be added to provide temporary support in resolving CalWIN management reporting issues; and (4) one Information Technology Analyst will be added to provide technical support for the CWS/CMS system. There is no Net County Cost associated with this action.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(193,226)	(193,226)	0	0	0	3

### 4. Hall of Justice Cafe

Intrafund Transfers are being used to cover the cost of remodeling the VRS Cafe at the Hall of Justice. The Health Department will transfer \$87,670 as its contribution for building and equipment repair and replacement; the balance of \$157,155 is being transferred from the Non-Departmental budget. HSA is setting aside these funds in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	(244,825)	244,825	0	0

### 5. Accounting Adjustment for Fixed Assets/Computer Equipment in Business Systems Group (BSG)

Fixed Assets appropriations for replacement of network appliances, per technology assessment by the Information Services Department, supports the program objective of better meeting service needs by enhancing the technical infrastructure to accommodate newly added programs. These costs were included in the current level budget in order to generate accurate revenue through the mock claim; this adjustment transfers the costs to Fixed Assets. There is no Net County Cost associated with this action.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	350,000	0	0	0	0
0	(350,000)	0	0	0	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(249,570)	171,722	(606,551)	243,831	58,572	2

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

### 6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefit costs; increases in intergovernmental revenues commensurate with higher staff development costs; elimination of one-time operating expenses and equipment costs related to integration of case management systems; and adjustments reflecting labor costs that are applied to other HSA programs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(495,882)	(349,260)	(116,678)	0	29,944	0

**7. Deletion of One-Time Adjustments**

One-time adjustments from the prior year are deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
244,825	0	244,825	0	0	0

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(251,057)	(349,260)	128,147	0	29,944	0

## Community Capacity Building (7201B)

### Program Locator

#### County

Children, Youth and Family Services

Human Services

Program Support

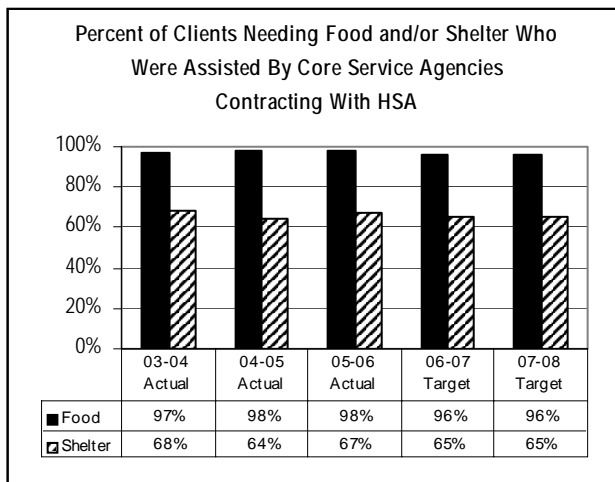
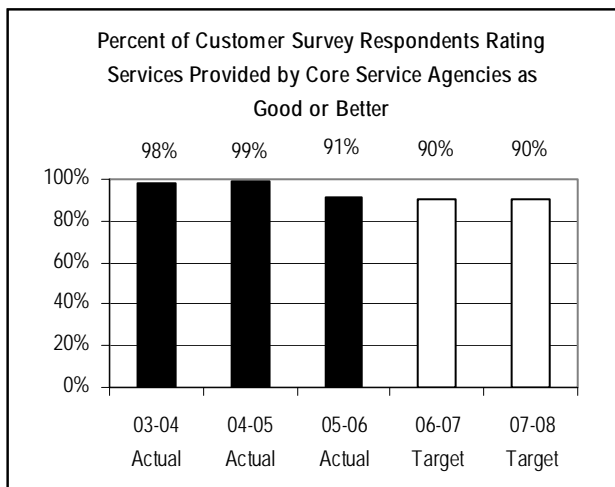


**Community Capacity Building**

Economic Self-Sufficiency

Family Strength

### Headline Measures



### Program Outcome Statement

Community Capacity Building works with communities to identify areas of need and strengthen the social infrastructure that enables residents to achieve a healthy quality of life by providing emergency shelter care and supportive services, transitional housing, and safety net services.

### Services and Accomplishments

Community Capacity Building primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by working with community organizations and residents to provide emergency shelter care and supportive services, transitional housing, and safety net services in the County. Community Capacity Building includes the Center on Homelessness, which plans and coordinates the activities of the County and non-profit service providers to meet the needs of homeless individuals and families in San Mateo County. Through contracts with the Core Services Agencies, emergency shelter, food, clothing, rental, and utility assistance is provided to County residents.

The following are major accomplishments in the current year:

- Coordinated HOPE, the 10-Year Plan to End Homelessness, with involvement of over 150 community members and consumers
- Planned and conducted a safety net needs assessment in the seven regions served by the Core Service Agencies
- Received \$750,000 funding from the City of South San Francisco to support the development of a transitional housing facility for emancipating foster youth
- Developed a comprehensive workplan that will result in a purchase of housing with services for emancipating foster youth
- Provided funding to the Mental Health Association to complete the development of the Belmont Apartments, offering 25 units of supportive housing
- Promoted and supported the renovation by the Mental Health Association of emergency and transitional shelter for homeless mentally ill by providing \$500,000 funding through the State Emergency Housing Assistance Program
- Coordinated and submitted application for Continuum of Care funding, which resulted in a 13% (\$5.2 million) increase in the allocation, creating the opportunity for development of eight additional supportive housing units
- Created a partnership with the City of South San Francisco to enhance existing housing for Safe Harbor residents using redevelopment funding
- Received funding for five additional supportive housing units for chronically homeless individuals with mental health problems
- Maintained capacity through El Concilio to provide Core Services in the East Palo Alto and Menlo Park communities

### Story Behind Performance

Every year, an estimated 4,000 people are homeless in San Mateo County. They include youth and adults, single people, and families with children. Many are living with chronic conditions such as mental illness, substance abuse issues, HIV/AIDS, or other disabilities. In 2005, the Center on Homelessness conducted a one-night count showing 1,385 people to be homeless, of which 815 were in



temporary shelters. An additional 26,000 people are just one paycheck or medical emergency away from the street. In San Mateo County, a family would need to earn \$29.54/hour or \$61,440 per year to be able to afford an average priced two-bedroom apartment. Approximately half the renters in the County earn less than this threshold. The challenge remains to address the shortage of affordable and supportive housing.

In April 2005, Supervisors Church and Hill initiated HOPE (Housing Our People Effectively), the 10-Year Plan to End Homelessness, as a result of the emerging consensus among political and civic leaders, business people, community activists, homeless people and their families, housing and service providers, and other stakeholders in the County that homelessness must be ended. The vision of HOPE is that homelessness will be ended by ensuring that safe, accessible, affordable housing is available in San Mateo County for those in greatest need. The Human Services Agency (HSA) supported that effort and coordinated the planning process which brought together approximately 150 representatives from all sectors of the community. There were 13 focus groups conducted to incorporate service provider and consumer feedback into the planning process. HOPE is a milestone in this community's approach to end homelessness. The ten-year plan was completed and adopted by the Board of Supervisors in March 2006; implementation is in progress.

There remains an ongoing need for safety net services in the County. The number of individuals seeking services continues to increase, yet service capacity is limited due to resource constraints. Findings from the Safety Net Needs Assessment suggest that clients are presenting a more complex array of needs that do not fit with traditional eligibility criteria. This complexity of need is compounded by un/underserved populations such as Latinos, the working poor, the chronically homeless, recent immigrants, and first-time clients. New approaches are needed to effectively serve, measure, and understand the effectiveness of safety net services. Nearly one of every 20 residents have recently lived with a friend or relative due to an emergency; one-in-seven HSA clients have had this experience. One of every 20 HSA clients have lived on the street, in a car, or in a shelter in the past two years. One-in-40 residents and one of every ten HSA clients have received free meals in the past year.

Community Capacity Building met performance targets for each of its three Headline Measures. Core Agency providers are struggling to meet the needs of people requesting food and housing. In FY 2005-06, 98% of individuals in need of food and 67% of individuals in need of housing received assistance. The availability of shelter beds, limited housing funds for all populations, and specific requirements for granting housing assistance restrict the Core Agency providers' ability to meet the housing needs of those seeking assistance. Due to the uncertain nature of funding from Federal, State, local and private sources, it remains difficult to establish performance targets.

Core Agency providers are also confronted with budget constraints and organizational stability. HSA is supporting the Core Agency providers by reviewing business plans, supporting the development

of agency boards, and investigating other possible sources of funding for Core Agencies. HSA also aims to support the Core Agency providers by ensuring their participation in Family Self-Sufficiency Teams and investigating their capacity to conduct case management.

Major challenges over the next two years will be:

- To begin implementation of the HOPE initiative
- To utilize a strategic approach in providing safety net services that meet County clients' increasing demand and complexity of need

## Program Objectives

Community Capacity Building will meet performance targets by doing the following:

### Provide Assistance to 96% of Clients in Need of Food and 65% of Clients in Need of Housing

- Align strategic direction and resources with findings and recommendations of the Safety Net Needs Assessment
- Support implementation of first year strategies denoted in HOPE
- Develop a transitional housing facility for emancipating foster youth to keep them safe from homelessness

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of clients served by community based providers contracting with the HSA:					
- Individuals	28,127	22,553	29,313	23,000	23,000
- Families	9,580	8,271	10,558	8,300	8,300
<b>How Well We Do It (Quality)</b>					
Percent of customer survey respondents rating services provided by Core Service Agencies as good or better <sup>(1)</sup>	98%	99%	91%	90%	90%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of clients needing food and/or shelter who were assisted by Core Service Agencies contracting with the HSA:					
- Food	97%	98%	98%	96%	96%
- Shelter <sup>(2)</sup>	68%	64%	67%	65%	65%

<sup>(1)</sup> Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

<sup>(2)</sup> 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.

Community Capacity Building (7201B)  
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	1.0	2.0	2.0	4.0	2.0	4.0
Funded FTE	1.0	2.0	2.0	3.2	1.2	3.2
 Total Requirements	2,168,350	2,348,768	2,518,816	3,005,686	486,870	2,944,345
Total Sources	556,096	744,146	785,996	805,624	19,628	675,624
Net County Cost	1,612,254	1,604,622	1,732,820	2,200,062	467,242	2,268,721
 NCC Breakdown						
Non-Mandated Services			1,732,820	2,200,062	467,242	2,268,721

## Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,200,062 or 73.2%, of which 100% is for Non-Mandated Services that include \$718,809 for Core Service Agencies, \$61,448 for Second Harvest Food Bank, \$437,485 for emergency shelter services, \$354,611 for the Safe Harbor year-round shelter, \$289,307 for motel vouchers for homeless families, and \$338,402 for operating expenses.

## FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; adjustments to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; deletion of a data processing contract and overhead charges from Program Support; previously approved 3% increases for community-based organizations; deletion of Community Development Block Grant (CDBG)-funded service agreements that were previously provided through Department of Housing; and adjustments to charges from internal service departments for administrative and shelter operations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(165,180)	(300,822)	405,000	0	269,358	0

### 2. Transfer In of Community Development Block Grant (CDBG) Funding

Through an interdepartmental Memorandum of Understanding (MOU), CDBG funding is being transferred from the Department of Housing to the Human Services Agency (HSA). The funds will be used to administer contractual agreements with community-based agencies for services related to homeless services and prevention. This approach was previously approved by the Board of Supervisors as part of the public service funding component of the County's CDBG plan. A part-time Human Services Analyst II is being added for contract monitoring and service coordination.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	611,298	(611,298)	0	0	1

### 3. Add Human Services Manager and Contract Consultant Services for HOPE Initiative

Addition of one Human Services Manager I plus contract consulting services supports the program objective of providing assistance to at least 65% of clients in need of housing. This position will work on implementing the new Ten-Year Plan to End Homelessness in San Mateo County.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
54,808	182,692	0	0	127,884	1

### 4. Implementation of Safety Net Needs Assessment Recommendations

Resources added to begin implementation of recommendations included in the Safety Net Needs Assessment, which was completed in February 2006, support the program objective of providing assistance to at least 65% of clients in need of housing. A pilot case management service with two Core Services Agencies will work with clients that have complex needs to ensure they have stable housing and support; family motel voucher assistance access will be expanded and also made to single adults; and training to Core Service Agencies will be provided to enhance case management assessment and support skills and improve service delivery to diverse populations. Costs will be covered by CalWORKS Single Allocation and available Agency Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
130,000	130,000	0	0	0	0

**5. Additional Funding for Core Services Agencies**

Additional funding for the Core Services Agencies was approved at the June Budget Hearings.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	70,000	0	0	70,000	0

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
19,628	693,168	(206,298)	0	467,242	2

**FY 2007–08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefit costs; a 3% increase for community-based organizations; and elimination of one-time expense and Fund Balance allocation for the Safety Net Needs Assessment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(130,000)	(61,341)	0	0	68,659	0

## Economic Self-Sufficiency (7001B)

### Program Locator

#### County

Children, Youth and Family Services

Human Services

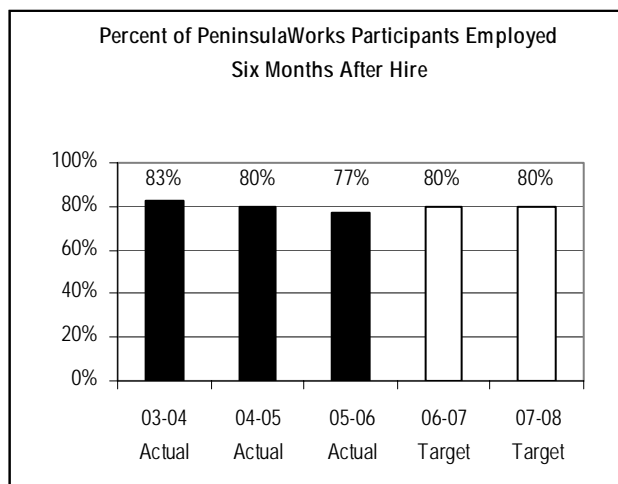
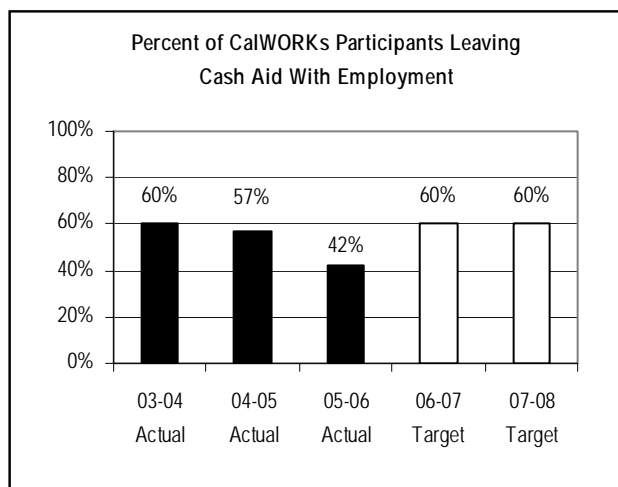
Program Support

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

Economic Self-Sufficiency primarily contributes to the goals of the Shared Vision 2010 commitment to Create Opportunities for Every Household to Participate in Our Prosperity by partnering with the community to provide a wide range of services that assist County residents locate and retain jobs and attain self-sufficiency. Economic Self-Sufficiency includes Employment Services (also encompassing Workforce Investment), CalWORKs, Food Stamps, Medi-Cal, General Assistance, Cash Assistance Program for Immigrants and other health insurance programs. San Mateo County operates four one-stop, multi-service employment centers known as PeninsulaWorks, as well as Vocational Rehabilitation Services.

The following are major accomplishments in the current year:

- Fully implemented the CalWORKs Welfare Information Network (CalWIN) System, a new integrated service delivery tool used by HSA staff to facilitate eligibility determination of clients for CalWORKs, Food Stamps, Medi-Cal, Cash Assistance Program for Immigrants (CAPI), General Assistance, and Foster Care
- Expanded Vocational Rehabilitation Services (VRS) employment services, including operation of the County Cafeteria
- Received the National Association of Counties (NACO) Innovations in Human Services Award; Department of Labor, Recognition of Excellence Award; and State Chancellors Office Excellence in Partnership Award for the Workforce Development's Biotechnology Program
- Secured a Skills Testing and Reemployment (STAR) grant in collaboration with the North Valley (NOVA) Workforce Board to provide skill testing, assessment, and reemployment services to dislocated workers in San Mateo County
- Launched the Gateway program, funded through special grants, to serve disadvantaged youth and adults, which resulted in the completion of three training classes serving over 80 clients
- Began implementation of the Just and Outcome Based System (JOBS) project promoting early engagement of clients in order to increase welfare to work participation rates
- Collaborated with the Health Department and the San Mateo Medical Center in utilizing the One-e-App process to enhance and expand access to health insurance enrollment in adult Medi-Cal, WELL, and Discounted Health Care programs

### Story Behind Performance

The slow process of economic recovery has begun in San Mateo County. However, this recovery has yet to significantly improve the fortunes of the County's most vulnerable families. In 2005, the annual average unemployment rate reached 4.3%, the lowest rate since 2001, and approximately 6,500 workers were added to the employment rolls. From December 2004 to December 2005, there was an increase of 8,000 employed workers. However, despite the increase in the number of jobs, the County has 22,000 fewer people in the workforce than in 2001. Employment data indicates that jobs are increasing in the biotechnology and healthcare industries.

There is evidence suggesting that the lowest income residents are being increasingly burdened. While the median family income is \$87,762, more than 27% of the County's families earn less than \$50,000 per year. The Human Services Agency (HSA) estimates that a family of three would need to earn \$64,008 to be self-sufficient, a 2% increase over 2004 reflecting increases in the costs of child care, food, and healthcare expenses.

The number of individuals accessing one-stop employment services from the various PeninsulaWorks sites has been gradually declining. Last year, 130,291 visits were made by PeninsulaWorks participants who received services and training in such areas as: career planning and job search services; vocational skills assessment; and resumé writing, interviewing skills, and financial literacy. However, due to the improving economy, it is estimated that the increased availability of jobs will lead to a 23% decrease in participants, resulting in a total of 100,000 visits this fiscal year. Over 1,000 PeninsulaWorks participants also received intensive case management and training services provided through the Workforce Investment Act (WIA), which authorizes employment services for adults, youth, and laid-off workers.

In FY 2005-06, 42% of PeninsulaWorks clients were hired in jobs and 77% of these jobs lasted for more than six months. The rate of CalWORKs participants leaving with employment increased slightly, from 57% to 60%. Plans to increase services to promote job retention and career advancement for CalWORKs recipients are scheduled for the upcoming fiscal year. These services will include money management, one-on-one counseling, workshops, and supportive services that address barriers to continued employment. HSA continues to be concerned that there is limited data available on whether clients are being employed in jobs that provide the benefits and support that contribute to long-term self-sufficiency (e.g., living wage, health benefits).

Major challenges over the next two years will be:

- To address reduced Federal and State funding for programs
- To identify Federal, State, and private resources to sustain and enhance programs currently funded by grants that will end in June 2006, in order to maintain current levels of service and support
- To plan for expiring grants which, if not sustained, will decrease supportive and training services for youth
- To increase CalWORKs welfare to work participation by 2007, in accordance with State and Federal mandates
- To provide continual compliance with new State performance standards in Medi-Cal
- To respond to reauthorization of the Temporary Assistance to Needy Families (TANF) program, which will modify CalWORKs and result in increases in the level of client participation in employment related activities, as well as potential increases in the demand for child care
- To increase work retention rates by recipients leaving CalWORKs

- To enhance reporting capabilities and assess the effectiveness of changes in business practices resulting from CalWIN implementation
- To link recipients leaving CalWORKs with full-time jobs that offer wages, benefits, and growth opportunities commensurate with the cost of living in the County
- To support workers dislocated as a result of outsourced and offshored jobs
- To increase local Food Stamp participation rates and reduce hunger in the community

## Program Objectives

Economic Self-Sufficiency will meet performance targets by doing the following:

### Provide Employment Services to 20,000 PeninsulaWorks Participants

- Continue to develop new relationships with businesses to increase access to employment and job opportunities
- Develop and implement revenue enhancement activities to support/expand workforce development services
- Enhance educational, training, and career opportunities for disadvantaged youth and adults in the biotechnology and healthcare sectors

### Assist 60% of PeninsulaWorks Participants to Obtain Jobs and 60% of CalWORKs Participants to Leave Cash Aid with Employment

- Continue to assess and operationalize impacts and changes in business practices resulting from CalWIN Implementation
- Conduct needs assessment to implement best practice standards to increase welfare to work (WTW) participation
- Increase services to promote job retention and career advancement for CalWORKs recipients who leave with employment
- Develop and implement a Food Stamp outreach and enrollment plan to prevent hunger by providing nutritional assistance to County residents

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of participants using PeninsulaWorks Centers:					
- Number of participants	24,426	24,794	20,089	20,000	20,000
- Number of visits by participants	121,651	130,290	112,494	100,000	100,000
Number of enrolled participants in PeninsulaWorks Intensive and Training services <sup>(1)</sup>	2,431	1,003	954	700	700
<b>How Well We Do It (Quality)</b>					
Percent of PeninsulaWorks participants enrolled in Intensive and Training services participating in training and/or educational programs <sup>(2)</sup>	64%	42%	48%	40%	40%
Percent of PeninsulaWorks enrolled participants leaving Intensive and Training services with employment <sup>(2)</sup>	60%	62%	51%	60%	60%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of PeninsulaWorks enrolled participants employed six months after leaving Intensive and Training services <sup>(3)</sup>	83%	80%	77%	80%	80%
Percent of California Work Opportunity and Responsibility to Kids (CalWORKs) participants leaving cash aid with employment	60%	57%	42%	60%	60%

<sup>(1)</sup> Includes only data for PeninsulaWorks participants enrolled in Workforce Investment Act (WIA).

<sup>(2)</sup> Reflects the percent of PeninsulaWorks participants enrolled in WIA training and/or educational programs who exit WIA with employment.

<sup>(3)</sup> Reports the percent of PeninsulaWorks participants enrolled in WIA who had a 6-month follow-up after exiting WIA.

## Economic Self-Sufficiency (7001B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	370.0	404.0	404.0	436.0	32.0	436.0
Funded FTE	367.0	397.1	397.1	427.3	30.3	427.3
 Total Requirements	76,591,666	81,970,460	87,812,965	91,034,456	3,221,491	91,546,954
Total Sources	68,652,381	74,533,575	80,931,625	83,184,188	2,252,563	83,325,512
Net County Cost	7,939,285	7,436,885	6,881,340	7,850,268	968,928	8,221,442
 NCC Breakdown						
State Grants Match			404,993	461,149	56,156	514,428
CalWORKS MOE			1,453,281	1,771,308	318,027	2,024,596
Mandated Services			5,000,427	5,322,357	321,930	5,322,357
Non-Mandated Services			22,639	295,454	272,815	360,061

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$7,850,268 or 8.6% of Total Requirements. Of this amount, \$7,354,814 represents the County's share of Mandated Services for entitlement programs such as CalWORKs, General Assistance and Interim Aid cash assistance, and Food Stamps Employment and Training. Non-Mandated Services totaling \$495,454 include \$200,000 for employment services to General Assistance clients, \$151,454 for Jobs for Youth, Veterans Services, and Extraordinary Circumstances programs, and \$144,000 for the Day Worker Program.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; adjustments to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases; position adjustments between programs to meet operational requirements; increased costs for General Assistance and Interim Aid caseloads; increases in Vocational Rehabilitation Services operating expenses and client labor costs related to award of the Hall of Justice Café and Belmont Library Café to the *Catering Connection*; adjustments for internal service department charges; increases in overhead charges from Program Support due negotiated labor increases; decreases in reimbursements (Intrafund Transfers) from Children and Family Services for Jobs for Youth costs and from the Health Department for Medi-Cal Eligibility Determination costs; a decrease in direct service agreements due to expiring Workforce Development grants; a minor decrease in the CalWORKs caseload costs; and deletion of one-time costs for Fixed Assets and Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
940,592	1,443,581	37,562	0	540,551	1

#### 2. Additional Staffing for Eligibility Determination

Addition of 17 Unclassified Benefit Analyst II and one Unclassified Human Services Supervisor positions support the program priority to assist 60% of PeninsulaWorks participants to obtain jobs and 60% of CalWORKS participants to leave cash aid with employment. The additional



staffing will positions will alleviate increased workloads and reduce overtime while staff continue to assimilate the complexities of CalWIN and optimize all that the new system has to offer. Approximately 75% of the increased cost will be funded with State Medi-Cal revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
808,490	1,088,217	0	0	279,727	18

### 3. Additional Staffing for CalWIN

Addition of five positions—one Office Assistant II, addition two Information Technology Analysts (offset by deletion of two vacant Unclassified Human Services Supervisor positions in the Program Support budget unit previously assigned for training), and addition of two Unclassified Accountant IIs supports the program priority of providing more efficient client service. To address needs that have been identified with the changeover from Case Data System (CDS) to CalWIN, the additional staffing will provide increased administrative support, systems maintenance, and data collection/analysis capability to ensure accurate and timely reimbursement claiming to the State. Additional costs will be fully covered within the CalWIN allocation, and decreased contract expense for temporary employment services that has been used as an interim solution to meet these needs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
232,407	232,407	0	0	0	5

### 4. Additional Staffing for Vocational Rehabilitation Services (VRS)

Three Unclassified positions—an Employment Services Specialist II, a Job Development Specialist II, and a Community Worker II—are being added to increase placements and job retention rates within the VRS program for County residents with mental illness. The increased cost is covered by a transfer of funds from the Mental Health Division through an interdepartmental MOU.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	170,751	(170,751)	0	0	3

### 5. Day Worker Program

Street-based outreach to day workers and dialog with concerned employers and the community supports the program objective of increasing self-sufficiency and addressing the public safety and economic concerns of the community. Services will be provided by a new contract with the Multicultural Institute (MI) approved by the Board of Supervisors on May 9, 2006. The contract will facilitate employment and training opportunities, health-related activities, worker organization, and community building needs. The program will be assessed on a monthly basis to determine effectiveness. A minimum of 75 employers will be registered with the program; it is projected that approximately 35 day laborers will be served daily in job-related activities, with a job match rate of at least 30%.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	144,000	0	0	144,000	0

### 6. Additional Food Services Positions for Hall of Justice Café

One Food Services Supervisor and one Food Services Worker II position were approved by the Board of Supervisors at mid-year to staff the new Hall of Justice Café. The cost is fully covered by revenue from food sales at the café, with no Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
132,162	132,162	0	0	0	2

### 7. Extension of Indigent Healthcare Pilot

The Medically Indigent Healthcare Pilot has been extended to December 31, 2006. General Fund Reserves will be used to fund the extension. Extra Help staff (two Patient Services Assistants) and one Unclassified Community Program Specialist II position have been included, as well as funding for four community-based organizations: Ravenswood Family Health Center, California Health Initiatives, North Peninsula

Neighborhood Services Center, Cabrillo Unified School District, and operating expenses. It is anticipated that ongoing funding sources will be identified from a combination of reimbursements and reductions in General Fund contributions to the Medical Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	120,993	(120,993)	0	0	0

#### **8. Additional Office Assistant for Non-Related Extended Family Members (NREFM)**

Addition of one Office Assistant II position supports the program priority of ensuring that children served do not experience a recurrence of maltreatment. This position will work with Social Worker staff in ensuring that recently expanded Federal documentation is properly and timely completed and entered into the Child Welfare System Case Management System, in order to limit potential audit disallowances. The additional cost will be 90% covered by State and Federal Foster Care revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
41,847	46,497	0	0	4,650	1

#### **9. Extra Help Conversion for Workforce Development**

Conversion of one Extra Help Human Services Analyst II position to permanent status supports meeting performance targets by addressing operational requirements. This position will work on contract coordination and development process among all participating units to ensure efficient use of grant funding in the Workforce Investment Act (WIA) program. The additional cost will be covered within the existing WIA allocation, with no additional Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
21,970	21,970	0	0	0	1

#### **10. Adjustment of Fixed Assets for the Health Insurance Telecenter (HIT)**

Fixed Assets appropriations for purchase of electronic scanning equipment supports the program objective of providing more efficient client service by enhancing the technical infrastructure to accommodate program requirements and reduce client information retrieval time. These costs were included in the current level budget in order to generate accurate revenue through the mock claim; this adjustment transfers the costs to Fixed Assets. There is no Net County Cost associated with this action.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	64,000	0	0	0	0
0	(64,000)	0	0	0	0

#### **11. Adjustments to Fund Balance**

Increased Fund Balance is appropriated for contract services in launching the Sponsored Employment Program crime prevention initiative that targets East Palo Alto youth and young adults who evidence multiple employment barriers, matching these persons with dedicated employer sponsors and community mentors to provide on-the-job success through short-term paid employment in local nonprofit and public sector organizations and small businesses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
25,000	25,000	0	0	0	0

#### **12. Staffing Adjustments**

A vacant Office Assistant II position is deleted and a Public Services Specialist is added to meet current workload requirements and ensure successful provision of one-stop services in the Employment Services program. One Benefits Analyst II-Unclassified is added to accommodate

recent workload increases in the Fair Hearings Program. The increased cost is covered by State and Federal Welfare Administration revenue; there is no increase to Net County cost as a result of these actions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
50,095	50,095	0	0	0	1

**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,252,563	3,475,673	(254,182)	0	968,928	32

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefit costs; increased intergovernmental revenues commensurate with higher staff development costs; and elimination of prior year one-time equipment costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
166,324	416,505	120,993	0	371,174	0

**14. Deletion of One-Time Adjustments**

One-time adjustments related to the Sponsored Employment Program from the prior year are deleted.

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

**TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
141,324	391,505	120,993	0	371,174	0

## Family Strength (7101B)

### Program Locator

#### County

Children, Youth and Family Services

Human Services

Program Support

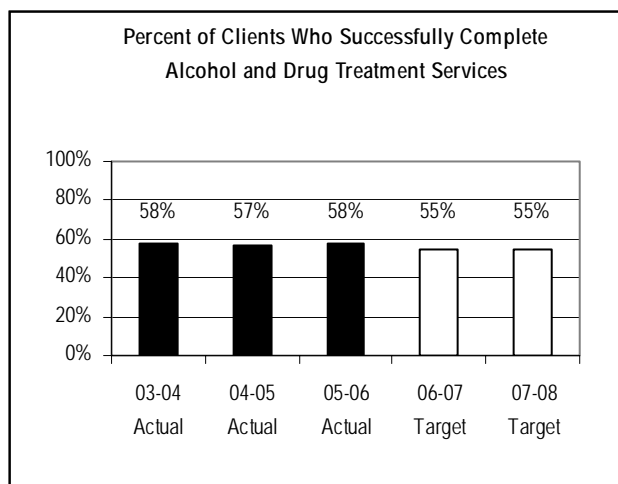
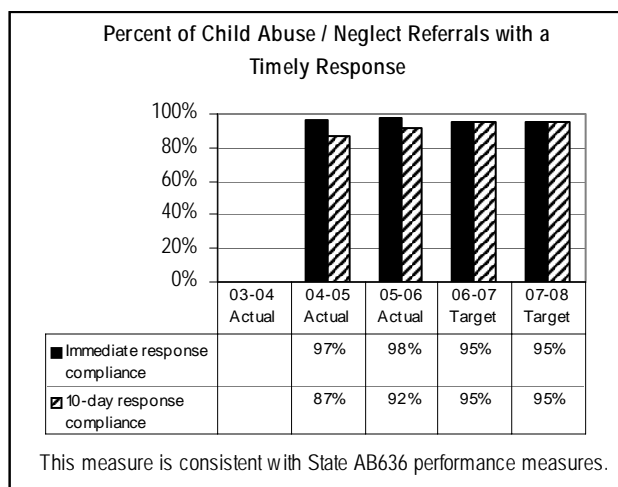
Community Capacity Building

Economic Self-Sufficiency



**Family Strength**

### Headline Measures



### Program Outcome Statement

Family Strength promotes individual and family strength by providing a continuum of prevention, protection, and permanence including assessment, intervention, and treatment services that maximize child well-being, family stability, and self-reliance.

### Services and Accomplishments

Family Strength primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by offering community-based prevention and early intervention, and supportive family-focused services to enhance family strength and child well-being in collaboration with community partners. Family Strength includes Alcohol and Other Drug (AOD) Prevention and Treatment Services, Domestic Violence Services, Child Care, Afterschool Programs, Out of Home Placement, and Children and Family Services (CFS).

Under the County Reorganization approved by the Board of Supervisors on September 26, 2006, the Tobacco Prevention program is transferred to the Health Department.

The following are major accomplishments in the current year:

- Fully implemented Differential Response (DR), an early intervention response system aimed at keeping children safe, in Redwood City and Daly City, and selected partners for countywide roll-out scheduled for July 2006
- Implemented, along with four other counties, the Comprehensive Assessment Tool (CAT) to assess safety and risk factors for children referred to the child welfare system
- Reviewed cases with the goal to reduce re-entry rates into foster care through the (1) Citizen's Review Panel, which resulted in changes in implementation; and (2) Peer Quality Case Review to assess factors related to the California Children Services Review
- Restructured the role and hired a Foster Parent Liaison to respond to the needs of foster parents and provide independent, confidential, and informal assistance to foster parents to ensure that they are able to access services and navigate in the Child Welfare system
- Implemented the emancipating youth stipend program to improve housing, employment, and training opportunities
- Awarded three new Center for Substance Abuse Treatment (CSAT) grants: (1) To continue and expand the successful Gaining Independence and Reclaiming Lives Successfully (GIRLS) drug court program; (2) To provide culturally sensitive primary treatment to individuals using methamphetamines and other stimulants through the Coastside Project; and (3) To provide culturally sensitive family treatment to Asian American/Pacific Islander youth and their families
- Conducted a comprehensive prevention and treatment needs assessment that will be utilized in developing a strategic plan, and partnered with the Health Department to conduct a needs assessment addressing Health Disparities in alcohol and other drug prevention
- Provided AOD outpatient treatment to 98 clients in two shelters in partnership with Horizon Services

- Worked in collaboration with Sheriff, Probation, Mental Health, and community-based providers on improving planning and treatment for individuals discharged from jail
- Worked in collaboration with the Health Department and San Mateo Medical Center on addressing the needs of individuals who "over use" emergency medical services
- Continued expansion of the community schools approach to service delivery at the countywide school-based Family Resource Centers
- Joined the East Palo Alto community in developing major violence prevention initiatives and supported the successful grant application for One East Palo Alto to conduct community engagement activities to improve youth employment
- Implemented the five-year child care pilot program, which increased the number of days of child care enrollment by 3.8% without additional funding

### Story Behind Performance

The Child Welfare Systems Improvement effort entered its second year of implementation to ensure prevention, protection, and permanence in the lives of children and families. Differential Response (DR), a strategy to provide comprehensive social services while responding to allegations of abuse and neglect, was fully implemented in Daly City and Redwood City. An increase in the number of team-based case planning meetings resulted in a decrease in the rate of children who reenter the child welfare system. A strong focus on improving support systems for social workers, foster and kin parents, and birth parents was implemented to help keep youth in family care placements. Efforts were implemented to maintain existing and recruit new foster, kin, and adoptive homes. Staff training was provided on utilizing two computer search engines as tools to locate relatives in promoting permanent and lifelong connections for children in out-of-home placements or in the foster care system.

Children and Family Services implemented a Self Evaluation Team dedicated to ongoing monitoring of the AB636 California Children and Family Services Review (CFSR) performance data. The team also identified necessary management actions that would improve performance; in FY 2005-06, HSA achieved an immediate response compliance rate for child abuse/neglect referrals of 98% and a 92% ten-day response compliance rate. Furthermore, the 90% performance target for percent of children served who do not experience a recurrence of maltreatment was exceeded. There is a strong commitment to maintain progress towards all CFSR measures, directly linking performance measures to program implementation as part of a continuous quality improvement effort. One area of CFSR needing improvement is the number of children who are returned home from foster care but re-enter the foster care system in less than 12 months. Although improvement on this objective has occurred, the State performance standard has not been achieved. As a pilot county, San Mateo will be involved in a comprehensive evaluation of current child welfare system improvement activities.

In an effort to better understand community need for substance abuse treatment and prevention services, AOD has been engaged with the community in an assessment to identify the needs of priority populations in underserved communities. As a result of the Board of Supervisors' Community Health Improvement Initiative to Eliminate Health Disparities, the AOD Prevention Needs Assessment was completed through a collaborative partnership with the Health Department's AOD Prevention Task Force. The AOD Treatment Needs Assessment involved focus groups and a review and analysis of available data. The next steps are transitioning to an AOD strategic planning framework that will result in amending or developing policy, redesigning program and services designs, initiating resource development activities, implementing procurement and disbursement strategies, and developing plans for enhancing administrative and human resources.

AOD funding for treatment capacity is not keeping pace with the increasing costs of delivering services and is further compounded by static Federal and State funding and the expiration of time-limited grant funding. This year, the follow-up time for clients reducing or abstaining from alcohol and drug use has been aligned with Federal and State standards of 6 and 12 months, resulting in the assessment of a small population who can be reached for follow-up. A new performance measure is being developed to report the percent of clients reducing alcohol or drug use upon treatment discharge; this will capture the ability of clients to maintain a length of sobriety in which to begin their long-term recovery. The number of clients entering and remaining in treatment under Proposition 36 is increasing. These clients often present lengthy and severe treatment problems; providing the appropriate level and duration of services within the available funding for Proposition 36 remains an ongoing challenge. The Governor has proposed continuation of Proposition 36 at the current level, with no increase in funding for FY 2006-07.

Collaborative work with community partners is paramount to being effective in community prevention and early intervention strategies. HSA has been actively involved in bringing the Family Resource Centers into the full-service community school approach, which promotes student success by focusing on the broad community context in which education and learning happen. It also integrates the most important influences in a child's life—families, schools, communities—to provide coordinated care. Redwood City is evolving to a community schools approach, and plans are underway to expand this approach to Half Moon Bay and East Menlo Park.

An innovative countywide youth violence prevention strategy was implemented through increasing summer employment opportunities for youth. In East Palo Alto, this effort focused on youth who were at higher risk. HSA also strengthened its Family Self-Sufficiency Teams by providing countywide coordination and training on facilitation.

San Mateo County has been a leader in advocating for adapting reimbursement rates to the needs of County residents. As a result of the success of AB1326, the five-year childcare pilot program, other nearby counties are adopting this approach and the State is considering how to implement the County's model statewide. HSA

continues to participate on advisory committees to support this pioneering work in improving services that impact childcare. Increasing accessibility to childcare has also remained a priority; it is estimated that childcare will be provided to 3,300 children, an increase of 200 children over the FY 2005-06 target.

Major challenges over the next two years will be:

- To develop sustainable funding resources to support the capacity of community-based organizations to meet additional DR-related service demands
- To expand community partnerships and develop a shared responsibility for child well-being
- To meet State, Federal, and local standards and mandates
- To address identified community needs given financial constraints
- To identify methods to support the sustainability of community-based organizations
- To address reductions in Federal and State allocations and more restrictive eligibility criteria for children and family services funding
- To address the lack of alcohol and other drug treatment capacity
- To enhance the capacity and capability to respond to clients with primary methamphetamine addiction
- To establish priorities for distributing limited resources among populations with significant needs for alcohol and drug services
- To develop more sustainable, predictable, and diverse resources to better meet the estimated need/demand for alcohol and drug treatment and prevention services
- To identify, understand, and assess prevention and early intervention activities countywide
- To partner with the community in development of effective crime and gang prevention activities
- To foster continued support of the community school model of involvement countywide
- To continue supporting identification of ongoing funding for the Preschool for All Initiative to expand County services
- To educate and inform the community and parents about the benefits of early childhood education
- To continue to advocate for increased provider reimbursement rates to reflect the actual cost of providing child care

## Program Objectives

The Human Services Agency will meet performance targets by doing the following:

### Ensure that at least 90% of Children Served do not Experience a Recurrence of Maltreatment

- Fully implement DR countywide to keep children safe from abuse and neglect in all communities
- Maintain existing and recruit new foster, kin, and adoptive homes and support stable family connections by strengthening linkages to resources available to birth, kin, foster, and adoptive parents
- Develop housing stipend and apartment program services for emancipated foster youth to keep them safe from homelessness

- Explore linkages between evidence-based practices and Council on Accreditation (COA) accreditation in Children and Family Services

### Achieve a Rate of 55% or Better for Clients who Successfully Complete Alcohol and Drug Treatment Services

- Complete and prepare to implement a Strategic Plan for Alcohol and Other Drug Services focused on policy, program redesign, resource development, procurement and disbursement strategies, and infrastructure enhancement
- Develop and implement an Alcohol and Other Drug development and training plan for staff and community providers

### Provide Child Care Assistance to 3,300 Children

- Enhance and expand relationships between business community and child care providers to increase availability of child care for employees

### Promote Community Partnerships and Coordinated Services to Increase the Resilience of Children and Families

- Develop and implement a comprehensive community prevention and early intervention strategic plan to strengthen children and families in San Mateo County
- Implement recommended actions from the Violence In Families Project final report to the Domestic Violence Council

## Performance Measures Summary Table

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of children with referrals for child abuse/neglect	4,030	4,162	4,337	4,100	4,100
Number of children who received child care assistance: <sup>(1)</sup>					
- Human Services Agency <sup>(3)</sup>	1,520	1,600	533	550	550
- Child Care Coordinating Council/PACE	2,144	1,841	2,267	2,000	2,000
Number of clients entering treatment (all modalities except methadone services):					
- Number of times clients enter treatment	4,421	3,904	4,075	3,900	3,900
- Unduplicated individuals served	3,590	3,130	2,955	3,000	3,000
<b>How Well We Do It (Quality)</b>					
Percent of child abuse/neglect referrals with a timely response: <sup>(3)</sup>					
- Immediate Response compliance	---	97%	98%	95%	95%
- 10-Day Response compliance	---	87%	92%	95%	95%
Percent of children receiving CalWORKs who are eligible and receive child care payment assistance (excludes recipients who decline the service)	48%	77%	70%	70%	70%
<b>Is Anyone Better Off? (Outcome)</b>					
Percent of children served who do not experience a recurrence of maltreatment within 12 months	---	88%	91%	90%	90%
Percent of children receiving child care payment assistance who are cared for by licensed providers or providers who passed a background screening :					
- Human Services Agency	88%	77%	79%	75%	75%
- Child Care Coordinating Council	83%	95%	83%	83%	84%
- PACE	65%	75%	95%	80%	80%
Percent of clients who successfully complete alcohol and drug treatment services	58%	57%	69%	55%	55%

<sup>(1)</sup> Children served by: HSA Stage 1 childcare; Child Care Coordinating Council Stages 2 and 3; and FAPP/GAPP subsidies. Beginning in FY 2005-06, data for this measure is being reported out of the CalWIN system, reflecting a change in calculation methodology from prior reports. Future targets have been adjusted accordingly.

<sup>(2)</sup> FY 2006-07 targets revised to align with new 2007 Federal Children and Family Services review response requirements.

## Family Strength (7101B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
Salary Resolution	256.0	276.0	276.0	287.0	11.0	287.0
Funded FTE	253.8	269.7	269.7	282.7	13.0	282.7
 Total Requirements	76,507,117	81,657,673	94,910,483	100,558,235	5,647,752	99,269,563
Total Sources	69,011,741	70,240,691	81,588,250	84,933,138	3,344,888	83,100,456
Net County Cost	7,495,376	11,416,982	13,322,233	15,625,097	2,302,864	16,169,107
 NCC Breakdown						
Federal Grants Match			30,105		(30,105)	
State Grants Match			123,486	123,486		123,486
Child Care Services MOE			76,000	93,964	17,964	71,740
Mandated Services			3,896,152	3,999,808	103,656	4,031,609
Non-Mandated Services			9,196,490	11,407,839	2,211,349	11,942,272

### Program Net County Cost

The portion of this program's FY 2006-07 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$15,625,097 or 15.5% of Total Requirements. Of this amount, \$4,294,178 represents the County's share of Mandated child protective services, foster care placement costs and Stage I child care based on State and Federal allocations. Non-Mandated Services totaling \$11,330,919 include: \$2,609,585 in substance abuse treatment services; \$7,369,335 in child welfare services overmatch including \$4,135,101 for family resource centers and \$3,234,234 for child protective services, child abuse prevention, adoptions, licensing, and the Independent Living Program for emancipating foster youth; and \$1,351,999 for the Receiving Home.

### FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit and retirement rate increases; adjustments to Worker's Compensation charges due to a change in methodology; annualization of mid-year position changes and negotiated labor increases including the California Nurses Association (CNA); deletion of a one-time contribution for the Preschool for All program; adjustments for new and sunseting grants; adjustments for further roll-out of the Child Welfare Services System Improvement Plan/Differential Response; previously approved 3% increases for community-based organizations; deletion of one-time costs for the Emancipating Youth apartment and new Receiving Home projects not completed in the current year due to construction delays; deletion of Fund Balance and Reserves; increases in Child Care and Foster Care caseload costs; increases in reimbursement (Intrafund Transfers) for adjustments to charges from internal service departments and for ancillary costs of clients with co-occurring substance abuse and mental health disorders.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
46,938	2,378,625	(126,657)	(989,842)	1,215,188	0

#### 2. Adjustments to Fund Balance

Projected year-end Fund Balance of \$2,668,141 is reappropriated as follows: (1) \$750,000 would represent partial funding for the creation of affordable and supportive housing for emancipated foster youth in a matching fund collaboration with the City of South San Francisco,



although additional resources are yet to be acquired and the Agency is working closely with the Department of Housing to secure potential redevelopment funds from Housing and Urban Development (HUD); (2) \$459,670 for restoration of Child Care Reserves and \$609,839 for Collaborative Reserves; (3) \$495,318 for one-time expense due to construction delays in completing the new Receiving Home at the Youth Services Center; (4) \$145,665 for one additional year of funding for seven child care contracts; (5) \$137,649 to provide an additional year's funding for an Alcohol and Other Drug (AOD) adult residential substance abuse treatment program previously proposed for elimination, while a strategic planning effort currently underway develops priorities and service recommendations for a Request For Proposals to be issued in FY 2007-08; and (6) \$70,000 for Redwood City Community School Site Coordinators located at Taft, Fair Oaks, Hoover, and Kennedy Middle schools as bridge funding if the Redwood City School District (RCSD) is unsuccessful in obtaining grant funding for these positions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,668,141	1,598,632	0	1,069,509	0	0

### **3. Training for New Child Welfare Services (CWS) Mandate**

Additional contract training resources are being appropriated to meet new State-mandated requirements for CWS social workers, supervisors, and managers that go into effect July 1, 2006. Approximately 150 staff will receive training services, offset in part by Title IV-E revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
165,000	300,000	0	0	135,000	0

### **4. Additional Housing for Emancipated Foster Youth**

An apartment housing project to serve the needs of emancipating foster youth supports the pgram objective of ensuring children served do not experience a recurrence of maltreatment. This project will provide: housing services, including a Housing Stipend Program to assist youth in transitioning to independent living; an expanded Independent Living Skills Program that will serve up to 92 youth and will extend services to include youth 14 years of age and older; and addition of one Transportation Officer position to provide transportation support services needed for youth to attend college preparatory courses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	274,000	0	0	274,000	1

### **5. Increased State Funding for Child Welfare Caseload Standards**

Additional funding has been included in the State budget to enable achievement of optimal Child Welfare Services caseloads. Three Social Worker III positions are being added with the additional funding to reduce caseloads in accordance with SB2030 workload standards. This action will also contribute to meeting the Council on Accreditation standards, a goal the Agency is actively pursuing.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
231,561	231,561	0	0	0	3

### **6. Additional Staffing for Children and Family Services (CFS)**

To comply with recent legislation and court decisions regarding placement of children in protective custody, three Social Worker III positions are being added. The additional staffing will ensure that a Protective Custody Order is obtained prior to taking a child into custody for non-exigent circumstances.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
69,468	231,561	0	0	162,093	3

### **7. Addition of Human Services Manager for CWS**

Addition of one Human Services Manager II position supports the program objective to ensure that children served do not experience a recurrence of maltreatment. This position will serve as the central region manager with primary CWS policy responsibility. The span of control in central region has been severely stretched with the development of the Health Insurance Telecenter (HIT) and the recent departure of a highly experienced CWS central regional manager. Although some CWS policy responsibilities have been re-assigned, there is a lack of adequate oversight of CWS policies—which are very complex, with decisions carrying significant risk factors that strongly impact children's lives.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
26,526	106,102	0	0	79,576	1

### **8. Consultant Contract for Prevention and Early Intervention**

Increased contractual services to provide assistance in developing a comprehensive strategic plan for Countywide prevention and early intervention services supports the program objective to promote community partnerships and coordinated services to increase the resilience of children and families. The plan will be developed in concert with Community-Based Organizations (CBOs) and will include identification of current services and community needs, gap analysis, service recommendations, and implementation plans. The increased costs will be offset by Federal Title IV-E revenue and available Agency Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
92,692	92,692	0	0	0	0

### **9. Addition of Human Services Manager for Domestic Violence**

Addition of one Human Services Manager I position supports the program objective to promote community partnerships and coordinated services to increase the resilience of children and families. This position will provide continuing coordination of a multidisciplinary effort to address the co-occurrence of domestic violence and child abuse. The position will be reimbursed in part from Federal Title IV-E revenue, as well as an ongoing contribution of \$30,000 from the Health Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
27,808	92,692	(30,000)	0	34,884	1

### **10. Enhanced Services for Co-Occurring Disorders**

Addition of clinical and program consultant contract services supports the program objective to achieve a rate of 55% or better for clients who successfully complete alcohol and drug treatment services. The consultant will provide program development and quality improvement technical assistance to Alcohol and Other Drug Services treatment providers and other County departments involved in treatment of clients with co-occurring disorders. The Health Department transfers \$380,000 per year to HSA through a Memorandum of Understanding (MOU) for co-occurring disorder treatment services, which will include this additional \$80,000 appropriation over the amount originally included in the budget recommendations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	80,000	(80,000)	0	0	0

### **11. Extra Help Conversion for Children's Fund Coordination**

Conversion of one Extra Help Human Services Analyst II position supports meeting performance targets by addressing operational requirements. This position will continue to conduct program readiness, donation solicitation, volunteer coordination, and post program

reporting activities. In addition, the position will coordinate and operate the Children's Fund Holiday Gift program, and develop program processes and procedures to ensure that requests for goods and services are appropriate and well documented.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,032	22,872	0	0	17,840	1

## 12. Staffing Adjustments

An Unclassified Management Analyst II being converted to Classified reflects the permanent, long-term commitment to the CWS System Improvement Plan (SIP). This position III is critical to the success of the program's mandates and ensures implementation, coordination, and oversight compliance and also supervises a staff of Community Workers that serve as a Multi Disciplinary Team (MDT) to transfer confidential CWS information to community partners for case management services, per Welfare and Institutions Code requirements. A vacant Office Assistant II position is deleted and one Senior Shelter Care Counselor is added. This position provides administrative supervision of 15 case support staff and assigns service and case referrals; the goal is to provide centralized case support coordination, greater service delivery, and streamline the referral process for improved CWS outcomes. A Human Services Analyst II position is being converted into two part-time positions in the Alcohol and Other Drug Services program to better serve flexible staffing schedule needs. A vacant Social Work Supervisor-E position is being deleted and a Human Services Manager I added to more properly reflect the level of responsibility which requires a full time, on-call manager at the Receiving Home.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
11,722	33,005	0	0	21,283	1

## 13. Additional Vehicles for CWS

Purchase of one car and one eight passenger van addresses the current shortage of available County-owned vehicles for the Child Welfare Transportation Officers to perform their required tasks and meets the growing service need to provide transportation to children and families who are required to comply with court-mandated services such as court appointments, therapy sessions, and family visitations. The cost of this purchase was included in the current level budget in order to generate accurate revenue through the mock claim; this action will move the costs to Fixed Assets.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	42,000	0	0	0	0
0	(42,000)	0	0	0	0

## 14. Additional Funding for Emancipated Foster Youth

At the June Budget Hearings, three items were added: \$53,000 for Individual Development Accounts; \$60,000 for housing stipends; and \$250,000 as a one-time appropriation for a potential second phase of housing projects to be located in South County.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	363,000	0	0	363,000	0

### TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,344,888	5,804,742	(236,657)	79,667	2,302,864	11

## FY 2007–08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

### 15. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit and higher benefit costs; increases in intergovernmental revenues commensurate with higher staff development costs; decreases in contractual expense due to expiration of grant funding; 3% increases for community-based organizations; elimination of Fund Balance previously used to provide one-year funding for seven small child care contracts, adult substance abuse treatment services, contract services in developing a strategic plan for Prevention and Early Intervention, and bridge funding for Redwood City family resource centers; and elimination of prior one-time costs for projects including apartment housing for emancipating foster youth and the new Receiving Home at the Youth Services Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,832,682)	(1,038,672)	0	0	794,010	0

### 16. Deletion of One-Time Adjustments

One-time adjustments from the prior year are deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(250,000)	0	0	(250,000)	0

### TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,832,682)	(1,288,672)	0	0	544,010	0

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# *Non-Departmental Services*



*Adopted Budget  
FY 2006-07  
FY 2007-08*



People	<p><b>Realize the potential of our diverse population.</b></p> <ol style="list-style-type: none"> <li>1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.</li> <li>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.</li> </ol> <p><b>Provide equal access to educational opportunity.</b></p> <ol style="list-style-type: none"> <li>3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.</li> <li>4. Residents have many educational and training opportunities beyond high school.</li> </ol> <p><b>Ensure basic health and safety for all.</b></p> <ol style="list-style-type: none"> <li>5. Residents have access to healthcare and preventive care.</li> <li>6. Children grow up healthy in safe and supportive homes and neighborhoods.</li> <li>7. Maintain and enhance the public safety of all residents and visitors.</li> <li>8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.</li> </ol>
Place	<p><b>Offer a full range of housing choices.</b></p> <ol style="list-style-type: none"> <li>9. Housing exists for people at all income levels and for all generations of families.</li> </ol> <p><b>Redesign our urban environment to increase vitality, expand variety and reduce congestion.</b></p> <ol style="list-style-type: none"> <li>10. Public transportation choices that are convenient, affordable, accessible and safe.</li> <li>11. New housing is clustered with jobs and commercial services along transportation corridors.</li> <li>12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.</li> </ol> <p><b>Preserve and provide people access for our natural environment.</b></p> <ol style="list-style-type: none"> <li>13. Fixing the boundary between open space and development protects the quality of the natural environment.</li> <li>14. Important natural resources are preserved and enhanced through environmental stewardship.</li> <li>15. Residents have nearby access to green space, such as parks and recreational opportunities.</li> </ol>
Prosperity	<p><b>Create opportunities for every household to participate in our prosperity.</b></p> <ol style="list-style-type: none"> <li>16. Residents hold the majority of jobs created in the county.</li> <li>17. All households experience real gains in income.</li> </ol> <p><b>Sow the seeds of our future prosperity.</b></p> <ol style="list-style-type: none"> <li>18. San Mateo County attracts and maintains leading-edge industries.</li> <li>19. The skill level of new workers rises with improved K-12 education and training options.</li> </ol>
Partnerships	<p><b>Responsive, effective and collaborative government.</b></p> <ol style="list-style-type: none"> <li>20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.</li> <li>21. County employees understand, support and integrate the County vision and goals into their delivery of services.</li> <li>22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.</li> </ol> <p><b>Leaders work together across boundaries to preserve and enhance our quality of life.</b></p> <ol style="list-style-type: none"> <li>23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.</li> <li>24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.</li> <li>25. Residents express their support for regional, collaborative approaches to issues.</li> </ol>

## Non-Departmental Services FY 2006-07 and 2007-08 All Funds Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>General Fund Budgets</b>						
Non-Departmental Services	99,003,735	182,458,323	209,269,178	229,257,564	19,988,386	145,610,466
Contingencies	23,501,594	25,918,920	26,155,224	28,243,170	2,087,946	26,188,914
<b>Total General Fund</b>	<b>122,505,329</b>	<b>208,377,243</b>	<b>235,424,402</b>	<b>257,500,734</b>	<b>22,076,332</b>	<b>171,799,380</b>
<b>Non-General Fund Budgets</b>						
Sergeants/Teamsters Retiree Health	168,156	112,246	113,352	26,179	(87,173)	
Accumulated Capital Outlay Fund	7,857	8,066	4,378	5,406	1,028	3,688
Courthouse Construction Fund	4,622,482	4,301,662	4,154,186	4,384,962	230,776	4,385,376
Criminal Justice Construction Fund	3,552,483	3,361,557	3,237,976	2,655,363	(582,613)	2,781,752
Capital Projects	7,565,359	7,808,725	30,799,267	27,772,461	(3,026,806)	14,607,110
Capital Projects	7,565,359	7,808,725	30,799,267	27,772,461	(3,026,806)	14,607,110
Debt Service Fund	45,763,800	41,468,199	45,961,871	41,621,181	(4,340,690)	45,715,544
<b>Total Non-General Fund</b>	<b>61,680,139</b>	<b>57,060,454</b>	<b>84,271,030</b>	<b>76,465,552</b>	<b>(7,805,478)</b>	<b>67,493,470</b>
<b>Total Requirements</b>	<b>184,185,468</b>	<b>265,437,697</b>	<b>319,695,432</b>	<b>333,966,286</b>	<b>14,270,854</b>	<b>239,292,850</b>
<b>Total Sources</b>	<b>490,966,928</b>	<b>607,698,934</b>	<b>555,505,903</b>	<b>616,688,206</b>	<b>61,182,303</b>	<b>529,609,595</b>
<b>Net County Cost</b>	<b>(306,781,460)</b>	<b>(342,261,237)</b>	<b>(235,810,472)</b>	<b>(282,721,920)</b>	<b>(46,911,448)</b>	<b>(290,316,745)</b>



## Non-Departmental Services (8000B)

### Budget Unit Locator

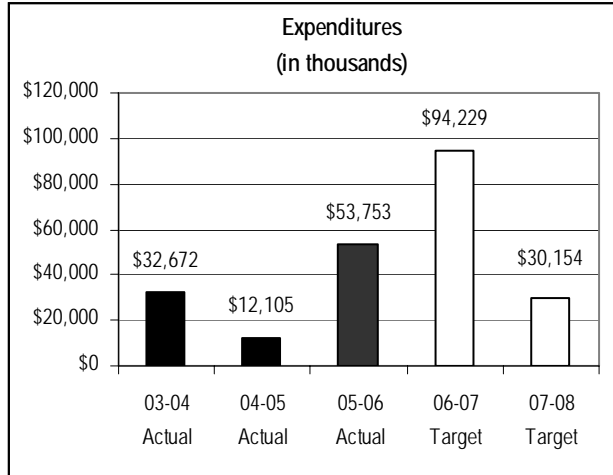
County

Non-Departmental Services

- ▷ **Non-Departmental Services**
  - Sergeants/Teamsters Retiree Health
  - Contingencies
  - Accumulated Capital Outlay
  - Courthouse Construction Fund
  - Criminal Justice Construction Fund
  - Capital Projects
  - Debt Service

### Budget Unit Description

The Non-Departmental Services budget unit contains general purpose revenue, including property tax, sales and use tax, transient occupancy tax (TOT) and interest earnings. Revenue transfers from other funds are budgeted here, including the Solid Waste Fund and A-87 indirect overhead 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 Net County Cost budgeted in other General Fund departments. For FY 2006-07, this budget includes \$5,525,938 for debt service and \$2,000,000 in reserves for technology and capital improvement projects as required by the County Reserves Policy. The discretionary portion of this budget includes \$88,703,043 in appropriations for Countywide technology and capital improvement projects, paydown of the County's unfunded actuarial liability for retiree health, and other costs for Mandated Services with no maintenance-of-effort requirements, and \$133,028,583 in Reserves in excess of minimum County Reserves Policy requirements.

### FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

#### 1. Current Level Budget Adjustments

Budget adjustments have been made as follows: Fund Balance carryover and Reserves have been increased to reflect year-end actuals; one-time revenues and appropriations have been reversed, including VLF loan repayment from the State, property tax contributions made in excess of mandated school funding levels (Excess ERAF), one-time contribution to pay down the County's unfunded Retiree Health Liability, actuarial liability increases in the County's retirement contributions, and Youth Services Center start-up costs. Capital and technology projects in progress have been re-appropriated. This budget includes the new contracts with the Deputy Sheriff's Association, Probation Detention Administration and the California Nurses Association. Pending completion of negotiations with the other employee bargaining units, no assumptions have been made for growth in salaries and benefits.

Revenue/Sources	15,064,631
Appropriations	(44,016,141)
Intrafund Transfers	186,241
Reserves	51,440,842
Net County Cost	(7,453,689)
Positions	0

## 2. General Revenue Adjustments

General revenue sources have been adjusted based on historical and current year receipts as well as anticipated trends. Growth in these revenues is being used to offset growth in ongoing General Fund expenditures. In consultation with the Assessor's Office, secured property tax growth of six percent is included, and unsecured property tax revenue, primarily from airlines and businesses at San Francisco Airport, has been reduced by two percent. Unsecured taxes were reduced an additional \$962,198 due to the airline property tax settlement. In addition, FY 2005-06 was the last year of the County's property tax loss due to ERAF III, resulting in the return of \$6.7 million in property tax revenue beginning in FY 2006-07. Revenues from supplemental and property transfer taxes have been reduced five percent based on actual receipts in the current year and the declining trend from prior years. Sales tax has been increased 5.5 percent over estimated FY 2005-06 actuals based on projected increases in sales within the unincorporated area, including businesses at San Francisco Airport where passenger activity has increased over 10 percent in the last year. Transient occupancy tax (TOT) has been increased by five percent based on prior and current year trends. The budget for interest earnings has been increased by two percent based on increased fund balances and better return on investments.

Revenue/Sources	23,268,451
Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	(23,268,451)
Positions	0

## 3. Local Property Tax (Excess ERAF)

Property tax contributions made in excess of mandated school funding levels will continue to be returned to the County in FY 2006-07. These funds will be set-aside in Reserves for future one-time purposes, such as paying down the unfunded liability for Retiree Health, capital improvement projects and debt service.

Revenue/Sources	25,800,000
Appropriations	0
Intrafund Transfers	0
Reserves	25,800,000
Net County Cost	0
Positions	0

## 4. Contribution to Reduce Retiree Health Liability

Government Accounting Standard Board Statement No. 45 (GASB 45) requires public agencies to begin reporting their liability related to retiree health costs. A "pay as you go" approach is currently being used by most jurisdictions, but GASB 45 will most likely lead to the requirement to amortize and fund retiree health benefits that have been accrued by employees, similar to how retirement contributions are funded. The budget includes the County's second contribution toward the reduction of this liability (the County contributed \$29.2 million in FY 2005-06). With this contribution, the County will have funded approximately 80% of the liability estimated by the Controller's Office as of June 30, 2004.

Revenue/Sources	0
Appropriations	49,781,473
Intrafund Transfers	0
Reserves	(49,781,473)
Net County Cost	0
Positions	0

## 5. San Mateo Medical Center Loan

In order to address a budget deficit brought on by stagnant revenues and increasing costs, including salaries and retirement costs, the Medical Center will receive a \$16.2 million loan from the General Fund in order to maintain current services. The County is hopeful that this deficit can be partially offset by increased Medical Center Intergovernmental Transfers (see funding adjustment number six below). In addition, a loan repayment of \$4 million from the Medical Center is also appropriated, effectively reducing the amount of funds loaned to the Medical Center in the FY 2006-07 budget to \$12.2 million.

Revenue/Sources	4,000,000
Appropriations	0
Intrafund Transfers	0
Reserves	(12,238,630)
Net County Cost	(16,238,630)
Positions	0

**6. Fair Labor Standard Act Penalties and Medical Center IGTs**

Funds have been set aside to cover additional or increased costs that are anticipated in the upcoming fiscal year, including legal costs, employee reimbursements, penalties and programming costs related to the Fair Labor Standard Act (FLSA) litigation, which resulted from the underpayment of employees due to a programming error in the County's payroll system; and additional Medical Center Intergovernmental Transfers (IGTs), which would allow the Medical Center to draw down more Federal funds.

Revenue/Sources	0
Appropriations	11,500,000
Intrafund Transfers	0
Reserves	(11,500,000)
Net County Cost	0
Positions	0

**7. Technology and Capital Improvement Projects**

Funding has been included to implement a number of Countywide technology initiatives, including research into new information technologies, a resiliency study on the trunked radio and microwave systems, infrastructure improvements for video conferencing, and an upgrade analysis of the County's payroll system. New capital projects include maintenance and improvements to various County-owned facilities. A list of funded projects can be found in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	0
Appropriations	3,160,801
Intrafund Transfers	0
Reserves	(3,160,801)
Net County Cost	0
Positions	0

**8. State Mandated Cost Reimbursements (SB 90)**

In FY 2002-03 the State suspended the State-mandated Cost Reimbursement Program (SB 90) due to the mounting fiscal crisis. At that time, the County held operating departments harmless by increasing their Net County Cost targets by the amount of the deferred revenues with the understanding that once the program was re-instituted, the revenue would accrue to Non-Departmental Services. Beginning in FY 2005-06 the State re-instituted the Program and, as a result, the County received \$5.1 million. Of that amount, \$4.1 million was for Mental Health school-based services for children with special needs (AB 3632) for FY 2004-05 and FY 2005-06. The remaining balance of \$854,699 was related to all other mandated services for FY 2004-05 only, including absentee ballots, animal adoption, domestic violence treatment services, Grand Jury proceedings and open meetings/Brown Act reforms. The amount below includes the reinstatement of the non-Mental Health proceeds (\$854,699) as an ongoing revenue source and the partial repayment by Mental Health Services of County General Funds used to cover the State's deferment of AB 3632 claims in FY 2004-05 and FY 2005-06.

Revenue/Sources	854,699
Appropriations	0
Intrafund Transfers	0
Reserves	1,846,438
Net County Cost	991,739
Positions	0

**9. Medically Indigent Healthcare Study**

The Medically Indigent Healthcare screening and verification pilot has been continued through December 31, 2006. Preliminary results indicate a 32% drop in WELL program enrollments due to the elimination of the self-declaration process. Applicants are now screened using the One-e-App web-based tool and are required to show proof of County residency, income and assets to determine eligibility for financial assistance. Funding to continue the pilot through December has been included in this budget unit and in the Medical Center, Health Department, Human Services Agency and ISD for staffing and operating expenses.

Revenue/Sources	0
Appropriations	668,852
Intrafund Transfers	0
Reserves	(668,852)
Net County Cost	0
Positions	0

**10. Structural Fire General Fund Subsidy**

The Structural Fire Fund's property tax revenues have been unable to keep pace with rising costs. Property tax distributions are based on a blended rate that is calculated using predetermined tax rate areas for each taxing entity. The property taxes that accrue to the Structural Fire Fund are based on a mix of tax rate areas that have a large share of unsecured taxes that is not proportional with the rest of the County. While unsecured property taxes account for seven percent of the County's total property tax revenue, they account for 54 percent of the taxes in Structural Fire's tax rate areas. Over the past five years, secured property taxes have grown at an average of eight percent per annum while unsecured property taxes have decreased three percent per annum. As a result, Structural Fire's property tax growth has remained relatively flat. To address the shortfall, the County is providing this one-time subsidy in FY 2006-07. During the course of the upcoming fiscal year, an analysis will be done to determine the Fund's ability to sustain Fire services at current levels. If it is determined that current services cannot be sustained, recommendations to remedy this situation will be brought to the Board at mid-year.

Revenue/Sources	0
Appropriations	536,279
Intrafund Transfers	0
Reserves	(536,279)
Net County Cost	0
Positions	0

**11. Private Defender Program Contract Increases**

The County has negotiated a new five-year agreement with the San Mateo County Bar Association for Private Defender Program services. The new contract calls for increases of 12.55% in FY 2006-07, and the greater of 4% per annum or the Consumer Price Index for the San Francisco Bay Area in FY 2007-08 through FY 2010-11.

Revenue/Sources	0
Appropriations	(1,630,364)
Intrafund Transfers	0
Reserves	0
Net County Cost	(1,630,364)
Positions	0

**12. Sheriff's Relief Pool**

The Sheriff's overtime budget is increased \$1.4 million to provide additional relief to mandated post positions for the Maguire Jail, Court Security and Transportation, and Patrol. A working group consisting of staff from the County Manager's Office and the Sheriff's Office will continue to monitor the use of overtime and assess the impact of nine relief pool positions added in the FY 2005-06 Adopted Budget on reducing overtime costs.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	(1,400,000)
Net County Cost	(1,400,000)
Positions	0

**TOTAL FY 2006-07 FUNDING ADJUSTMENTS**

Revenue/Sources	68,987,781
Appropriations	20,000,900
Intrafund Transfers	186,241
Reserves	(198,755)
Net County Cost	(48,999,395)
Positions	0

## FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

### **13. Current Level Budget Adjustments and FY 2006-07**

#### **Assumptions**

Assumptions for general revenue include a 5.5 percent increase in secured property tax and property tax in-lieu of vehicle license fees; and five percent growth in sales tax and transient occupancy tax (TOT). The loss in unsecured taxes due to the Airline property tax settlement is reduced to \$189,775. Funding for a loan to the Medical Center is included as well as an additional three percent increase for community-based providers. As noted above, no assumptions are made for growth in General Fund salaries and benefits beyond what has already been negotiated. Other adjustments have been made as follows: Reserves from the prior year have been carried over into Fund Balance; one-time revenue and appropriations have been removed, including the Excess ERAF, the one-time contribution to pay down the County's unfunded Retiree Health Liability, FLSA litigation, and the Structural Fire subsidy; debt service transfers have been updated; and capital improvement appropriations have been reduced assuming completion of some projects.

Revenue/Sources	(79,506,325)
Appropriations	(64,074,687)
Intrafund Transfers	0
Reserves	(20,387,281)
Net County Cost	(4,955,643)
Positions	0

### **14. Private Defender Program Contract Increase**

Budget increase of 4% for contract indigent defense services with the San Mateo County Bar Association has been included.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	(584,926)
Net County Cost	(584,926)
Positions	0

### **15. San Mateo Medical Center Loan Repayment**

Beginning in FY 2007-08, the Medical Center will begin making annual payments to the General Fund of approximately \$1.4 million pursuant to a Memorandum of Understanding between the Medical Center and the County Manager to pay down the \$42 million loan (amount of loan as of June 30, 2006 pending audit review). Funds will be set aside in Reserves.

Revenue/Sources	1,399,796
Appropriations	0
Intrafund Transfers	0
Reserves	1,399,796
Net County Cost	0
Positions	0

### **TOTAL FY 2007-08 FUNDING ADJUSTMENTS**

Revenue/Sources	(78,106,529)
Appropriations	(64,074,687)
Intrafund Transfers	0
Reserves	(19,572,411)
Net County Cost	(5,540,569)
Positions	0

Non-Departmental Services (8000B)  
General Funds

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	264,547,187	303,776,554	238,747,060	273,137,267	34,390,207	260,555,191
Licenses, Permits and Franchises	357,472	378,730	350,000	350,000		350,000
Use of Money and Property	11,037,690	12,481,761	9,030,000	9,708,244	678,244	9,902,409
Intergovernmental Revenues	5,247,977	18,170,718	16,182,270	2,264,699	(13,917,571)	2,264,699
Charges for Services	22,051	23,175				
Interfund Revenue	4,996,454	6,920,212	6,340,653	10,281,950	3,941,297	10,281,950
Miscellaneous Revenue	664,645	8,302,440		150,000	150,000	150,000
<b>Total Revenue</b>	<b>286,873,477</b>	<b>350,053,590</b>	<b>270,649,983</b>	<b>295,892,160</b>	<b>25,242,177</b>	<b>283,504,249</b>
Fund Balance	142,413,310	200,584,890	200,584,890	244,330,494	43,745,604	178,611,876
<b>TOTAL SOURCES</b>	<b>429,286,787</b>	<b>550,638,480</b>	<b>471,234,873</b>	<b>540,222,654</b>	<b>68,987,781</b>	<b>462,116,125</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	11,830		4,036,000	5,000,000	964,000	5,000,000
Services and Supplies	4,692,764	12,577,542	12,971,849	14,113,074	1,141,225	9,776,736
Other Charges	292,012	5,305,206	14,197,832	11,479,579	(2,718,253)	7,799,636
Fixed Assets		85,117	3,502,000	3,075,000	(427,000)	(325,000)
Other Financing Uses	7,473,751	36,369,570	39,929,833	60,970,761	21,040,928	8,312,355
<b>Gross Appropriations</b>	<b>12,470,358</b>	<b>54,337,434</b>	<b>74,637,514</b>	<b>94,638,414</b>	<b>20,000,900</b>	<b>30,563,727</b>
Intrafund Transfers	(365,590)	(584,160)	(595,674)	(409,433)	186,241	(409,433)
<b>Net Appropriations</b>	<b>12,104,768</b>	<b>53,753,274</b>	<b>74,041,840</b>	<b>94,228,981</b>	<b>20,187,141</b>	<b>30,154,294</b>
Contingencies/Dept Reserves	86,898,967	128,705,049	135,227,338	135,028,583	(198,755)	115,456,172
<b>TOTAL REQUIREMENTS</b>	<b>99,003,735</b>	<b>182,458,323</b>	<b>209,269,178</b>	<b>229,257,564</b>	<b>19,988,386</b>	<b>145,610,466</b>
<b>NET COUNTY COST</b>	<b>(330,283,053)</b>	<b>(368,180,157)</b>	<b>(261,965,696)</b>	<b>(310,965,090)</b>	<b>(48,999,394)</b>	<b>(316,505,659)</b>

## Sergeants/Teamsters Retiree Health (8050B)

### Budget Unit Locator

#### County

Non-Departmental Services

Non-Departmental Services

#### ► Sergeants/Teamsters Retiree Health

Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

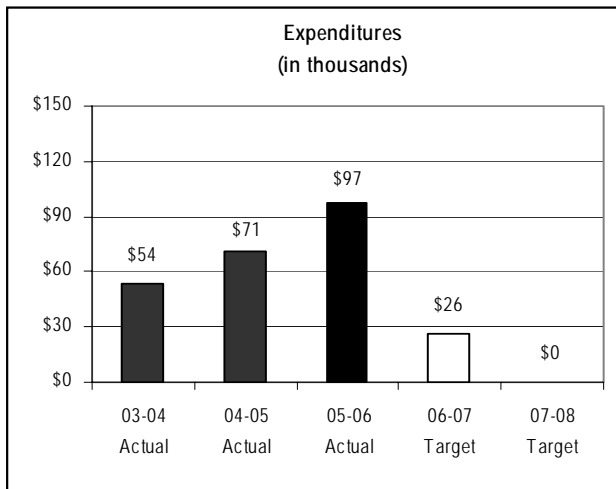
Criminal Justice Construction Fund

Capital Projects

Debt Service

### 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 receiving contributions from the County General Fund and employees in these bargaining units for payment of retiree health premiums. Contributions to both funds have been discontinued, and remaining balances will be used toward retiree health costs until exhausted.

### FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

#### 1. Current Level Budget Adjustments

The Teamsters trust fund has been closed out. The Sergeants trust fund no longer receives contributions from the County or employees, so all revenue accounts have been zeroed out with the exception of interest earnings. Fund Balance has been reduced based on retiree health spending in the prior year. Sufficient balances remain to continue monthly payments of retiree health costs for the first two months of FY 2006-07, ending in September 2006.

Revenue/Sources	(87,173)
Appropriations	(71,081)
Intrafund Transfers	0
Reserves	(16,092)
Net County Cost	0
Positions	0

### FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

#### 2. Current Level Budget Adjustments

The Sergeants trust fund will be closed out in FY 2006-07.

Revenue/Sources	(26,179)
Appropriations	(26,179)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Sergeants/Teamsters Retiree Health (8050B)  
Sergeants/Teamsters Retiree Health Funds

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	3,607	2,094	3,200	108	(3,092)	
Interfund Revenue	11,830					
Miscellaneous Revenue	11,830					
<b>Total Revenue</b>	<b>27,267</b>	<b>2,094</b>	<b>3,200</b>	<b>108</b>	<b>(3,092)</b>	
Fund Balance	140,889	110,152	110,152	26,071	(84,081)	
<b>TOTAL SOURCES</b>	<b>168,156</b>	<b>112,246</b>	<b>113,352</b>	<b>26,179</b>	<b>(87,173)</b>	
<b>REQUIREMENTS</b>						
Salaries and Benefits	70,515	86,175	97,260	26,179	(71,081)	
<b>Net Appropriations</b>	<b>70,515</b>	<b>86,175</b>	<b>97,260</b>	<b>26,179</b>	<b>(71,081)</b>	
Contingencies/Dept Reserves	97,641	26,071	16,092		(16,092)	
<b>TOTAL REQUIREMENTS</b>	<b>168,156</b>	<b>112,246</b>	<b>113,352</b>	<b>26,179</b>	<b>(87,173)</b>	



## Contingencies (8100B)

### Budget Unit Locator

#### County

Non-Departmental Services

Non-Departmental Services

Sergeants/Teamsters Retiree Health

#### ▷ Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

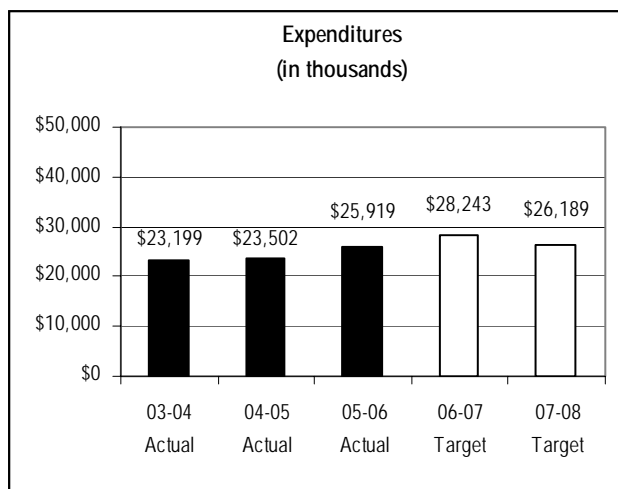
Criminal Justice Construction Fund

Capital Projects

Debt Service

### 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 2006-07 Recommended Budget, which is funded by the General Fund or Net County Cost (NCC), is \$28,243,170 or 100%. This amount represents three percent of General Fund net appropriations, and is required under the County Reserves Policy.

### FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 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	2,087,946
Net County Cost	2,087,946
Positions	0

### FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 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	(2,054,256)
Net County Cost	(2,054,256)
Positions	0

Contingencies (8100B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>REQUIREMENTS</b>						
Contingencies/Dept Reserves	23,501,594	25,918,920	26,155,224	28,243,170	2,087,946	26,188,914
<b>TOTAL REQUIREMENTS</b>	23,501,594	25,918,920	26,155,224	28,243,170	2,087,946	26,188,914
<b>NET COUNTY COST</b>	23,501,594	25,918,920	26,155,224	28,243,170	2,087,946	26,188,914

## Accumulated Capital Outlay Fund (8200B)

### Budget Unit Locator

#### County

Non-Departmental Services

Non-Departmental Services

Sergeants/Teamsters Retiree Health

Contingencies

#### ► Accumulated Capital Outlay

Courthouse Construction Fund

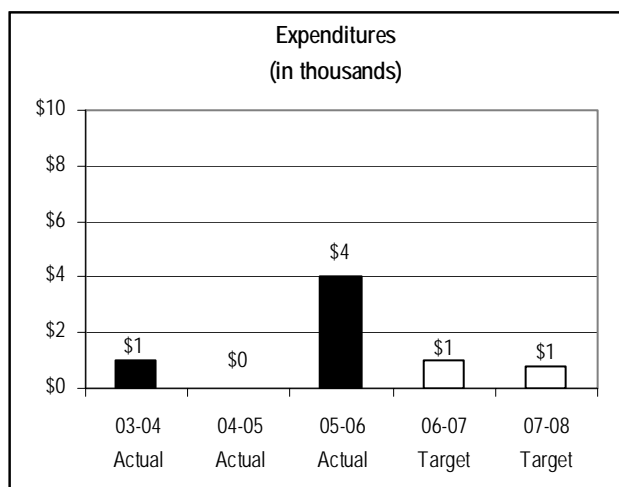
Criminal Justice Construction Fund

Capital Projects

Debt Service

### 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 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 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	1,028
Appropriations	(2,660)
Re-Appropriations	1,718
Intrafund Transfers	0
Reserves	3,688
Net County Cost	0
Positions	0

### FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

#### 2. Elimination of One-Time Capital Projects

One-time projects have been eliminated.

Revenue/Sources	(1,718)
Appropriations	(1,718)
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Accumulated Capital Outlay Fund (8200B)  
Accumulated Capital Outlay Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	222	208				
<b>Total Revenue</b>	222	208				
Fund Balance	7,635	7,857	4,378	5,406	1,028	3,688
<b>TOTAL SOURCES</b>	7,857	8,065	4,378	5,406	1,028	3,688
<b>REQUIREMENTS</b>						
Other Financing Uses		2,660	4,378	1,718	(2,660)	
<b>Net Appropriations</b>		2,660	4,378	1,718	(2,660)	
Contingencies/Dept Reserves	7,857	5,406		3,688	3,688	3,688
<b>TOTAL REQUIREMENTS</b>	7,857	8,066	4,378	5,406	1,028	3,688

## Courthouse Construction Fund (8300B)

### Budget Unit Locator

#### County

Non-Departmental Services

Non-Departmental Services

Sergeants/Teamsters Retiree Health

Contingencies

Accumulated Capital Outlay

#### ► Courthouse Construction Fund

Criminal Justice Construction Fund

Capital Projects

Debt Service

### 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 (AOC) 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 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

#### 1. Adjustments to Fund Re-Appropriated Capital Projects

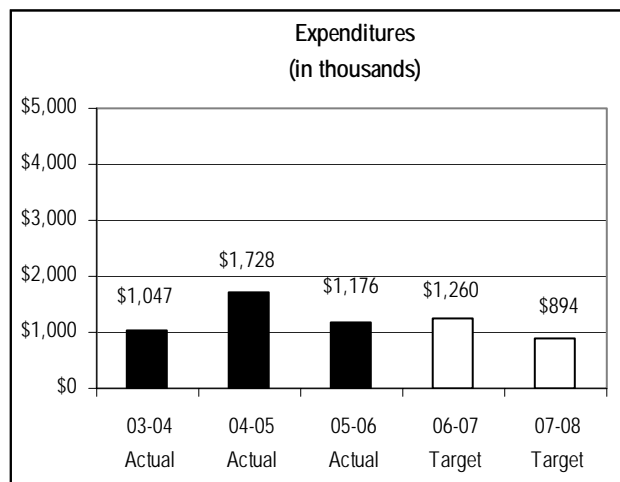
One-time projects have been eliminated and funds have been re-appropriated for projects not completed in the prior year. Project reserves have been increased. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	(397,897)
Appropriations	(1,126,938)
Re-Appropriations	727,336
Intrafund Transfers	0
Reserves	1,705
Net County Cost	0
Positions	0

#### 2. 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.

Revenue/Sources	(1,332)
Appropriations	(1,332)
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0



**3. Fund Balance Adjustment**

Fund Balance has been placed in Reserves for unfinished projects. .

Revenue/Sources	630,005
Appropriations	1,291
Re-Appropriations	0
Intrafund Transfers	0
Reserves	628,714
Net County Cost	0
Positions	0

**TOTAL FY 2006-07 FUNDING ADJUSTMENTS**

Revenue/Sources	230,776
Appropriations	(339,643)
Re-Appropriations	727,336
Intrafund Transfers	0
Reserves	630,419
Net County Cost	0
Positions	0

**FY 2007-08 Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 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. 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	907
Appropriations	(728,627)
Re-Appropriations	363,668
Intrafund Transfers	0
Reserves	365,866
Net County Cost	0
Positions	0

**5. Debt Service Payment**

The following adjustments have been made to debt service for court projects.

Revenue/Sources	(493)
Appropriations	(493)
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

**TOTAL FY 2007-08 FUNDING ADJUSTMENTS**

Revenue/Sources	414
Appropriations	(365,452)
Re-Appropriations	363,668
Intrafund Transfers	0
Reserves	365,866
Net County Cost	0
Positions	0

Courthouse Construction Fund (8300B)  
 Courthouse Temporary Construction Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties		1,161				
Use of Money and Property	80,966	96,574	60,000	60,000		60,000
Charges for Services	1,435,779	1,309,741	1,200,000	1,200,000		1,200,000
<b>Total Revenue</b>	<b>1,516,745</b>	<b>1,407,476</b>	<b>1,260,000</b>	<b>1,260,000</b>		<b>1,260,000</b>
Fund Balance	3,105,738	2,894,186	2,894,186	3,124,962	230,776	3,125,376
<b>TOTAL SOURCES</b>	<b>4,622,483</b>	<b>4,301,662</b>	<b>4,154,186</b>	<b>4,384,962</b>	<b>230,776</b>	<b>4,385,376</b>
<b>REQUIREMENTS</b>						
Other Financing Uses	1,728,296	1,176,700	1,659,229	1,259,586	(399,643)	894,134
<b>Net Appropriations</b>	<b>1,728,296</b>	<b>1,176,700</b>	<b>1,659,229</b>	<b>1,259,586</b>	<b>(399,643)</b>	<b>894,134</b>
Non-General Fund Reserves	2,894,186	3,124,962	2,494,957	3,125,376	630,419	3,491,242
<b>TOTAL REQUIREMENTS</b>	<b>4,622,482</b>	<b>4,301,662</b>	<b>4,154,186</b>	<b>4,384,962</b>	<b>230,776</b>	<b>4,385,376</b>

## Criminal Justice Construction Fund (8400B)

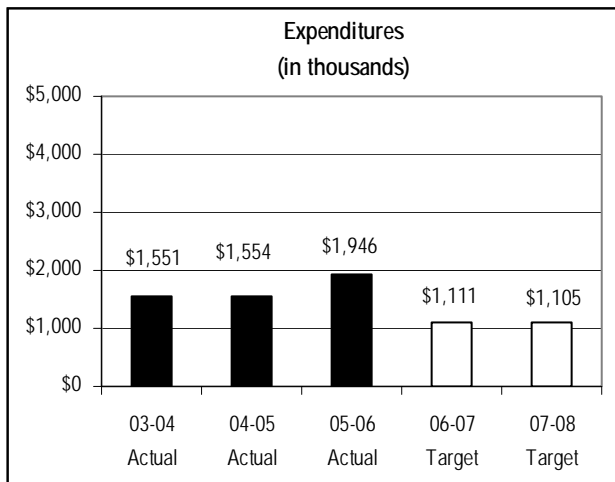
### Budget Unit Locator

#### County

- Non-Departmental Services
  - Non-Departmental Services
  - Sergeants/Teamsters Retiree Health
  - Contingencies
  - Accumulated Capital Outlay
  - Courthouse Construction Fund
- ▶ **Criminal Justice Construction Fund**
  - Capital Projects
  - Debt Service

### 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 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 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	(719,826)
Appropriations	(759,826)
Re-Appropriations	11,317
Intrafund Transfers	0
Reserves	128,683
Net County Cost	100,000
Positions	0

#### 2. Contribution to Regional Law Enforcement Academy Project

A one-time contribution to the Regional Law Enforcement Training Academy, located at Canada College in Redwood City, has been eliminated.

Revenue/Sources	0
Appropriations	(100,000)
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	(100,000)
Positions	0



**3. 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

**4. Adjustment for Fund Balance**

Remaining Fund Balance has been placed in Reserves for future projects and a slight increase in Appropriations for a miscellaneous expense.

Revenue/Sources	137,213
Appropriations	2,294
Re-Appropriations	0
Intrafund Transfers	0
Reserves	134,919
Net County Cost	0
Positions	0

**TOTAL FY 2006-07 FUNDING ADJUSTMENTS**

Revenue/Sources	(582,613)
Appropriations	(846,215)
Re-Appropriations	1,111,317
Intrafund Transfers	0
Reserves	263,602
Net County Cost	0
Positions	0

**FY 2007-08 Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 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 FY 2006-07. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	126,389
Appropriations	(11,317)
Re-Appropriations	3,365
Intrafund Transfers	0
Reserves	134,341
Net County Cost	0
Positions	0

Criminal Justice Construction Fund (8400B)  
Criminal Justice Temporary Construction Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties		65				
Use of Money and Property	52,679	52,635	40,000	40,000		40,000
Charges for Services	1,433,293	1,310,881	1,200,000	1,200,000		1,200,000
<b>Total Revenue</b>	<b>1,485,973</b>	<b>1,363,581</b>	<b>1,240,000</b>	<b>1,240,000</b>		<b>1,240,000</b>
Fund Balance	2,066,511	1,997,976	1,997,976	1,415,363	(582,613)	1,541,752
<b>TOTAL SOURCES</b>	<b>3,552,484</b>	<b>3,361,557</b>	<b>3,237,976</b>	<b>2,655,363</b>	<b>(582,613)</b>	<b>2,781,752</b>
<b>REQUIREMENTS</b>						
Other Financing Uses	1,554,507	1,946,194	1,959,826	1,113,611	(846,215)	1,105,659
<b>Net Appropriations</b>	<b>1,554,507</b>	<b>1,946,194</b>	<b>1,959,826</b>	<b>1,113,611</b>	<b>(846,215)</b>	<b>1,105,659</b>
Non-General Fund Reserves	1,997,976	1,415,363	1,278,150	1,541,752	263,602	1,676,093
<b>TOTAL REQUIREMENTS</b>	<b>3,552,483</b>	<b>3,361,557</b>	<b>3,237,976</b>	<b>2,655,363</b>	<b>(582,613)</b>	<b>2,781,752</b>

## Capital Projects (8500D)

### Budget Unit Locator

#### County

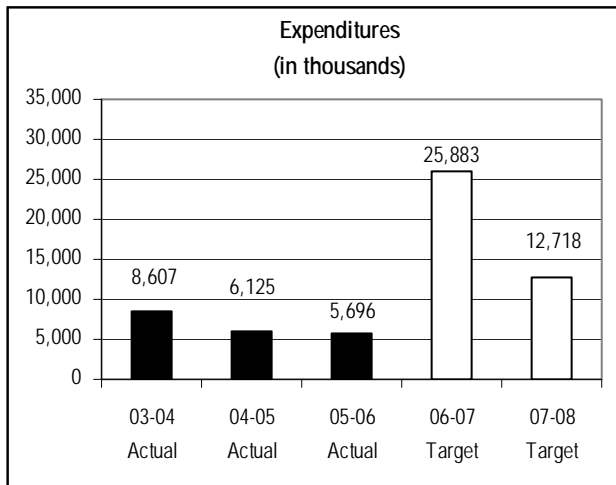
- Non-Departmental Services
  - Non-Departmental Services
  - Sergeants/Teamsters Retiree Health
  - Contingencies
  - Accumulated Capital Outlay
  - Courthouse Construction Fund
  - Criminal Justice Construction Fund

#### ► Capital Projects

- Debt Service

### 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 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 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	(5,135,217)
Appropriations	(21,229,947)
Re-Appropriations	17,479,681
Intrafund Transfers	0
Reserves	(1,384,951)
Net County Cost	0
Positions	0

#### 2. Adjustments to Fund New Capital Projects

Funds have been added for new projects and reductions have been made to eliminate proposed projects that will not occur in FY 2006-07. A list of new projects can be viewed in the following pages.

Revenue/Sources	219,761
Appropriations	219,761
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

#### 3. Fund Balance Adjustment

Fund Balance due to facility surcharges has been set aside in Reserves for future facility improvements.

Revenue/Sources	1,888,650
Appropriations	0
Re-Appropriations	0
Intrafund Transfers	0
Reserves	1,888,650
Net County Cost	0
Positions	0

**TOTAL FY 2006-07 FUNDING ADJUSTMENTS**

Revenue/Sources	(3,026,806)
Appropriations	(21,010,186)
Re-Appropriations	17,479,681
Intrafund Transfers	0
Reserves	503,699
Net County Cost	0
Positions	0

**FY 2007-08 Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 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 FY 2006-07. A list of re-appropriated projects can be viewed in the following pages.

Revenue/Sources	(13,165,351)
Appropriations	(25,664,050)
Re-Appropriations	12,831,171
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

**Capital Projects Summary FY 2006-08**

Project Description	Reapprop	New Approp	Total Approp
<b>CRIMINAL JUSTICE PROJECTS</b>			
Communications Dispatch Center Replace HVAC Unit		55,000	55,000
Hall of Justice Fire Alarm Panel	97,857		97,857
Hall of Justice Re-roof 8th Floor	130,492		130,492
Hall of Justice Seismic Upgrades	307,143	55,000	362,143
Hall of Justice/Maguire/County Office Building HVAC Consultant	49,838		49,838
Maguire Correctional Facility Clean Ventilation Ducts		220,000	220,000
Maguire Correctional Facility Cogeneration Project	279		279
Maguire Correctional Facility Generator	66,109		66,109
Maguire Correctional Facility Doors		50,000	50,000
Maguire Correctional Facility Replace Fire Alarm Panel		25,000	25,000
Probation North County Painting	36,693		36,693
Women Correctional Center Generator		125,000	125,000
Women's Correctional Center Fire Alarm Phase 2	35,000		35,000
Work Furlough Building Replace Fire Alarm Panel		15,500	15,500
Youth Services Center Cogeneration Maintenance Support		152,031	152,031
Youth Services Center Planning	219,400	240,000	459,400
Youth Services Center Security Checkpoint		85,000	85,000
<b>Subtotal Criminal Justice - General Fund</b>	<b>942,811</b>	<b>1,022,531</b>	<b>1,965,342</b>

## Capital Projects Summary FY 2006-08

Project Description	Reapprop	New Approp	Total Approp
Central Courts A/C Compressor Failure	26,255		26,255
Central Courts Front/Rear Entrance	21,838		21,838
County Office Building Annex Drainage	50,000		50,000
Hall of Justice Fire Alarm Panel	105,000		105,000
Hall of Justice Interior Sign Project	8,934		8,934
Hall of Justice Re-roof 8th Floor	138,000		138,000
Hall of Justice Lighting Panel	3,940		3,940
Hall of Justice Seismic Upgrades	104,246	55,000	159,246
Central Courts Perimeter Security	199,914		199,914
Countywide Emergent Special Jobs	15,500		15,500
<b>Subtotal Criminal Justice - Courthouse Construction Funds</b>	<b>673,627</b>	<b>55,000</b>	<b>728,627</b>
Maguire Correctional Facility Roof Repair/Waterproof	11,317		11,317
Maguire Correctional Facility Lighting/Electrical Upgrades	2,294		2,294
<b>Subtotal Criminal Justice - Temporary Construction Funds</b>	<b>13,611</b>		<b>13,611</b>
Hillcrest Juvenile Facility Repair Parking Lot	44,731		44,731
<b>Subtotal Criminal Justice - Proposition 172</b>	<b>44,731</b>		<b>44,731</b>
Maguire Correctional Facility Cogeneration Project	99,367		99,367
<b>Subtotal Criminal Justice - Loan Proceeds</b>	<b>99,367</b>		<b>99,367</b>
Maguire Correctional Facility Sewage Separation	312,887		312,887
Maguire Correctional Facility Sewer Screening Project	1,272		1,272
Maguire Correctional Facility Expand 3W Control Workstation		75,000	75,000
Women's Correctional Center Replace A/C System		35,000	35,000
<b>Subtotal Other County Projects - Facility Surcharge</b>	<b>314,159</b>	<b>110,000</b>	<b>424,159</b>
<b>TOTAL CRIMINAL JUSTICE PROJECTS</b>	<b>2,088,306</b>	<b>1,187,531</b>	<b>3,275,837</b>

## Capital Projects Summary FY 2006-08

Project Description	Reapprop	New Approp	Total Approp
<b>HEALTH SERVICES PROJECTS</b>			
SMMC Cogeneration Project	2,994,567		2,994,567
Countywide Lighting Retrofits		350,000	350,000
<b>Subtotal Health Services Projects - Loan Proceeds</b>	<b>3,344,567</b>	<b>350,000</b>	<b>3,334,567</b>
Cordilleras Fire Alarm Upgrade	386,910		386,910
Health Department Building Steam/Heating Hot Water Conversion		50,000	50,000
Health Department Pine Street Warehouse Improvements		17,000	17,000
Public Health Building 37th Ave Exterior Paint	93,858		93,858
Public Health Building 37th Ave HVAC	8,775		8,775
<b>Subtotal Health Services - General Fund</b>	<b>489,543</b>	<b>67,000</b>	<b>556,543</b>
Health Services Emergency Generator	180,953		180,953
<b>Subtotal Health Services - Department Funded</b>	<b>180,953</b>		<b>180,953</b>
Health Department/SMMC CAD Schematics Drawings		100,000	100,000
SMMC Clinics HVAC Improvements		50,000	50,000
SMMC Heating Hot Water Extension		100,000	100,000
SMMC High Pressure Steam Boiler Replacement		200,000	200,000
SMMC Kitchen Ceiling Replacements		25,000	25,000
SMMC Medical Gas System Alarm Panel Upgrades		50,000	50,000
SMMC Replace Linoleum Flooring Connector		35,000	35,000
SMMC Yamas and Johnson Controls Integration		200,000	200,000
<b>Subtotal Health Services Projects - Facility Surcharges</b>		<b>760,000</b>	<b>760,000</b>
Burlingame Long Term Care Security Project	14,928		14,928
E-CAM Replacement	69,338		69,338
SMMC 1954 Building Fire Separation	33,315		33,315
SMMC Emergency Room Triage Remodel	2,863		2,863
SMMC Gift Shop Door Modifications	5,000		5,000

## Capital Projects Summary FY 2006-08

Project Description	Reapprop	New Approp	Total Approp
SMMC Parking Study	8,777		8,777
SMMC Blood Bank Expansion	25,902		25,902
SMMC Main Campus Rekey	18,546		18,546
SMMC Women & Children Services		10,000	10,000
Willow Clinic Work Station Upgrade	967		967
<b>Subtotal Health Services Projects - Other</b>	<b>179,636</b>	<b>10,000</b>	<b>189,636</b>
<b>TOTAL HEALTH PROJECTS</b>	<b>3,844,699</b>	<b>1,187,000</b>	<b>5,031,699</b>
<b>PARKS AND MARINA PROJECTS</b>			
ADA Compliance Carriage House		57,000	57,000
ADA Compliance Coyote Point Captain's House Repairs	45,000		45,000
ADA Compliance Flood Park Parking Lot Phase 2	70,000		70,000
ADA Compliance Marina Restroom		70,000	70,000
ADA Compliance Memorial Park		140,000	140,000
Coyote Point Bay Trail Construction		1,112,000	1,112,000
Coyote Point Environmental Museum Reroofing		137,000	137,000
Coyote Point Knoll Area Playground Replacement		210,000	210,000
Coyote Point Park Knoll Playground	145,000		145,000
Coyote Point Park Magic Mountain Playground	243,522		243,522
Coyote Point Promenade	100,000		100,000
Coyote Point Promenade Study and Engineering		100,000	100,000
Coyote Point Water Distribution System		270,000	270,000
Crystal Springs Trail Extension To Canada Rd	445,000		445,000
Crystal Springs Trail Extension To Hwy 35	478,896		478,896
Crystal Springs Trail Extension To Hwy 92	209,823		209,823
Crystal Springs Trail Restrooms		107,000	107,000
Crystal Springs Trail South of Dam to HWY 35 Construction		435,000	435,000
Crystal Springs Trail Water Supply	175,606		175,606
Edgewood Park Interpretive Center	777,278		777,278
Fitzgerald Education Center Design Phase		55,000	55,000

## Capital Projects Summary FY 2006-08

Project Description	Reapprop	New Approp	Total Approp
Fitzgerald Seal Cove Trail Stairway	100,000		100,000
Marina Maintenance Dredging Episode 2	458,481	440,000	898,481
Meadowview Playground Replacement		332,700	332,700
Parks Sediment Reduction	134,250		134,250
San Pedro Valley Park Visitor Center Repair		175,000	175,000
Sawyer Camp Trail Surface Improvements		134,000	134,000
San Pedro Wash Down Racks	176,901		176,901
Tarwater Creek Sediment Reduction	9,350		9,350
<b>Subtotal Parks and Marina - Parks Acquisition Fund</b>	<b>3,569,107</b>	<b>3,774,700</b>	<b>7,955,157</b>
Parks Sediment Reduction	343,750		343,750
Tarwater Creek Sediment Reduction	179,600		179,600
<b>Subtotal Parks and Marina Projects - State</b>	<b>523,350</b>		<b>523,350</b>
Parks Fixed Assets Capital Projects	88,000		88,000
<b>Parks and Marina Projects - Facility Surcharge</b>	<b>88,000</b>		<b>88,000</b>
<b>TOTAL PARKS AND MARINA PROJECTS</b>	<b>4,180,457</b>	<b>3,774,700</b>	<b>7,955,157</b>
<b>FIRE PROTECTION PROJECTS</b>			
CDF Stations Miscellaneous Projects		111,500	111,500
Skylonda CDF Station Emergency Generator Replacement		65,000	65,000
Skylonda CDF Temporary Barracks		325,000	325,000
Skylonda Leech Field Expansion/Replace/Repair Asphalt		40,000	40,000
<b>Subtotal Fire Protection Projects - General Fund</b>	<b>0</b>	<b>541,500</b>	<b>541,500</b>
Pescadero Rebuild Station	300,000		300,000
Skylonda Forestry Station Building Replacement	3,000,000		3,000,000
<b>Subtotal Fire Protection Projects - State</b>	<b>3,300,000</b>	<b>0</b>	<b>3,300,000</b>



## Capital Projects Summary FY 2006-08

Project Description	Reapprop	New Approp	Total Approp
<b>TOTAL FIRE PROTECTION PROJECTS</b>	<b>3,300,000</b>	<b>541,500</b>	<b>3,841,500</b>
<b>OTHER COUNTY PROJECTS</b>			
ADA Compliance Cohn Sorensen Law Library	35,475		35,475
ADA Compliance Countywide Projects		250,000	250,000
ADA Compliance Half Moon Bay Airport	60,558		60,558
ADA Compliance Health Department	24,400		24,400
ADA Compliance Health Dept 225 37th Ave San Mateo	18,987		18,987
ADA Compliance Maguire Correctional Facility Parking	10,550		10,550
ADA Compliance Maple Street Shelter RWC	64,627		64,627
ADA Compliance Peninsula Works 92nd Daly City	8,282		8,282
ADA Compliance Planning Dept Other Projects	43,871		43,871
ADA Compliance San Mateo Expo Center	25,317		25,317
ADA Compliance Region IV	3,013		3,013
Child Care Center Fire Alarm Panel	58,806		58,806
County Office Building Southeast Porch Investigation	37,033		37,033
County Office Building One Energy Evaluation		30,000	30,000
Countywide Emergent Special Jobs	1,346	113,425	114,771
Central Library Sewer Line Replacement		76,000	76,000
Countywide Energy Projects		935,521	935,521
East Palo Alto Replace Asphalt Parking Lot Structure		75,000	75,000
East Palo Alto Security Project	51,179		51,179
Lathrop House New Roof		113,430	113,430
Maple Street Shelter Install Split Unit and Ductwork		40,000	40,000
Maple Street Shelter Replace Windows		50,000	50,000
Old Courthouse Replace/Repair Windows		45,000	45,000
<b>Subtotal Other County Projects - Facility Surcharge</b>	<b>443,444</b>	<b>1,728,376</b>	<b>2,171,820</b>
ADA Compliance San Mateo Expo Center		25,000	25,000
<b>Subtotal Other County Projects - State</b>		<b>25,000</b>	<b>25,000</b>

## Capital Projects Summary FY 2006-08

Project Description	Reapprop	New Approp	Total Approp
Energy Projects Green Lights	1,718		1,718
<b>Subtotal Other County Projects - Accumulated Capital Outlay Fund</b>	<b>1,718</b>	<b>0</b>	<b>1,718</b>
Countywide Radio Upgrade	85,588		85,588
<b>Subtotal Other County Projects - Fund Balance</b>	<b>85,588</b>	<b>0</b>	<b>85,588</b>
Agricultural Building Replace Furnace	16,793		16,793
Capital Project Development	4,311		4,311
Central Library Sewer Line Replacement		10,000	10,000
Cordilleras Refurbish One Elevator		125,000	125,000
Coroner's Morgue Viewing Room Study	358		358
County Govt Center Parking Structure Fire Pump/Generator	21,843	24,759	46,602
County Govt Center Parking Structure Lighting	2,743		2,743
County Govt Center Parking Structure Seal Roadway	10,410		10,410
County Office Building One Elevator Machine Room Upgrades		50,000	50,000
County Office Building One Elevators One and Two	295,696	50,000	345,696
County Office Building One Paint Exterior	109,117		109,117
County Office Building One Replace Multi Zone AHU's	421,609		421,609
County Office Building One Revenue Services HVAC	156,904		156,904
County Office Building Two Telephone Rooms Exhaust Fans	35,710	29,131	64,841
Countywide Emergent Special Jobs	63,464	159,987	223,451
Countywide Energy Retrofit Projects	24,139		24,139
Countywide Facility Assessment Phase I and II	150,000	100,000	250,000
Day Top Drug Treatment Center Re-side Building		24,500	24,500
Daytop Center Electrical Service/ESJ-GF	15,129		15,129
EPA Replace Variable Frequency Drive	11,641		11,641
Government Center Signage	3,000		3,000
Hall of Justice Interior Sign Project	2,322		2,322
Health Services Building Interior Stairwells		50,000	50,000
Heller Street Security Improvements	1,837		1,837

## Capital Projects Summary FY 2006-08

Project Description	Reapprop	New Approp	Total Approp
La Honda Honor Camp Wells Monitoring	3,952		3,952
Lathrop House Replace Siding and Paint Exterior		85,000	85,000
Maguire Correctional Facility Cogeneration Project	1,491		1,491
Pal Care Facility Paint Exterior		65,000	65,000
Pal Care Parking Lot Repairs		30,000	30,000
Pine Street Paving	478		478
Radio Sites Maintenance Electrical Grounding	174,000		174,000
Skylonda CDF Septic System	11,033		11,033
Tower Road Trunked Sewer Rehabilitation-Hillsborough		100,000	100,000
Tower Road Complex Sewer Assessment		100,000	100,000
<b>Subtotal Other County Projects - General Fund</b>	<b>1,537,980</b>	<b>1,003,377</b>	<b>2,541,357</b>
County Office Building One Planning Development Review Center		800,000	800,000
Pine Street Warehouse		55,000	55,000
Countywide Energy Projects/PG&E	99,135		99,135
<b>Subtotal Other County Projects - Department Funded</b>	<b>99,135</b>	<b>855,000</b>	<b>954,135</b>
<b>TOTAL OTHER COUNTY PROJECTS</b>	<b>2,167,865</b>	<b>3,611,753</b>	<b>5,779,618</b>
<b>TOTAL ALL PROJECTS ALL FUNDS</b>	<b>15,581,327</b>	<b>10,302,484</b>	<b>25,883,811</b>

Capital Projects (8500B)  
Capital Project Funds

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	22,769	47,968				
Intergovernmental Revenues	68,070	42,824	3,409,505	3,868,081	458,576	1,934,041
Charges for Services	767	515	1,120,720	3,443,979	2,323,259	1,721,990
Miscellaneous Revenue	41,371	62,185	3,168,465	3,443,934	275,469	1,721,968
Other Financing Sources	6,449,514	6,215,062	21,691,058	14,904,366	(6,786,692)	7,340,461
<b>Total Revenue</b>	<b>6,582,491</b>	<b>6,368,555</b>	<b>29,389,748</b>	<b>25,660,360</b>	<b>(3,729,388)</b>	<b>12,718,460</b>
Fund Balance	982,869	1,440,171	1,409,519	2,112,101	702,582	1,888,650
<b>TOTAL SOURCES</b>	<b>7,565,360</b>	<b>7,808,725</b>	<b>30,799,267</b>	<b>27,772,461</b>	<b>(3,026,806)</b>	<b>14,607,110</b>
<b>REQUIREMENTS</b>						
Fixed Assets	6,126,812	5,696,624	29,414,316	25,883,811	(3,530,505)	12,718,460
<b>Gross Appropriations</b>	<b>6,126,812</b>	<b>5,696,624</b>	<b>29,414,316</b>	<b>25,883,811</b>	<b>(3,530,505)</b>	<b>12,718,460</b>
Intrafund Transfers	(1,624)					
<b>Net Appropriations</b>	<b>6,125,188</b>	<b>5,696,624</b>	<b>29,414,316</b>	<b>25,883,811</b>	<b>(3,530,505)</b>	<b>12,718,460</b>
Contingencies/Dept Reserves	1,440,171	2,112,101	1,384,951	1,888,650	503,699	1,888,650
<b>TOTAL REQUIREMENTS</b>	<b>7,565,359</b>	<b>7,808,725</b>	<b>30,799,267</b>	<b>27,772,461</b>	<b>(3,026,806)</b>	<b>14,607,110</b>

## Debt Service Fund (8900B)

### Budget Unit Locator

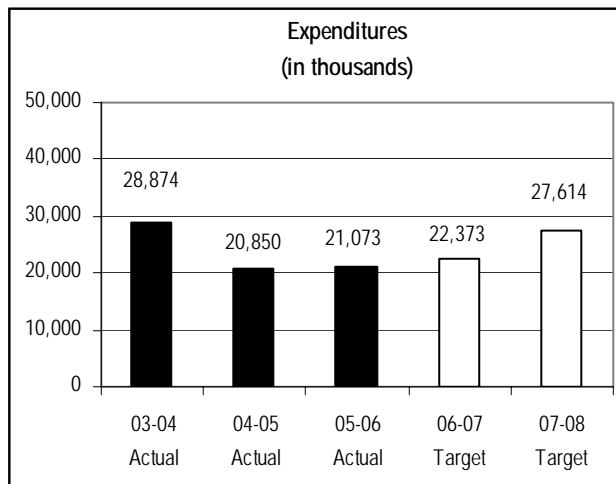
#### County

- Non-Departmental Services
  - Non-Departmental Services
  - Sergeants/Teamsters Retiree Health
  - Contingencies
  - Accumulated Capital Outlay
  - Courthouse Construction Fund
  - Criminal Justice Construction Fund
  - Capital Projects

#### ► Debt Service

### Budget Unit Description

The Debt Service Fund was established in FY 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 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget:

#### 1. Adjustments to Debt Service Payments

Adjustments have been made for all debt service payments. A complete list of payments can be viewed on the next page.

Revenue/Sources	(4,340,690)
Appropriations	181,381
Intrafund Transfers	0
Reserves	(4,522,071)
Net County Cost	0
Positions	0

### FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Adopted Budget:

#### 2. Adjustments to Debt Service Payments

Adjustments have been made for all debt service payments. A complete list of payments can be viewed on the next page.

Revenue/Sources	4,094,363
Appropriations	5,240,383
Intrafund Transfers	0
Reserves	(1,146,020)
Net County Cost	0
Positions	0

## Debt Service Fund (8900B)

## Debt Service Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	616,555	759,665				
Miscellaneous Revenue	81,364	(81,364)				
Other Financing Sources	21,958,476	15,876,710	21,048,683	21,226,791	178,108	26,467,987
<b>Total Revenue</b>	<b>22,656,396</b>	<b>16,555,011</b>	<b>21,048,683</b>	<b>21,226,791</b>	<b>178,108</b>	<b>26,467,987</b>
Fund Balance	23,107,405	24,913,188	24,913,188	20,394,390	(4,518,798)	19,247,557
<b>TOTAL SOURCES</b>	<b>45,763,801</b>	<b>41,468,199</b>	<b>45,961,871</b>	<b>41,621,181</b>	<b>(4,340,690)</b>	<b>45,715,544</b>
<b>REQUIREMENTS</b>						
Other Charges	20,850,612	21,073,809	22,192,243	22,373,624	181,381	27,614,007
<b>Net Appropriations</b>	<b>20,850,612</b>	<b>21,073,809</b>	<b>22,192,243</b>	<b>22,373,624</b>	<b>181,381</b>	<b>27,614,007</b>
Non-General Fund Reserves	24,913,188	20,394,390	23,769,628	19,247,557	(4,522,071)	18,101,537
<b>TOTAL REQUIREMENTS</b>	<b>45,763,800</b>	<b>41,468,199</b>	<b>45,961,871</b>	<b>41,621,181</b>	<b>(4,340,690)</b>	<b>45,715,544</b>

Calculation of Annual Debt Service Limit	
Fiscal Year	Adopted Budget
FY 2001-02	1,170,024,701
FY 2002-03	1,230,900,080
FY 2003-04	1,265,702,073
FY 2004-05	1,339,748,646
FY 2005-06	1,526,954,943
Five-Year Average	1,306,666,089
Debt Limit 4.0%	52,266,644
FY 2006-07 Debt Service Limit Subject to the Debt Limit <sup>(1)</sup>	20,308,758
Under Limit by This Amount	31,443,020
% Under Limit	61%

<sup>(1)</sup> Colma Creek Flood Control is not included in the Debt Service Subject to Debt Limit

## FY 2006-07 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
Colma Creek Flood Control <sup>(1)</sup>	295,000	1,219,866	1,514,866	Colma Creek Flood Control Special District
Courts Relocation Project	187,944	343,015	530,959	Courthouse Construction Fund
Crime Lab	295,000	610,321	905,321	General Fund/Fees
Equipment Project	16,154	29,483	45,637	General Fund/User Departments
Health Center	3,273,515	6,002,984	9,276,499	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District	131,364	239,753	371,117	HSA (claimable)/Housing/General Fund
Maguire Jail Facility	2,217,354	2,911,384	5,128,738	General Fund/Criminal Justice Facilities Fund
Mutual Aid ESC JPA/Admin	515,000	369,197	884,197	Reserves/User Departments/Cities
New Office Building	315,000	1,377,163	1,692,163	Facilities Surcharge/Rent from County
North County Clinic	320,000	289,676	609,676	FQHC Reimbursement/Tobacco Settlement
Sheriff's Radio Project	655,000	209,451	864,451	General Fund
Youth Services Center	0	0	0	Rent From Departments
<b>TOTAL DEBT SERVICE</b>	<b>8,221,331</b>	<b>13,602,293</b>	<b>21,823,624</b>	

<sup>(1)</sup> Not included in the Debt Service Subject to Debt Limit

## FY 2007-08 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
Colma Creek Flood Control <sup>(1)</sup>	305,000	1,207,019	1,512,019	Colma Creek Flood Control Special District
Courts Relocation Project	194,820	335,646	530,466	Courthouse Construction Fund
Crime Lab	305,000	601,084	906,084	General Fund/Fees
Equipment Project	16,745	28,849	45,594	General Fund/User Departments
Health Center	3,419,911	5,857,201	9,277,112	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District	136,170	234,600	370,770	HSA (claimable)/Housing/General Fund
Maguire Jail Facility	2,264,733	2,855,950	5,120,683	General Fund/Criminal Justice Facilities Fund
Mutual Aid ESC JPA/Admin	530,000	352,992	882,992	Reserves/User Departments/Cities
New Office Building	345,000	1,362,313	1,707,313	Facilities Surcharge/Rent from County
North County Clinic	355,000	276,673	631,673	FQHC Reimbursement/Tobacco Settlement
Sheriff's Radio Project	675,000	188,826	863,826	General Fund
Youth Services Center	2,163,975	3,051,500	5,215,475	Rent From Departments
<b>TOTAL DEBT SERVICE</b>	<b>10,711,354</b>	<b>16,352,653</b>	<b>27,064,007</b>	

<sup>(1)</sup> Not included in the Debt Service Subject to Debt Limit

*Budget Unit  
and  
Program Summaries*



*Adopted Budget  
FY 2006-07  
FY 2007-08*





People	<p><b>Realize the potential of our diverse population.</b></p> <ol style="list-style-type: none"> <li>1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.</li> <li>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.</li> </ol> <p><b>Provide equal access to educational opportunity.</b></p> <ol style="list-style-type: none"> <li>3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.</li> <li>4. Residents have many educational and training opportunities beyond high school.</li> </ol> <p><b>Ensure basic health and safety for all.</b></p> <ol style="list-style-type: none"> <li>5. Residents have access to healthcare and preventive care.</li> <li>6. Children grow up healthy in safe and supportive homes and neighborhoods.</li> <li>7. Maintain and enhance the public safety of all residents and visitors.</li> <li>8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.</li> </ol>
Place	<p><b>Offer a full range of housing choices.</b></p> <ol style="list-style-type: none"> <li>9. Housing exists for people at all income levels and for all generations of families.</li> </ol> <p><b>Redesign our urban environment to increase vitality, expand variety and reduce congestion.</b></p> <ol style="list-style-type: none"> <li>10. Public transportation choices that are convenient, affordable, accessible and safe.</li> <li>11. New housing is clustered with jobs and commercial services along transportation corridors.</li> <li>12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.</li> </ol> <p><b>Preserve and provide people access for our natural environment.</b></p> <ol style="list-style-type: none"> <li>13. Fixing the boundary between open space and development protects the quality of the natural environment.</li> <li>14. Important natural resources are preserved and enhanced through environmental stewardship.</li> <li>15. Residents have nearby access to green space, such as parks and recreational opportunities.</li> </ol>
Prosperity	<p><b>Create opportunities for every household to participate in our prosperity.</b></p> <ol style="list-style-type: none"> <li>16. Residents hold the majority of jobs created in the county.</li> <li>17. All households experience real gains in income.</li> </ol> <p><b>Sow the seeds of our future prosperity.</b></p> <ol style="list-style-type: none"> <li>18. San Mateo County attracts and maintains leading-edge industries.</li> <li>19. The skill level of new workers rises with improved K-12 education and training options.</li> </ol>
Partnerships	<p><b>Responsive, effective and collaborative government.</b></p> <ol style="list-style-type: none"> <li>20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.</li> <li>21. County employees understand, support and integrate the County vision and goals into their delivery of services.</li> <li>22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.</li> </ol> <p><b>Leaders work together across boundaries to preserve and enhance our quality of life.</b></p> <ol style="list-style-type: none"> <li>23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.</li> <li>24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.</li> <li>25. Residents express their support for regional, collaborative approaches to issues.</li> </ol>

Board of Supervisors (1100B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Miscellaneous Revenue	502	4,035				
<b>Total Revenue</b>	502	4,035				
Fund Balance	75,058	60,785	60,785	79,266	18,481	53,868
<b>TOTAL SOURCES</b>	75,560	64,820	60,785	79,266	18,481	53,868
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,589,017	1,635,457	1,660,423	2,447,351	786,928	2,517,343
Services and Supplies	214,075	168,664	153,686	199,461	45,775	174,063
Other Charges	142,769	149,520	152,871	152,871		152,871
<b>Net Appropriations</b>	1,945,861	1,953,642	1,966,980	2,799,683	832,703	2,844,277
Contingencies/Dept Reserves	38,659	60,785	60,785	57,107	(3,678)	57,107
<b>TOTAL REQUIREMENTS</b>	1,984,520	2,014,427	2,027,765	2,856,790	829,025	2,901,384
<b>NET COUNTY COST</b>	1,908,960	1,949,607	1,966,980	2,777,524	810,544	2,847,516
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	15.0	15.0	15.0	20.0	5.0	20.0
Funded FTE	15.0	15.0	15.0	20.0	5.0	20.0

BOS District 1 (1110P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Miscellaneous Revenue	63	465				
<b>Total Revenue</b>	63	465				
Fund Balance	21,116	7,992	7,992	23,552	15,560	11,044
<b>TOTAL SOURCES</b>	21,179	8,457	7,992	23,552	15,560	11,044
<b>REQUIREMENTS</b>						
Salaries and Benefits	322,939	304,746	331,303	488,727	157,424	499,262
Services and Supplies	42,343	41,087	32,540	45,048	12,508	32,540
Other Charges	28,203	28,682	30,953	30,953		30,953
<b>Net Appropriations</b>	393,486	374,515	394,796	564,728	169,932	562,755
Contingencies/Dept Reserves	7,789	7,992	7,992	11,044	3,052	11,044
<b>TOTAL REQUIREMENTS</b>	401,275	382,507	402,788	575,772	172,984	573,799
<b>NET COUNTY COST</b>	380,096	374,050	394,796	552,220	157,424	562,755
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	3.0	3.0	4.0	1.0	4.0
Funded FTE	3.0	3.0	3.0	4.0	1.0	4.0

BOS District 2 (1120P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fund Balance	7,846	7,736	7,736	621	(7,115)	621
<b>TOTAL SOURCES</b>	<b>7,846</b>	<b>7,736</b>	<b>7,736</b>	<b>621</b>	<b>(7,115)</b>	<b>621</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	331,269	343,574	329,973	478,226	148,253	490,554
Services and Supplies	31,337	27,073	27,488	27,488		27,488
Other Charges	28,102	29,609	29,335	29,335		29,335
<b>Net Appropriations</b>	<b>390,708</b>	<b>400,256</b>	<b>386,796</b>	<b>535,049</b>	<b>148,253</b>	<b>547,377</b>
Contingencies/Dept Reserves	7,616	7,736	7,736	10,908	3,172	10,908
<b>TOTAL REQUIREMENTS</b>	<b>398,324</b>	<b>407,992</b>	<b>394,532</b>	<b>545,957</b>	<b>151,425</b>	<b>558,285</b>
<b>NET COUNTY COST</b>	<b>390,478</b>	<b>400,256</b>	<b>386,796</b>	<b>545,336</b>	<b>158,540</b>	<b>557,664</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	3.0	3.0	4.0	1.0	4.0
Funded FTE	3.0	3.0	3.0	4.0	1.0	4.0

BOS District 3 (1130P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fund Balance	20,819	7,736	7,736	17,899	10,163	10,875
<b>TOTAL SOURCES</b>	20,819	7,736	7,736	17,899	10,163	10,875
<b>REQUIREMENTS</b>						
Salaries and Benefits	316,092	311,486	324,552	481,503	156,951	492,445
Services and Supplies	56,984	33,381	31,807	38,831	7,024	31,807
Other Charges	28,230	28,378	30,437	30,437		30,437
<b>Net Appropriations</b>	401,305	373,244	386,796	550,771	163,975	554,689
Contingencies/Dept Reserves	7,616	7,736	7,736	10,875	3,139	10,875
<b>TOTAL REQUIREMENTS</b>	408,921	380,980	394,532	561,646	167,114	565,564
<b>NET COUNTY COST</b>	388,102	373,244	386,796	543,747	156,951	554,689
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	3.0	3.0	4.0	1.0	4.0
Funded FTE	3.0	3.0	3.0	4.0	1.0	4.0

BOS District 4 (1140P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fund Balance	12,632	29,035	29,035	34,901	5,866	29,035
<b>TOTAL SOURCES</b>	12,632	29,035	29,035	34,901	5,866	29,035
<b>REQUIREMENTS</b>						
Salaries and Benefits	286,949	314,221	325,335	488,124	162,789	503,951
Services and Supplies	36,414	35,057	30,913	57,156	26,243	51,290
Other Charges	28,871	29,699	30,548	30,548		30,548
<b>Net Appropriations</b>	352,234	378,978	386,796	575,828	189,032	585,789
Contingencies/Dept Reserves	7,616	29,035	29,035	12,458	(16,577)	12,458
<b>TOTAL REQUIREMENTS</b>	359,850	408,013	415,831	588,286	172,455	598,247
<b>NET COUNTY COST</b>	347,218	378,978	386,796	553,385	166,589	569,212
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	3.0	3.0	4.0	1.0	4.0
Funded FTE	3.0	3.0	3.0	4.0	1.0	4.0

BOS District 5 (1150P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Miscellaneous Revenue	439	3,570				
<b>Total Revenue</b>	439	3,570				
Fund Balance	12,645	8,286	8,286	2,293	(5,993)	2,293
<b>TOTAL SOURCES</b>	13,084	11,856	8,286	2,293	(5,993)	2,293
<b>REQUIREMENTS</b>						
Salaries and Benefits	331,768	361,431	349,260	510,771	161,511	531,131
Services and Supplies	46,997	32,065	30,938	30,938		30,938
Other Charges	29,362	33,153	31,598	31,598		31,598
<b>Net Appropriations</b>	408,127	426,649	411,796	573,307	161,511	593,667
Contingencies/Dept Reserves	8,022	8,286	8,286	11,822	3,536	11,822
<b>TOTAL REQUIREMENTS</b>	416,149	434,935	420,082	585,129	165,047	605,489
<b>NET COUNTY COST</b>	403,065	423,079	411,796	582,836	171,040	603,196
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	3.0	3.0	4.0	1.0	4.0
Funded FTE	3.0	3.0	3.0	4.0	1.0	4.0

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

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	120,025	134,173	123,000	131,000	8,000	131,000
Charges for Services	31,835	275,508	168,053	170,053	2,000	170,053
Interfund Revenue	406,821	502,010	657,099	563,987	(93,112)	481,987
Miscellaneous Revenue	105,524	73,528	21,000	21,000		21,000
Other Financing Sources	2,897	101,467		41,000	41,000	41,000
<b>Total Revenue</b>	<b>667,102</b>	<b>1,086,686</b>	<b>969,152</b>	<b>927,040</b>	<b>(42,112)</b>	<b>845,040</b>
Fund Balance	251,085	487,122	487,122	664,974	177,852	664,974
<b>TOTAL SOURCES</b>	<b>918,187</b>	<b>1,573,808</b>	<b>1,456,274</b>	<b>1,592,014</b>	<b>135,740</b>	<b>1,510,014</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,536,545	3,667,205	3,817,851	5,186,394	1,368,543	5,157,271
Services and Supplies	742,294	1,039,929	1,147,280	1,168,189	20,909	1,058,189
Other Charges	1,610,001	1,990,498	2,187,730	2,328,897	141,167	2,054,897
Fixed Assets	5,398	7,471	10,000		(10,000)	(10,000)
<b>Gross Appropriations</b>	<b>5,894,237</b>	<b>6,705,103</b>	<b>7,162,861</b>	<b>8,683,480</b>	<b>1,520,619</b>	<b>8,260,357</b>
Intrafund Transfers	(572,815)	(779,352)	(694,035)	(723,612)	(29,577)	(725,034)
<b>Net Appropriations</b>	<b>5,321,422</b>	<b>5,925,751</b>	<b>6,468,826</b>	<b>7,959,868</b>	<b>1,491,042</b>	<b>7,535,323</b>
Contingencies/Dept Reserves	71,950	196,409	196,409	248,419	52,010	248,419
<b>TOTAL REQUIREMENTS</b>	<b>5,393,372</b>	<b>6,122,160</b>	<b>6,665,235</b>	<b>8,208,287</b>	<b>1,543,052</b>	<b>7,783,742</b>
<b>NET COUNTY COST</b>	<b>4,475,186</b>	<b>4,548,353</b>	<b>5,208,961</b>	<b>6,616,273</b>	<b>1,407,312</b>	<b>6,273,728</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	34.0	34.0	34.0	39.0	5.0	39.0
Funded FTE	33.0	32.5	32.5	38.5	6.0	38.5



County Management (1210P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	117,929	120,426	115,000	120,000	5,000	120,000
Charges for Services		247,568	125,053	127,053	2,000	127,053
Interfund Revenue	243,306	377,959	467,981	380,084	(87,897)	298,084
Miscellaneous Revenue	17,106	29,396				
Other Financing Sources		100,000		41,000	41,000	41,000
<b>Total Revenue</b>	<b>378,341</b>	<b>875,349</b>	<b>708,034</b>	<b>668,137</b>	<b>(39,897)</b>	<b>586,137</b>
Fund Balance	251,085	487,122	487,122	664,974	177,852	664,974
<b>TOTAL SOURCES</b>	<b>629,426</b>	<b>1,362,471</b>	<b>1,195,156</b>	<b>1,333,111</b>	<b>137,955</b>	<b>1,251,111</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,231,374	2,345,062	2,369,869	3,660,796	1,290,927	3,610,554
Services and Supplies	360,580	574,544	680,382	679,902	(480)	604,902
Other Charges	1,400,866	1,763,184	1,954,346	2,111,765	157,419	1,837,765
Fixed Assets		7,471	10,000		(10,000)	(10,000)
<b>Gross Appropriations</b>	<b>3,992,820</b>	<b>4,690,261</b>	<b>5,014,597</b>	<b>6,452,463</b>	<b>1,437,866</b>	<b>6,043,221</b>
Intrafund Transfers	(54,921)	(243,863)	(158,762)	(286,195)	(127,433)	(286,195)
<b>Net Appropriations</b>	<b>3,937,899</b>	<b>4,446,398</b>	<b>4,855,835</b>	<b>6,166,268</b>	<b>1,310,433</b>	<b>5,757,026</b>
Contingencies/Dept Reserves	71,950	196,409	196,409	248,419	52,010	248,419
<b>TOTAL REQUIREMENTS</b>	<b>4,009,849</b>	<b>4,642,807</b>	<b>5,052,244</b>	<b>6,414,687</b>	<b>1,362,443</b>	<b>6,005,445</b>
<b>NET COUNTY COST</b>	<b>3,380,422</b>	<b>3,280,336</b>	<b>3,857,088</b>	<b>5,081,576</b>	<b>1,224,488</b>	<b>4,754,334</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	16.0	16.0	16.0	21.0	5.0	21.0
Funded FTE	16.0	15.0	15.0	21.0	6.0	21.0

Clerk of the Board (1215P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	31,599	27,940	43,000	43,000		43,000
Miscellaneous Revenue	35,168	11,090				
<b>TOTAL SOURCES</b>	<b>66,766</b>	<b>39,031</b>	<b>43,000</b>	<b>43,000</b>		<b>43,000</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	233,886	284,548	272,663	312,975	40,312	315,363
Services and Supplies	65,216	72,320	50,458	85,458	35,000	50,458
Other Charges	16,099	26,229	31,082	31,082		31,082
Fixed Assets	5,398					
<b>Gross Appropriations</b>	<b>320,599</b>	<b>383,097</b>	<b>354,203</b>	<b>429,515</b>	<b>75,312</b>	<b>396,903</b>
Intrafund Transfers	(72,412)	(75,091)	(75,091)		75,091	
<b>TOTAL REQUIREMENTS</b>	<b>248,187</b>	<b>308,006</b>	<b>279,112</b>	<b>429,515</b>	<b>150,403</b>	<b>396,903</b>
<b>NET COUNTY COST</b>	<b>181,420</b>	<b>268,975</b>	<b>236,112</b>	<b>386,515</b>	<b>150,403</b>	<b>353,903</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	2.5	3.0	3.0	3.0		3.0

Shared Services Program (1250P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	2,096	13,746	8,000	11,000	3,000	11,000
Charges for Services	236					
Interfund Revenue	163,515	124,050	189,118	183,903	(5,215)	183,903
Miscellaneous Revenue	53,250	33,042	21,000	21,000		21,000
Other Financing Sources	2,897	1,467				
<b>TOTAL SOURCES</b>	<b>221,994</b>	<b>172,306</b>	<b>218,118</b>	<b>215,903</b>	<b>(2,215)</b>	<b>215,903</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,071,285	1,037,595	1,175,319	1,212,623	37,304	1,231,354
Services and Supplies	316,498	393,065	416,440	402,829	(13,611)	402,829
Other Charges	193,035	201,085	202,302	186,050	(16,252)	186,050
<b>Gross Appropriations</b>	<b>1,580,819</b>	<b>1,631,746</b>	<b>1,794,061</b>	<b>1,801,502</b>	<b>7,441</b>	<b>1,820,233</b>
Intrafund Transfers	(445,482)	(460,398)	(460,182)	(437,417)	22,765	(438,839)
<b>TOTAL REQUIREMENTS</b>	<b>1,135,337</b>	<b>1,171,348</b>	<b>1,333,879</b>	<b>1,364,085</b>	<b>30,206</b>	<b>1,381,394</b>
<b>NET COUNTY COST</b>	<b>913,343</b>	<b>999,042</b>	<b>1,115,761</b>	<b>1,148,182</b>	<b>32,421</b>	<b>1,165,491</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	14.5	14.5	14.5	14.5	0.0	14.5

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

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	2,234,755	2,310,749	6,789,943	9,112,492	2,322,549	
Charges for Services	11,653,481	11,461,400	10,541,969	10,879,474	337,505	11,008,395
Miscellaneous Revenue	43,024	63,152	15,500	15,500		11,500
<b>Total Revenue</b>	<b>13,931,260</b>	<b>13,835,301</b>	<b>17,347,412</b>	<b>20,007,466</b>	<b>2,660,054</b>	<b>11,019,895</b>
Fund Balance	2,442,279	1,594,449	1,594,449	2,347,264	752,815	126,354
<b>TOTAL SOURCES</b>	<b>16,373,539</b>	<b>15,429,750</b>	<b>18,941,861</b>	<b>22,354,730</b>	<b>3,412,869</b>	<b>11,146,249</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	12,391,376	12,805,836	13,544,944	13,145,853	(399,091)	13,510,905
Services and Supplies	4,591,496	5,223,229	4,119,788	3,755,380	(364,408)	3,717,528
Other Charges	1,972,259	2,004,268	2,072,664	1,815,094	(257,570)	1,768,345
Fixed Assets	123,168	40,873	6,356,838	9,972,242	3,615,404	
<b>Net Appropriations</b>	<b>19,078,299</b>	<b>20,074,206</b>	<b>26,094,234</b>	<b>28,688,569</b>	<b>2,594,335</b>	<b>18,996,778</b>
Contingencies/Dept Reserves	919,173	110,234	110,234	123,097	12,863	123,097
<b>TOTAL REQUIREMENTS</b>	<b>19,997,472</b>	<b>20,184,440</b>	<b>26,204,468</b>	<b>28,811,666</b>	<b>2,607,198</b>	<b>19,119,875</b>
<b>NET COUNTY COST</b>	<b>3,623,933</b>	<b>4,754,691</b>	<b>7,262,607</b>	<b>6,456,936</b>	<b>(805,671)</b>	<b>7,973,626</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	123.0	122.0	122.0	123.0	1.0	123.0
Funded FTE	122.8	121.9	121.9	123.0	1.1	123.0

# Appraisal Services (1310P) General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	2,091,827	2,085,015	2,085,015		(2,085,015)	
Charges for Services	4,237,926	4,445,754	4,117,800	4,167,800	50,000	4,167,800
Miscellaneous Revenue	14,402	19,938	5,000	5,000		5,000
<b>Total Revenue</b>	<b>6,344,155</b>	<b>6,550,707</b>	<b>6,207,815</b>	<b>4,172,800</b>	<b>(2,035,015)</b>	<b>4,172,800</b>
Fund Balance	577,486	200,000	200,000	805,751	605,751	3,257
<b>TOTAL SOURCES</b>	<b>6,921,641</b>	<b>6,750,707</b>	<b>6,407,815</b>	<b>4,978,551</b>	<b>(1,429,264)</b>	<b>4,176,057</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	7,157,293	7,402,686	8,394,392	7,846,854	(547,538)	7,889,769
Services and Supplies	1,347,134	1,033,884	1,242,365	490,055	(752,310)	489,055
Other Charges	1,130,650	1,123,074	1,123,880	941,284	(182,596)	941,284
<b>TOTAL REQUIREMENTS</b>	<b>9,635,077</b>	<b>9,559,644</b>	<b>10,760,637</b>	<b>9,278,193</b>	<b>(1,482,444)</b>	<b>9,320,108</b>
<b>NET COUNTY COST</b>	<b>2,713,436</b>	<b>2,808,938</b>	<b>4,352,822</b>	<b>4,299,642</b>	<b>(53,180)</b>	<b>5,144,051</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	77.0	76.0	76.0	76.0		76.0
Funded FTE	77.0	76.0	76.0	76.0		76.0

Administration and Support (1320P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	128,174	134,986	134,986		(134,986)	
Charges for Services	246,130	267,347	267,347	625,140	357,793	625,140
Miscellaneous Revenue	5,761	226				
<b>Total Revenue</b>	<b>380,065</b>	<b>402,559</b>	<b>402,333</b>	<b>625,140</b>	<b>222,807</b>	<b>625,140</b>
Fund Balance				7,828	7,828	
<b>TOTAL SOURCES</b>	<b>380,065</b>	<b>402,559</b>	<b>402,333</b>	<b>632,968</b>	<b>230,635</b>	<b>625,140</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,331,344	1,381,962	1,349,544	1,521,985	172,441	1,525,379
Services and Supplies	42,388	31,189	36,320	38,923	2,603	38,923
Other Charges	3,531	4,261	4,261	5,459	1,198	5,459
<b>TOTAL REQUIREMENTS</b>	<b>1,377,263</b>	<b>1,417,412</b>	<b>1,390,125</b>	<b>1,566,367</b>	<b>176,242</b>	<b>1,569,761</b>
<b>NET COUNTY COST</b>	<b>997,198</b>	<b>1,014,852</b>	<b>987,792</b>	<b>933,399</b>	<b>(54,393)</b>	<b>944,621</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	11.0	11.0	11.0	12.0	1.0	12.0
Funded FTE	11.0	10.9	10.9	12.0	1.2	12.0

# Elections (1330P) General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	14,754	90,748	4,569,942	9,112,492	4,542,550	
Charges for Services	2,063,711	1,790,814	1,142,700	1,208,190	65,490	1,616,950
Miscellaneous Revenue	1,367	1,185	7,500	7,500		3,500
<b>Total Revenue</b>	<b>2,079,832</b>	<b>1,882,746</b>	<b>5,720,142</b>	<b>10,328,182</b>	<b>4,608,040</b>	<b>1,620,450</b>
Fund Balance	1,200,947	1,301,245	1,301,245	1,471,166	169,921	123,097
<b>TOTAL SOURCES</b>	<b>3,280,779</b>	<b>3,183,991</b>	<b>7,021,387</b>	<b>11,799,348</b>	<b>4,777,961</b>	<b>1,743,547</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,848,272	2,116,181	1,808,807	1,745,722	(63,085)	2,051,174
Services and Supplies	2,195,383	3,337,476	2,263,828	2,364,202	100,374	2,607,350
Other Charges	206,650	245,210	262,425	231,478	(30,947)	231,478
Fixed Assets			6,263,634	9,972,242	3,708,608	
<b>Net Appropriations</b>	<b>4,250,304</b>	<b>5,698,866</b>	<b>10,598,694</b>	<b>14,313,644</b>	<b>3,714,950</b>	<b>4,890,002</b>
Contingencies/Dept Reserves	919,173	110,234	110,234	123,097	12,863	123,097
<b>TOTAL REQUIREMENTS</b>	<b>5,169,477</b>	<b>5,809,100</b>	<b>10,708,928</b>	<b>14,436,741</b>	<b>3,727,813</b>	<b>5,013,099</b>
<b>NET COUNTY COST</b>	<b>1,888,699</b>	<b>2,625,109</b>	<b>3,687,541</b>	<b>2,637,393</b>	<b>(1,050,148)</b>	<b>3,269,552</b>
<b>AUTHORIZED POSITIONS</b>						
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 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	5,105,714	4,957,485	5,014,122	4,878,344	(135,778)	4,598,505
Miscellaneous Revenue	21,494	41,803	3,000	3,000		3,000
<b>Total Revenue</b>	<b>5,127,209</b>	<b>4,999,288</b>	<b>5,017,122</b>	<b>4,881,344</b>	<b>(135,778)</b>	<b>4,601,505</b>
Fund Balance	663,846	93,204	93,204	62,519	(30,685)	
<b>TOTAL SOURCES</b>	<b>5,791,055</b>	<b>5,092,492</b>	<b>5,110,326</b>	<b>4,943,863</b>	<b>(166,463)</b>	<b>4,601,505</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,054,467	1,905,006	1,992,201	2,031,292	39,091	2,044,583
Services and Supplies	1,006,592	820,682	577,275	862,200	284,925	582,200
Other Charges	631,428	631,723	682,098	636,873	(45,225)	590,124
Fixed Assets	123,168	40,873	93,204		(93,204)	
<b>TOTAL REQUIREMENTS</b>	<b>3,815,655</b>	<b>3,398,284</b>	<b>3,344,778</b>	<b>3,530,365</b>	<b>185,587</b>	<b>3,216,907</b>
<b>NET COUNTY COST</b>	<b>(1,975,399)</b>	<b>(1,694,208)</b>	<b>(1,765,548)</b>	<b>(1,413,498)</b>	<b>352,050</b>	<b>(1,384,598)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	24.0	24.0	24.0	24.0		24.0
Funded FTE	23.8	24.0	24.0	24.0		24.0



Controller's Office (1400B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues		106,702				
Charges for Services	1,266,261	1,277,031	1,230,933	1,263,503	32,570	1,263,503
Interfund Revenue	124,389	87,241	113,649	89,409	(24,240)	89,409
Miscellaneous Revenue	22,462	68,468				
<b>Total Revenue</b>	<b>1,413,112</b>	<b>1,539,442</b>	<b>1,344,582</b>	<b>1,352,912</b>	<b>8,330</b>	<b>1,352,912</b>
Fund Balance	814,223	928,395	928,389	928,389		820,907
<b>TOTAL SOURCES</b>	<b>2,227,335</b>	<b>2,467,837</b>	<b>2,272,971</b>	<b>2,281,301</b>	<b>8,330</b>	<b>2,173,819</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	4,116,701	4,178,819	4,255,419	4,569,262	313,843	4,625,449
Services and Supplies	378,661	563,481	1,224,089	540,220	(683,869)	532,834
Other Charges	928,995	889,266	892,137	962,615	70,478	962,615
Fixed Assets	877,754	22,776				
<b>Gross Appropriations</b>	<b>6,302,112</b>	<b>5,654,342</b>	<b>6,371,645</b>	<b>6,072,097</b>	<b>(299,548)</b>	<b>6,120,898</b>
Intrafund Transfers	(150,000)	(194,850)	(364,587)	(8,200)	356,387	(8,200)
<b>Net Appropriations</b>	<b>6,152,112</b>	<b>5,459,492</b>	<b>6,007,058</b>	<b>6,063,897</b>	<b>56,839</b>	<b>6,112,698</b>
Contingencies/Dept Reserves	74,177	79,543	79,543	537,946	458,403	422,505
<b>TOTAL REQUIREMENTS</b>	<b>6,226,289</b>	<b>5,539,035</b>	<b>6,086,601</b>	<b>6,601,843</b>	<b>515,242</b>	<b>6,535,203</b>
<b>NET COUNTY COST</b>	<b>3,998,954</b>	<b>3,071,199</b>	<b>3,813,630</b>	<b>4,320,542</b>	<b>506,912</b>	<b>4,361,384</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	41.0	41.0	41.0	41.0		41.0
Funded FTE	40.3	40.1	40.1	40.5	0.4	40.5

Administration (1411P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	1,500	1,500				
Miscellaneous Revenue		501				
<b>Total Revenue</b>	<b>1,500</b>	<b>2,001</b>				
Fund Balance	248,180	227,109	227,109	452,916	225,807	345,434
<b>TOTAL SOURCES</b>	<b>249,680</b>	<b>229,110</b>	<b>227,109</b>	<b>452,916</b>	<b>225,807</b>	<b>345,434</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	754,236	705,868	799,090	882,468	83,378	882,746
Services and Supplies	179,028	154,467	148,485	205,277	56,792	197,891
Other Charges	190,267	187,570	190,513	198,448	7,935	198,448
<b>Gross Appropriations</b>	<b>1,123,531</b>	<b>1,047,905</b>	<b>1,138,088</b>	<b>1,286,193</b>	<b>148,105</b>	<b>1,279,085</b>
Intrafund Transfers	(150,000)	(131,795)	(84,059)		84,059	
<b>Net Appropriations</b>	<b>973,531</b>	<b>916,110</b>	<b>1,054,029</b>	<b>1,286,193</b>	<b>232,164</b>	<b>1,279,085</b>
Contingencies/Dept Reserves	74,177	79,543	79,543	78,448	(1,095)	63,007
<b>TOTAL REQUIREMENTS</b>	<b>1,047,708</b>	<b>995,653</b>	<b>1,133,572</b>	<b>1,364,641</b>	<b>231,069</b>	<b>1,342,092</b>
<b>NET COUNTY COST</b>	<b>798,028</b>	<b>766,543</b>	<b>906,463</b>	<b>911,725</b>	<b>5,262</b>	<b>996,658</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

Internal Audit (1421P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	18,100		40,410	40,410		40,410
Interfund Revenue	57,830	58,973	57,890	35,950	(21,940)	35,950
Miscellaneous Revenue	10,497					
<b>TOTAL SOURCES</b>	<b>86,427</b>	<b>58,973</b>	<b>98,300</b>	<b>76,360</b>	<b>(21,940)</b>	<b>76,360</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	983,797	964,920	1,138,800	1,206,843	68,043	1,226,023
Services and Supplies	42,046	64,350	17,350	23,100	5,750	23,100
Other Charges	66,647	68,777	68,692	70,566	1,874	70,566
<b>Gross Appropriations</b>	<b>1,092,490</b>	<b>1,098,047</b>	<b>1,224,842</b>	<b>1,300,509</b>	<b>75,667</b>	<b>1,319,689</b>
Intrafund Transfers		(32,217)	(130,528)	(4,100)	126,428	(4,100)
<b>TOTAL REQUIREMENTS</b>	<b>1,092,490</b>	<b>1,065,830</b>	<b>1,094,314</b>	<b>1,296,409</b>	<b>202,095</b>	<b>1,315,589</b>
<b>NET COUNTY COST</b>	<b>1,006,063</b>	<b>1,006,857</b>	<b>996,014</b>	<b>1,220,049</b>	<b>224,035</b>	<b>1,239,229</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	9.9	9.8	9.8	10.0	0.2	10.0

Payroll Services (1431P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>REQUIREMENTS</b>						
Salaries and Benefits	567,566	609,438	500,759	545,923	45,164	551,198
Services and Supplies	7,287	9,970	10,995	7,620	(3,375)	7,620
Other Charges	424,143	382,145	364,854	427,220	62,366	427,220
<b>TOTAL REQUIREMENTS</b>	<b>998,996</b>	<b>1,001,553</b>	<b>876,608</b>	<b>980,763</b>	<b>104,155</b>	<b>986,038</b>
<b>NET COUNTY COST</b>	<b>998,996</b>	<b>1,001,547</b>	<b>876,608</b>	<b>980,763</b>	<b>104,155</b>	<b>986,038</b>
<b>AUTHORIZED POSITIONS</b>						
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 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services		10,038	10,138	10,138		10,138
Miscellaneous Revenue	300					
<b>TOTAL SOURCES</b>	300	10,038	10,138	10,138		10,138
<b>REQUIREMENTS</b>						
Salaries and Benefits	455,673	480,439	460,703	503,564	42,861	513,010
Services and Supplies	13,234	21,052	10,280	20,080	9,800	20,080
Other Charges	37,442	48,081	38,388	39,744	1,356	39,744
Fixed Assets	877,754	22,776				
<b>TOTAL REQUIREMENTS</b>	1,384,104	572,348	509,371	563,388	54,017	572,834
<b>NET COUNTY COST</b>	1,383,804	562,310	499,233	553,250	54,017	562,696
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	4.0	4.0	4.0	4.0		4.0
Funded FTE	4.0	4.0	4.0	4.0		4.0

General Accounting (1441P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	1,500	1,500				
Interfund Revenue	66,559	28,268	53,459	53,459		53,459
Miscellaneous Revenue	1,044	18,002				
<b>TOTAL SOURCES</b>	<b>69,103</b>	<b>47,770</b>	<b>53,459</b>	<b>53,459</b>		<b>53,459</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	630,275	603,550	615,643	670,233	54,590	682,588
Services and Supplies	6,869	86,979	245,700	183,175	(62,525)	183,175
Other Charges	126,876	135,835	119,805	124,780	4,975	124,780
<b>TOTAL REQUIREMENTS</b>	<b>764,020</b>	<b>826,365</b>	<b>981,148</b>	<b>978,188</b>	<b>(2,960)</b>	<b>990,543</b>
<b>NET COUNTY COST</b>	<b>694,917</b>	<b>778,594</b>	<b>927,689</b>	<b>924,729</b>	<b>(2,960)</b>	<b>937,084</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	7.4	7.5	7.5	7.5		7.5

# Property Tax/Special Accounting (1461P) General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues		106,702				
Charges for Services	1,245,161	1,263,993	1,180,385	1,212,955	32,570	1,212,955
Interfund Revenue			2,300		(2,300)	
Miscellaneous Revenue	10,622	49,964				
<b>Total Revenue</b>	<b>1,255,783</b>	<b>1,420,659</b>	<b>1,182,685</b>	<b>1,212,955</b>	<b>30,270</b>	<b>1,212,955</b>
Fund Balance	566,043	701,280	701,280	475,473	(225,807)	475,473
<b>TOTAL SOURCES</b>	<b>1,821,826</b>	<b>2,121,939</b>	<b>1,883,965</b>	<b>1,688,428</b>	<b>(195,537)</b>	<b>1,688,428</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	725,154	814,605	740,424	760,231	19,807	769,884
Services and Supplies	130,198	226,663	791,279	100,968	(690,311)	100,968
Other Charges	83,620	66,857	109,885	101,857	(8,028)	101,857
<b>Gross Appropriations</b>	<b>938,972</b>	<b>1,108,124</b>	<b>1,641,588</b>	<b>963,056</b>	<b>(678,532)</b>	<b>972,709</b>
Intrafund Transfers		(30,838)	(150,000)	(4,100)	145,900	(4,100)
<b>Net Appropriations</b>	<b>938,972</b>	<b>1,077,286</b>	<b>1,491,588</b>	<b>958,956</b>	<b>(532,632)</b>	<b>968,609</b>
Contingencies/Dept Reserves				459,498	459,498	359,498
<b>TOTAL REQUIREMENTS</b>	<b>938,972</b>	<b>1,077,286</b>	<b>1,491,588</b>	<b>1,418,454</b>	<b>(73,134)</b>	<b>1,328,107</b>
<b>NET COUNTY COST</b>	<b>(882,854)</b>	<b>(1,044,653)</b>	<b>(392,377)</b>	<b>(269,974)</b>	<b>122,403</b>	<b>(360,321)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	8.0	7.8	7.8	8.0	0.2	8.0

Treasurer - Tax Collector (1500B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	9,540	9,394	3,650	3,650		3,650
Use of Money and Property	52,168	62,261	35,000	40,000	5,000	40,000
Intergovernmental Revenues	150,000	114,806				
Charges for Services	4,391,107	4,262,658	3,179,097	3,264,097	85,000	3,264,097
Interfund Revenue	939,834	976,931	1,305,570	1,011,000	(294,570)	1,011,000
Miscellaneous Revenue	173,539	143,298	71,500	71,500		71,500
<b>Total Revenue</b>	<b>5,716,188</b>	<b>5,569,348</b>	<b>4,594,817</b>	<b>4,390,247</b>	<b>(204,570)</b>	<b>4,390,247</b>
Fund Balance	2,957,470	3,663,604	3,663,604	3,307,152	(356,452)	3,236,520
<b>TOTAL SOURCES</b>	<b>8,673,658</b>	<b>9,232,952</b>	<b>8,258,421</b>	<b>7,697,399</b>	<b>(561,022)</b>	<b>7,626,767</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,142,656	5,350,581	5,753,524	6,004,699	251,175	6,021,009
Services and Supplies	1,125,097	1,691,932	3,344,216	2,907,748	(436,468)	2,867,090
Other Charges	772,800	874,934	990,053	921,417	(68,636)	921,443
Fixed Assets	334,919	132,331	839,000	80,000	(759,000)	80,000
<b>Gross Appropriations</b>	<b>7,375,473</b>	<b>8,049,779</b>	<b>10,926,793</b>	<b>9,913,864</b>	<b>(1,012,929)</b>	<b>9,889,542</b>
Intrafund Transfers	(2,362,170)	(2,584,956)	(2,770,034)	(2,947,262)	(177,228)	(2,947,262)
<b>Net Appropriations</b>	<b>5,013,303</b>	<b>5,464,822</b>	<b>8,156,759</b>	<b>6,966,602</b>	<b>(1,190,157)</b>	<b>6,942,280</b>
Contingencies/Dept Reserves	1,153,043	717,492	717,492	1,493,378	775,886	1,493,378
<b>TOTAL REQUIREMENTS</b>	<b>6,166,346</b>	<b>6,182,314</b>	<b>8,874,251</b>	<b>8,459,980</b>	<b>(414,271)</b>	<b>8,435,658</b>
<b>NET COUNTY COST</b>	<b>(2,507,312)</b>	<b>(3,050,638)</b>	<b>615,830</b>	<b>762,581</b>	<b>146,751</b>	<b>808,891</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	61.0	62.0	62.0	63.0	1.0	63.0
Funded FTE	61.0	62.0	62.0	61.8	(0.2)	61.8



# Tax Collector (1510P) General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	9,540	9,394	3,650	3,650		3,650
Intergovernmental Revenues	150,000	114,806				
Charges for Services	1,547,201	1,424,927	1,184,474	1,164,474	(20,000)	1,164,474
Miscellaneous Revenue	62,646	60,188	56,000	56,000		56,000
<b>Total Revenue</b>	<b>1,769,388</b>	<b>1,609,315</b>	<b>1,244,124</b>	<b>1,224,124</b>	<b>(20,000)</b>	<b>1,224,124</b>
Fund Balance	2,666,881	3,087,465	3,087,465	2,168,392	(919,073)	2,154,901
<b>TOTAL SOURCES</b>	<b>4,436,269</b>	<b>4,696,780</b>	<b>4,331,589</b>	<b>3,392,516</b>	<b>(939,073)</b>	<b>3,379,025</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,665,142	1,690,417	1,819,355	1,830,985	11,630	1,864,903
Services and Supplies	455,165	898,824	2,268,311	1,943,108	(325,203)	1,929,591
Other Charges	425,989	459,773	533,060	550,692	17,632	550,709
Fixed Assets	334,919	120,490	826,000	80,000	(746,000)	80,000
<b>Gross Appropriations</b>	<b>2,881,216</b>	<b>3,169,504</b>	<b>5,446,726</b>	<b>4,404,785</b>	<b>(1,041,941)</b>	<b>4,425,203</b>
Intrafund Transfers	(130,000)	(131,040)	(274,577)	(204,751)	69,826	(204,751)
<b>Net Appropriations</b>	<b>2,751,216</b>	<b>3,038,464</b>	<b>5,172,149</b>	<b>4,200,034</b>	<b>(972,115)</b>	<b>4,220,452</b>
Contingencies/Dept Reserves	418,870	346,066	346,066	654,919	308,853	654,919
<b>TOTAL REQUIREMENTS</b>	<b>3,170,086</b>	<b>3,384,530</b>	<b>5,518,215</b>	<b>4,854,953</b>	<b>(663,262)</b>	<b>4,875,371</b>
<b>NET COUNTY COST</b>	<b>(1,266,183)</b>	<b>(1,312,250)</b>	<b>1,186,626</b>	<b>1,462,437</b>	<b>275,811</b>	<b>1,496,346</b>
<b>AUTHORIZED POSITIONS</b>						
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 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	2,792,805	2,761,711	1,949,123	2,049,123	100,000	2,049,123
Miscellaneous Revenue	60,679	44,198				
<b>Total Revenue</b>	<b>2,853,484</b>	<b>2,805,910</b>	<b>1,949,123</b>	<b>2,049,123</b>	<b>100,000</b>	<b>2,049,123</b>
Fund Balance	290,589	527,174	527,174	981,864	454,690	945,604
<b>TOTAL SOURCES</b>	<b>3,144,073</b>	<b>3,333,084</b>	<b>2,476,297</b>	<b>3,030,987</b>	<b>554,690</b>	<b>2,994,727</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,021,580	1,057,043	1,106,709	1,211,749	105,040	1,213,997
Services and Supplies	164,882	227,130	370,900	362,600	(8,300)	336,340
Other Charges	143,290	164,610	167,018	164,994	(2,024)	165,003
<b>Gross Appropriations</b>	<b>1,329,753</b>	<b>1,448,784</b>	<b>1,644,627</b>	<b>1,739,343</b>	<b>94,716</b>	<b>1,715,340</b>
Intrafund Transfers				(37,000)	(37,000)	(37,000)
<b>Net Appropriations</b>	<b>1,329,753</b>	<b>1,448,784</b>	<b>1,644,627</b>	<b>1,702,343</b>	<b>57,716</b>	<b>1,678,340</b>
Contingencies/Dept Reserves	734,173	371,426	371,426	738,459	367,033	738,459
<b>TOTAL REQUIREMENTS</b>	<b>2,063,926</b>	<b>1,820,210</b>	<b>2,016,053</b>	<b>2,440,802</b>	<b>424,749</b>	<b>2,416,799</b>
<b>NET COUNTY COST</b>	<b>(1,080,147)</b>	<b>(1,512,874)</b>	<b>(460,244)</b>	<b>(590,185)</b>	<b>(129,941)</b>	<b>(577,928)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	10.0	11.0	11.0	12.0	1.0	12.0
Funded FTE	10.0	11.0	11.0	11.0	0.0	11.0

# Revenue Services Program (1530P)

## General Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	52,168	62,261	35,000	40,000	5,000	40,000
Charges for Services	51,101	76,020	45,500	50,500	5,000	50,500
Interfund Revenue	939,834	976,931	1,305,570	1,011,000	(294,570)	1,011,000
Miscellaneous Revenue	50,214	38,912	15,500	15,500		15,500
<b>Total Revenue</b>	<b>1,093,316</b>	<b>1,154,124</b>	<b>1,401,570</b>	<b>1,117,000</b>	<b>(284,570)</b>	<b>1,117,000</b>
Fund Balance		48,965	48,965	156,896	107,931	136,015
<b>TOTAL SOURCES</b>	<b>1,093,316</b>	<b>1,203,089</b>	<b>1,450,535</b>	<b>1,273,896</b>	<b>(176,639)</b>	<b>1,253,015</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,455,933	2,603,121	2,827,460	2,961,965	134,505	2,942,109
Services and Supplies	505,050	565,978	705,005	602,040	(102,965)	601,159
Other Charges	203,521	250,551	289,975	205,731	(84,244)	205,731
Fixed Assets		11,841	13,000		(13,000)	
<b>Gross Appropriations</b>	<b>3,164,504</b>	<b>3,431,491</b>	<b>3,835,440</b>	<b>3,769,736</b>	<b>(65,704)</b>	<b>3,748,999</b>
Intrafund Transfers	(2,232,170)	(2,453,916)	(2,495,457)	(2,705,511)	(210,054)	(2,705,511)
<b>Net Appropriations</b>	<b>932,335</b>	<b>977,575</b>	<b>1,339,983</b>	<b>1,064,225</b>	<b>(275,758)</b>	<b>1,043,488</b>
Contingencies/Dept Reserves				100,000	100,000	100,000
<b>TOTAL REQUIREMENTS</b>	<b>932,335</b>	<b>977,575</b>	<b>1,339,983</b>	<b>1,164,225</b>	<b>(175,758)</b>	<b>1,143,488</b>
<b>NET COUNTY COST</b>	<b>(160,981)</b>	<b>(225,514)</b>	<b>(110,552)</b>	<b>(109,671)</b>	<b>881</b>	<b>(109,527)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	33.0	33.0	33.0	33.0		33.0
Funded FTE	33.0	33.0	33.0	32.8	(0.3)	32.8

County Counsel (1600B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	3,532,173	3,245,398	3,110,050	3,079,536	(30,514)	3,079,536
Interfund Revenue		1,195				
Miscellaneous Revenue	1,650	15,939	1,000	1,000		1,000
<b>Total Revenue</b>	<b>3,533,823</b>	<b>3,262,531</b>	<b>3,111,050</b>	<b>3,080,536</b>	<b>(30,514)</b>	<b>3,080,536</b>
Fund Balance	895,095	1,149,485	1,149,485	859,302	(290,183)	759,302
<b>TOTAL SOURCES</b>	<b>4,428,918</b>	<b>4,412,016</b>	<b>4,260,535</b>	<b>3,939,838</b>	<b>(320,697)</b>	<b>3,839,838</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,603,482	5,966,562	5,936,072	6,577,860	641,788	6,668,437
Services and Supplies	291,088	443,170	378,752	363,752	(15,000)	308,752
Other Charges	282,034	303,999	298,149	360,462	62,313	315,462
<b>Gross Appropriations</b>	<b>6,176,604</b>	<b>6,713,730</b>	<b>6,612,973</b>	<b>7,302,074</b>	<b>689,101</b>	<b>7,292,651</b>
Intrafund Transfers	(1,317,866)	(1,409,843)	(1,104,753)	(920,753)	184,000	(920,753)
<b>Net Appropriations</b>	<b>4,858,738</b>	<b>5,303,887</b>	<b>5,508,220</b>	<b>6,381,321</b>	<b>873,101</b>	<b>6,371,898</b>
Contingencies/Dept Reserves	146,590	608,599	608,599	153,544	(455,055)	153,544
<b>TOTAL REQUIREMENTS</b>	<b>5,005,328</b>	<b>5,912,486</b>	<b>6,116,819</b>	<b>6,534,865</b>	<b>418,046</b>	<b>6,525,442</b>
<b>NET COUNTY COST</b>	<b>576,410</b>	<b>1,500,470</b>	<b>1,856,284</b>	<b>2,595,027</b>	<b>738,743</b>	<b>2,685,604</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	38.0	38.0	38.0	41.0	3.0	41.0
Funded FTE	37.5	35.0	35.0	40.7	5.8	40.7

## Human Resources Department (1700B) General Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues		68,498				
Charges for Services	35,494	33,435	40,500	40,500		40,500
Interfund Revenue	2,817,742	2,752,750	3,572,818	3,815,764	242,946	3,998,838
Miscellaneous Revenue	14,396	8,551				
Other Financing Sources			77,323	77,323		77,323
<b>Total Revenue</b>	<b>2,867,632</b>	<b>2,863,234</b>	<b>3,690,641</b>	<b>3,933,587</b>	<b>242,946</b>	<b>4,116,661</b>
Fund Balance	666,371	586,255	586,255	1,001,731	415,476	764,237
<b>TOTAL SOURCES</b>	<b>3,534,003</b>	<b>3,449,489</b>	<b>4,276,896</b>	<b>4,935,318</b>	<b>658,422</b>	<b>4,880,898</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,177,563	5,356,006	5,994,194	6,675,605	681,411	6,604,511
Services and Supplies	1,114,334	1,121,182	1,372,614	1,919,275	546,661	1,736,647
Other Charges	599,090	662,222	605,960	652,293	46,333	645,793
Fixed Assets	8,370	6,433	15,500	25,500	10,000	
<b>Gross Appropriations</b>	<b>6,899,357</b>	<b>7,145,844</b>	<b>7,988,268</b>	<b>9,272,673</b>	<b>1,284,405</b>	<b>8,986,951</b>
Intrafund Transfers	(793,234)	(883,452)	(1,008,613)	(1,396,594)	(387,981)	(1,114,099)
<b>Net Appropriations</b>	<b>6,106,123</b>	<b>6,262,392</b>	<b>6,979,655</b>	<b>7,876,079</b>	<b>896,424</b>	<b>7,872,852</b>
Contingencies/Dept Reserves	515,190	516,127	516,127	631,281	115,154	631,281
<b>TOTAL REQUIREMENTS</b>	<b>6,621,313</b>	<b>6,778,519</b>	<b>7,495,782</b>	<b>8,507,360</b>	<b>1,011,578</b>	<b>8,504,133</b>
<b>NET COUNTY COST</b>	<b>3,087,310</b>	<b>3,329,031</b>	<b>3,218,886</b>	<b>3,572,042</b>	<b>353,156</b>	<b>3,623,235</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	62.0	63.0	63.0	65.0	2.0	65.0
Funded FTE	53.0	53.8	53.8	55.9	2.1	55.9

Administration and Support (1710P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues		68,498				
Charges for Services	25,152	31,011	30,000	30,000		30,000
Interfund Revenue	313,483	311,446	384,900	344,800	(40,100)	494,394
Miscellaneous Revenue	13,851	7,061				
Other Financing Sources			77,323	77,323		77,323
<b>Total Revenue</b>	<b>352,486</b>	<b>418,016</b>	<b>492,223</b>	<b>452,123</b>	<b>(40,100)</b>	<b>601,717</b>
Fund Balance	564,498	586,255	586,255	1,001,731	415,476	764,237
<b>TOTAL SOURCES</b>	<b>916,984</b>	<b>1,004,271</b>	<b>1,078,478</b>	<b>1,453,854</b>	<b>375,376</b>	<b>1,365,954</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,253,800	1,287,347	1,294,808	1,518,607	223,799	1,374,841
Services and Supplies	154,717	161,637	212,499	309,827	97,328	220,699
Other Charges	437,536	477,963	417,092	447,496	30,404	447,496
Fixed Assets		6,433	15,500	5,500	(10,000)	
<b>Gross Appropriations</b>	<b>1,846,053</b>	<b>1,933,381</b>	<b>1,939,899</b>	<b>2,281,430</b>	<b>341,531</b>	<b>2,043,036</b>
Intrafund Transfers	(468,515)	(536,252)	(565,472)	(643,432)	(77,960)	(480,937)
<b>Net Appropriations</b>	<b>1,377,538</b>	<b>1,397,129</b>	<b>1,374,427</b>	<b>1,637,998</b>	<b>263,571</b>	<b>1,562,099</b>
Contingencies/Dept Reserves	515,190	516,127	516,127	631,281	115,154	631,281
<b>TOTAL REQUIREMENTS</b>	<b>1,892,728</b>	<b>1,913,256</b>	<b>1,890,554</b>	<b>2,269,279</b>	<b>378,725</b>	<b>2,193,380</b>
<b>NET COUNTY COST</b>	<b>975,744</b>	<b>908,984</b>	<b>812,076</b>	<b>815,425</b>	<b>3,349</b>	<b>827,426</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	9.0	9.0	9.0	9.0		9.0
Funded FTE	8.4	8.3	8.3	9.0	0.7	9.0

# Human Resources (1720P)

## General Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	10,342	2,424	10,500	10,500		10,500
Interfund Revenue	2,504,259	2,441,304	3,187,918	3,470,964	283,046	3,504,444
Miscellaneous Revenue	545	1,490				
<b>Total Revenue</b>	<b>2,515,146</b>	<b>2,445,217</b>	<b>3,198,418</b>	<b>3,481,464</b>	<b>283,046</b>	<b>3,514,944</b>
Fund Balance	101,873					
<b>TOTAL SOURCES</b>	<b>2,617,019</b>	<b>2,445,217</b>	<b>3,198,418</b>	<b>3,481,464</b>	<b>283,046</b>	<b>3,514,944</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,923,762	4,068,659	4,699,386	5,156,998	457,612	5,229,670
Services and Supplies	959,616	959,545	1,160,115	1,609,448	449,333	1,515,948
Other Charges	161,555	184,259	188,868	204,797	15,929	198,297
Fixed Assets	8,370			20,000	20,000	
<b>Gross Appropriations</b>	<b>5,053,303</b>	<b>5,212,463</b>	<b>6,048,369</b>	<b>6,991,243</b>	<b>942,874</b>	<b>6,943,915</b>
Intrafund Transfers	(324,718)	(347,200)	(443,141)	(753,162)	(310,021)	(633,162)
<b>TOTAL REQUIREMENTS</b>	<b>4,728,585</b>	<b>4,865,264</b>	<b>5,605,228</b>	<b>6,238,081</b>	<b>632,853</b>	<b>6,310,753</b>
<b>NET COUNTY COST</b>	<b>2,111,566</b>	<b>2,420,046</b>	<b>2,406,810</b>	<b>2,756,617</b>	<b>349,807</b>	<b>2,795,809</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	53.0	54.0	54.0	56.0	2.0	56.0
Funded FTE	44.6	45.5	45.5	46.9	1.3	46.9

Information Services Department (1800B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	86,897	83,927	88,060	88,060		88,060
Charges for Services	1,410,898	650,789	546,773	546,773		546,773
Interfund Revenue	9,848,332	11,137,364	11,311,335	14,271,676	2,960,341	12,378,838
Miscellaneous Revenue	23,163	93,639				
<b>Total Revenue</b>	<b>11,369,291</b>	<b>11,965,718</b>	<b>11,946,168</b>	<b>14,906,509</b>	<b>2,960,341</b>	<b>13,013,671</b>
Fund Balance	4,314,614	5,512,150	5,054,027	10,529,483	5,475,456	6,948,095
<b>TOTAL SOURCES</b>	<b>15,683,905</b>	<b>17,477,868</b>	<b>17,000,195</b>	<b>25,435,992</b>	<b>8,435,797</b>	<b>19,961,766</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	14,727,358	14,946,425	16,153,150	17,772,757	1,619,607	17,983,497
Services and Supplies	18,077,853	20,629,774	23,612,020	25,419,325	1,807,305	19,488,865
Other Charges	1,013,431	1,000,432	1,099,298	1,178,967	79,669	1,175,442
Fixed Assets	388,803	2,074,909	1,739,522	3,383,628	1,644,106	
Other Financing Uses	287,079	285,788	324,000	324,000		324,000
<b>Gross Appropriations</b>	<b>34,494,524</b>	<b>38,937,328</b>	<b>42,927,990</b>	<b>48,078,677</b>	<b>5,150,687</b>	<b>38,971,804</b>
Intrafund Transfers	(24,179,326)	(31,988,943)	(33,161,171)	(29,080,796)	4,080,375	(24,160,043)
<b>Net Appropriations</b>	<b>10,315,199</b>	<b>6,948,385</b>	<b>9,766,819</b>	<b>18,997,881</b>	<b>9,231,062</b>	<b>14,811,761</b>
Contingencies/Dept Reserves	5,368,706	10,529,483	7,233,376	6,438,111	(795,265)	5,150,005
<b>TOTAL REQUIREMENTS</b>	<b>15,683,905</b>	<b>17,477,868</b>	<b>17,000,195</b>	<b>25,435,992</b>	<b>8,435,797</b>	<b>19,961,766</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	135.0	132.0	132.0	140.0	8.0	140.0
Funded FTE	134.1	131.1	131.1	138.8	7.8	138.8



# Information and Technology Availability (1830P) General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	86,897	83,927	88,060	88,060		88,060
Charges for Services	1,333,462	480,614	514,541	514,541		514,541
Interfund Revenue	1,127,667	1,768,998	5,321,804	6,295,393	973,589	6,295,393
Miscellaneous Revenue	9,638	57,357				
<b>Total Revenue</b>	<b>2,557,663</b>	<b>2,390,895</b>	<b>5,924,405</b>	<b>6,897,994</b>	<b>973,589</b>	<b>6,897,994</b>
Fund Balance	4,024,424	5,182,583	4,193,049	9,360,680	5,167,631	6,305,694
<b>TOTAL SOURCES</b>	<b>6,582,087</b>	<b>7,573,478</b>	<b>10,117,454</b>	<b>16,258,674</b>	<b>6,141,220</b>	<b>13,203,688</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	8,013,139	7,875,203	8,548,612	9,014,486	465,874	9,128,443
Services and Supplies	12,508,986	13,130,754	14,181,635	15,178,241	996,606	13,231,784
Other Charges	614,874	580,307	682,434	701,196	18,762	701,196
Fixed Assets	376,362	1,571,647	1,006,828	1,601,424	594,596	
Other Financing Uses	287,079	285,788	324,000	324,000		324,000
<b>Gross Appropriations</b>	<b>21,800,439</b>	<b>23,443,699</b>	<b>24,743,509</b>	<b>26,819,347</b>	<b>2,075,838</b>	<b>23,385,423</b>
Intrafund Transfers	(7,965,777)	(9,145,932)	(21,600,126)	(16,866,367)	4,733,759	(15,133,161)
<b>Net Appropriations</b>	<b>13,834,662</b>	<b>14,297,767</b>	<b>3,143,383</b>	<b>9,952,980</b>	<b>6,809,597</b>	<b>8,252,262</b>
Contingencies/Dept Reserves	5,182,563	9,360,680	6,974,071	6,305,694	(668,377)	4,951,426
<b>TOTAL REQUIREMENTS</b>	<b>19,017,225</b>	<b>23,658,447</b>	<b>10,117,454</b>	<b>16,258,674</b>	<b>6,141,220</b>	<b>13,203,688</b>
<b>NET COUNTY COST</b>	<b>12,435,138</b>	<b>16,084,969</b>				
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	77.0	74.0	74.0	76.0	2.0	76.0
Funded FTE	76.3	73.1	73.1	75.1	2.0	75.1

Project Management (1840P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	77,437	170,176	32,232	32,232		32,232
Interfund Revenue	8,720,666	9,368,366	5,989,531	7,976,283	1,986,752	6,083,445
Miscellaneous Revenue	13,525	36,282				
<b>Total Revenue</b>	<b>8,811,628</b>	<b>9,574,823</b>	<b>6,021,763</b>	<b>8,008,515</b>	<b>1,986,752</b>	<b>6,115,677</b>
Fund Balance	290,190	329,567	860,978	1,168,803	307,825	642,401
<b>TOTAL SOURCES</b>	<b>9,101,818</b>	<b>9,904,390</b>	<b>6,882,741</b>	<b>9,177,318</b>	<b>2,294,577</b>	<b>6,758,078</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	6,714,220	7,071,222	7,604,538	8,758,271	1,153,733	8,855,054
Services and Supplies	5,568,868	7,499,020	9,430,385	10,241,084	810,699	6,257,081
Other Charges	398,557	420,124	416,864	477,771	60,907	474,246
Fixed Assets	12,441	503,262	732,694	1,782,204	1,049,510	
<b>Gross Appropriations</b>	<b>12,694,085</b>	<b>15,493,629</b>	<b>18,184,481</b>	<b>21,259,330</b>	<b>3,074,849</b>	<b>15,586,381</b>
Intrafund Transfers	(16,213,548)	(22,843,011)	(11,561,045)	(12,214,429)	(653,384)	(9,026,882)
<b>Net Appropriations</b>	<b>(3,519,463)</b>	<b>(7,349,382)</b>	<b>6,623,436</b>	<b>9,044,901</b>	<b>2,421,465</b>	<b>6,559,499</b>
Contingencies/Dept Reserves	186,143	1,168,803	259,305	132,417	(126,888)	198,579
<b>TOTAL REQUIREMENTS</b>	<b>(3,333,320)</b>	<b>(6,180,579)</b>	<b>6,882,741</b>	<b>9,177,318</b>	<b>2,294,577</b>	<b>6,758,078</b>
<b>NET COUNTY COST</b>	<b>(12,435,138)</b>	<b>(16,084,970)</b>				
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	58.0	58.0	58.0	64.0	6.0	64.0
Funded FTE	57.8	58.0	58.0	63.8	5.7	63.8

Grand Jury (1920B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Interfund Revenue			50,000	82,056	32,056	82,056
<b>Total Revenue</b>			50,000	82,056	32,056	82,056
Fund Balance	32,064	32,056	32,056		(32,056)	
<b>TOTAL SOURCES</b>	32,064	32,056	82,056	82,056		82,056
<b>REQUIREMENTS</b>						
Salaries and Benefits	58,765	46,494	72,039	72,039		72,039
Services and Supplies	371,919	535,416	410,434	465,729	55,295	456,196
Other Charges	671	1,503	10,200	10,200		10,200
<b>TOTAL REQUIREMENTS</b>	431,356	583,413	492,673	547,968	55,295	538,435
<b>NET COUNTY COST</b>	399,292	551,357	410,617	465,912	55,295	456,379

Retirement Office (2000B)  
Retirement Trust Fund (Information Only)

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Miscellaneous Revenue	2,213,758	2,102,888				
Other Financing Sources			2,488,200	2,927,828	439,628	2,927,828
<b>TOTAL SOURCES</b>	2,213,758	2,102,888	2,488,200	2,927,828	439,628	2,927,828
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,389,482	1,345,842	1,522,968	1,740,328	217,360	1,740,752
Services and Supplies	771,093	705,651	815,732	952,500	136,768	952,076
Other Charges	53,183	51,395	134,500	135,000	500	135,000
Fixed Assets			15,000	100,000	85,000	100,000
<b>TOTAL REQUIREMENTS</b>	2,213,758	2,102,888	2,488,200	2,927,828	439,628	2,927,828
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	13.0	13.0	13.0	14.0	1.0	14.0
Funded FTE	13.0	13.0	13.0	14.0	1.0	14.0

Message Switch (1940B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	470,141	520,325	520,325	588,649	68,324	606,699
Interfund Revenue	926	1,145	1,145	1,394	249	1,394
Miscellaneous Revenue	7,540	445				
<b>Total Revenue</b>	<b>478,607</b>	<b>521,915</b>	<b>521,470</b>	<b>590,043</b>	<b>68,573</b>	<b>608,093</b>
Fund Balance	486,480	538,141	537,021	522,426	(14,595)	517,494
<b>TOTAL SOURCES</b>	<b>965,087</b>	<b>1,060,056</b>	<b>1,058,491</b>	<b>1,112,469</b>	<b>53,978</b>	<b>1,125,587</b>
<b>REQUIREMENTS</b>						
Services and Supplies	321,797	379,671	421,288	446,682	25,394	446,682
Other Charges	206,203	248,788	231,426	492,693	261,267	483,604
Fixed Assets	5,024	18,637	66,894		(66,894)	
<b>Gross Appropriations</b>	<b>533,025</b>	<b>647,097</b>	<b>719,608</b>	<b>939,375</b>	<b>219,767</b>	<b>930,286</b>
Intrafund Transfers	(106,078)	(109,466)	(109,482)	(114,568)	(5,086)	(118,178)
<b>Net Appropriations</b>	<b>426,946</b>	<b>537,630</b>	<b>610,126</b>	<b>824,807</b>	<b>214,681</b>	<b>812,108</b>
Contingencies/Dept Reserves	538,141	522,426	448,365	287,662	(160,703)	313,479
<b>TOTAL REQUIREMENTS</b>	<b>965,087</b>	<b>1,060,056</b>	<b>1,058,491</b>	<b>1,112,469</b>	<b>53,978</b>	<b>1,125,587</b>

District Attorney/Public Administrator (2510B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	601,459	549,546	342,720	450,000	107,280	450,000
Use of Money and Property	80,724	74,178	85,500	71,175	(14,325)	71,175
Intergovernmental Revenues	11,566,522	11,711,818	11,906,297	12,097,782	191,485	12,097,782
Charges for Services	228,957	219,124	188,000	173,448	(14,552)	173,448
Miscellaneous Revenue	128,480	183,795	168,890	20,000	(148,890)	20,000
<b>Total Revenue</b>	<b>12,606,141</b>	<b>12,738,459</b>	<b>12,691,407</b>	<b>12,812,405</b>	<b>120,998</b>	<b>12,812,405</b>
Fund Balance	4,708,110	4,257,271	4,257,271	4,065,398	(191,873)	4,065,398
<b>TOTAL SOURCES</b>	<b>17,314,251</b>	<b>16,995,730</b>	<b>16,948,678</b>	<b>16,877,803</b>	<b>(70,875)</b>	<b>16,877,803</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	15,736,984	15,983,182	17,651,359	18,281,898	630,539	18,639,901
Services and Supplies	724,979	737,752	983,544	886,889	(96,655)	886,889
Other Charges	1,582,915	1,499,412	1,543,351	1,531,033	(12,318)	1,531,033
Fixed Assets		84,261	90,000	7,200	(82,800)	
<b>Net Appropriations</b>	<b>18,044,879</b>	<b>18,304,607</b>	<b>20,268,254</b>	<b>20,707,020</b>	<b>438,766</b>	<b>21,057,823</b>
Contingencies/Dept Reserves	3,047,707	2,596,868	2,596,868	2,503,414	(93,454)	2,503,414
<b>TOTAL REQUIREMENTS</b>	<b>21,092,586</b>	<b>20,901,475</b>	<b>22,865,122</b>	<b>23,210,434</b>	<b>345,312</b>	<b>23,561,237</b>
<b>NET COUNTY COST</b>	<b>3,778,335</b>	<b>3,905,744</b>	<b>5,916,444</b>	<b>6,332,631</b>	<b>416,187</b>	<b>6,683,434</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	125.0	128.0	126.0	128.0	2.0	128.0
Funded FTE	121.1	123.0	121.6	123.0	1.4	123.0

County Support of the Courts (2700B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	5,752,900	6,244,609	5,483,190	5,894,754	411,564	5,894,754
Charges for Services	4,734,250	2,743,409	3,024,269	2,589,299	(434,970)	2,589,299
Miscellaneous Revenue	44,550		20,000	20,000		20,000
<b>TOTAL SOURCES</b>	<b>10,531,699</b>	<b>8,988,018</b>	<b>8,527,459</b>	<b>8,504,053</b>	<b>(23,406)</b>	<b>8,504,053</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	324,340	305,238	360,000	360,000		360,000
Services and Supplies	631,103	755,638	764,180	984,180	220,000	984,180
Other Charges	21,298,031	20,005,938	20,143,959	19,900,553	(243,406)	19,900,553
<b>TOTAL REQUIREMENTS</b>	<b>22,253,474</b>	<b>21,066,814</b>	<b>21,268,139</b>	<b>21,244,733</b>	<b>(23,406)</b>	<b>21,244,733</b>
<b>NET COUNTY COST</b>	<b>11,721,775</b>	<b>12,078,796</b>	<b>12,740,680</b>	<b>12,740,680</b>		<b>12,740,680</b>

Private Defender Program (2800B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	496,841	600,228	375,000	375,000		375,000
Interfund Revenue	335,676	448,046	325,000	325,000		325,000
<b>TOTAL SOURCES</b>	<b>832,517</b>	<b>1,048,274</b>	<b>700,000</b>	<b>700,000</b>		<b>700,000</b>
<b>REQUIREMENTS</b>						
Services and Supplies	12,257,336	12,992,777	12,992,777	14,623,141	1,630,364	15,208,067
Other Charges			1,077	1,077		1,077
<b>Gross Appropriations</b>	<b>12,257,336</b>	<b>12,992,777</b>	<b>12,993,854</b>	<b>14,624,218</b>	<b>1,630,364</b>	<b>15,209,144</b>
Intrafund Transfers			(98,476)	(98,476)		(98,476)
<b>TOTAL REQUIREMENTS</b>	<b>12,257,336</b>	<b>12,992,777</b>	<b>12,895,378</b>	<b>14,525,742</b>	<b>1,630,364</b>	<b>15,110,668</b>
<b>NET COUNTY COST</b>	<b>11,424,819</b>	<b>11,944,503</b>	<b>12,195,378</b>	<b>13,825,742</b>	<b>1,630,364</b>	<b>14,410,668</b>



Sheriff's Office (3000B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	11,250	11,000	11,000	2,750	(8,250)	2,750
Fines, Forfeitures and Penalties	425,818	400,686	387,700	360,000	(27,700)	360,000
Use of Money and Property	36,000	36,000	36,000		(36,000)	
Intergovernmental Revenues	37,508,245	39,234,449	40,403,090	44,174,926	3,771,836	40,923,070
Charges for Services	7,984,766	8,132,828	7,721,205	8,550,890	829,685	8,550,890
Interfund Revenue	10,107,924	10,204,367	11,301,875	11,928,333	626,458	11,928,333
Miscellaneous Revenue	517,800	577,638	382,850	443,600	60,750	436,100
<b>Total Revenue</b>	<b>56,591,803</b>	<b>58,596,967</b>	<b>60,243,720</b>	<b>65,460,499</b>	<b>5,216,779</b>	<b>62,201,143</b>
Fund Balance	5,106,971	3,536,209	3,536,209	3,544,821	8,612	3,544,821
<b>TOTAL SOURCES</b>	<b>61,698,774</b>	<b>62,133,176</b>	<b>63,779,929</b>	<b>69,005,320</b>	<b>5,225,391</b>	<b>65,745,964</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	84,793,874	89,260,692	86,951,408	99,625,414	12,674,006	101,608,753
Services and Supplies	7,807,846	8,737,026	12,006,959	12,543,685	536,726	11,522,685
Other Charges	14,356,636	15,051,195	16,148,052	17,253,513	1,105,461	17,077,573
Fixed Assets	790,479	1,472,951	453,942	1,750,856	1,296,914	
Other Financing Uses	906,778	903,851	903,851	905,321	1,470	905,321
<b>Gross Appropriations</b>	<b>108,655,612</b>	<b>115,425,715</b>	<b>116,464,212</b>	<b>132,078,789</b>	<b>15,614,577</b>	<b>131,114,332</b>
Intrafund Transfers	(253,466)	(461,306)	(500,468)	(781,687)	(281,219)	(651,687)
<b>Net Appropriations</b>	<b>108,402,146</b>	<b>114,964,409</b>	<b>115,963,744</b>	<b>131,297,102</b>	<b>15,333,358</b>	<b>130,462,645</b>
Contingencies/Dept Reserves	774,508		878,587	887,199	8,612	887,199
<b>TOTAL REQUIREMENTS</b>	<b>109,176,654</b>	<b>114,964,409</b>	<b>116,842,331</b>	<b>132,184,301</b>	<b>15,341,970</b>	<b>131,349,844</b>
<b>NET COUNTY COST</b>	<b>47,477,879</b>	<b>52,831,232</b>	<b>53,062,402</b>	<b>63,178,981</b>	<b>10,116,579</b>	<b>65,603,880</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	586.0	615.0	616.0	624.0	8.0	624.0
Funded FTE	579.2	609.5	609.3	624.2	14.9	624.2

Administrative and Support Services (3011P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties		3,412				
Intergovernmental Revenues	225,154	134,582	134,809	138,074	3,265	138,074
Charges for Services	207,766	227,765	36,900	37,400	500	37,400
Interfund Revenue	420,276	392,053	448,744	477,415	28,671	477,415
Miscellaneous Revenue	34,430	24,058	7,500	7,500		7,500
<b>Total Revenue</b>	<b>887,626</b>	<b>781,870</b>	<b>627,953</b>	<b>660,389</b>	<b>32,436</b>	<b>660,389</b>
Fund Balance	5,106,971	3,536,209	3,536,209	3,544,821	8,612	3,544,821
<b>TOTAL SOURCES</b>	<b>5,994,597</b>	<b>4,318,079</b>	<b>4,164,162</b>	<b>4,205,210</b>	<b>41,048</b>	<b>4,205,210</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,408,114	3,286,899	3,591,013	3,659,416	68,403	3,697,132
Services and Supplies	568,239	462,433	510,861	508,861	(2,000)	508,861
Other Charges	423,363	350,411	325,668	525,868	200,200	395,868
Fixed Assets	20,026					
<b>Gross Appropriations</b>	<b>4,419,742</b>	<b>4,099,743</b>	<b>4,427,542</b>	<b>4,694,145</b>	<b>266,603</b>	<b>4,601,861</b>
Intrafund Transfers		(60,000)		(130,000)	(130,000)	
<b>Net Appropriations</b>	<b>4,419,742</b>	<b>4,039,743</b>	<b>4,427,542</b>	<b>4,564,145</b>	<b>136,603</b>	<b>4,601,861</b>
Contingencies/Dept Reserves	774,508		878,587	887,199	8,612	887,199
<b>TOTAL REQUIREMENTS</b>	<b>5,194,250</b>	<b>4,039,743</b>	<b>5,306,129</b>	<b>5,451,344</b>	<b>145,215</b>	<b>5,489,060</b>
<b>NET COUNTY COST</b>	<b>(800,347)</b>	<b>(278,335)</b>	<b>1,141,967</b>	<b>1,246,134</b>	<b>104,167</b>	<b>1,283,850</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	28.0	27.0	28.0	27.0	(1.0)	27.0
Funded FTE	26.7	27.0	26.9	27.0	0.1	27.0

Professional Standards Bureau (3013P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	11,250	3,632	11,000	2,750	(8,250)	2,750
Intergovernmental Revenues	1,055,689	1,058,983	1,058,983	1,197,065	138,082	1,197,065
Charges for Services	180,045	167,565	183,875	269,092	85,217	269,092
Miscellaneous Revenue	86,838	19,244	306,000	357,500	51,500	357,500
<b>TOTAL SOURCES</b>	<b>1,333,822</b>	<b>1,249,424</b>	<b>1,559,858</b>	<b>1,826,407</b>	<b>266,549</b>	<b>1,826,407</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,244,773	2,497,653	3,315,508	4,763,099	1,447,591	4,872,890
Services and Supplies	572,031	715,182	726,472	787,148	60,676	787,148
Other Charges	389,087	423,988	420,126	472,350	52,224	472,350
<b>TOTAL REQUIREMENTS</b>	<b>3,205,891</b>	<b>3,636,822</b>	<b>4,462,106</b>	<b>6,022,597</b>	<b>1,560,491</b>	<b>6,132,388</b>
<b>NET COUNTY COST</b>	<b>1,872,069</b>	<b>2,387,398</b>	<b>2,902,248</b>	<b>4,196,190</b>	<b>1,293,942</b>	<b>4,305,981</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	10.0	23.0	23.0	27.0	4.0	27.0
Funded FTE	9.7	20.6	20.6	26.8	6.2	26.8

Technical Support Services (3015P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	74,529	67,700	35,000	30,000	(5,000)	30,000
Intergovernmental Revenues	491,382	(28,365)	725,191	237,852	(487,339)	237,852
Charges for Services	156,917	171,183	128,220	190,600	62,380	190,600
Interfund Revenue	408,662	586,294	530,211	391,145	(139,066)	391,145
Miscellaneous Revenue	20,669	36,584	4,350	13,600	9,250	6,100
<b>TOTAL SOURCES</b>	<b>1,152,159</b>	<b>833,395</b>	<b>1,422,972</b>	<b>863,197</b>	<b>(559,775)</b>	<b>855,697</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,538,665	2,678,498	2,708,835	2,827,429	118,594	2,858,490
Services and Supplies	527,243	318,844	979,847	402,959	(576,888)	387,959
Other Charges	934,058	753,433	882,106	866,514	(15,592)	874,014
Fixed Assets	442,700	166,173	74,960		(74,960)	
<b>Gross Appropriations</b>	<b>4,442,666</b>	<b>3,916,948</b>	<b>4,645,748</b>	<b>4,096,902</b>	<b>(548,846)</b>	<b>4,120,463</b>
Intrafund Transfers	(91,246)	(99,555)	(99,555)	(111,189)	(11,634)	(111,189)
<b>TOTAL REQUIREMENTS</b>	<b>4,351,420</b>	<b>3,817,393</b>	<b>4,546,193</b>	<b>3,985,713</b>	<b>(560,480)</b>	<b>4,009,274</b>
<b>NET COUNTY COST</b>	<b>3,199,262</b>	<b>2,983,998</b>	<b>3,123,221</b>	<b>3,122,516</b>	<b>(705)</b>	<b>3,153,577</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	28.0	28.0	28.0	28.0		28.0
Funded FTE	28.0	28.0	28.0	28.0		28.0

Sheriff's Forensic Laboratory (3017P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	2,012,976	2,307,609	2,020,741	2,697,099	676,358	2,407,099
Charges for Services	929,570	1,062,225	1,115,350	1,350,000	234,650	1,350,000
Interfund Revenue	457,930	476,355	499,810	585,680	85,870	585,680
Miscellaneous Revenue	25,005	699				
<b>TOTAL SOURCES</b>	<b>3,425,480</b>	<b>3,846,888</b>	<b>3,635,901</b>	<b>4,632,779</b>	<b>996,878</b>	<b>4,342,779</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,747,151	3,147,929	3,397,452	4,110,263	712,811	4,177,847
Services and Supplies	595,309	726,371	342,313	505,571	163,258	505,571
Other Charges	483,808	516,554	509,763	514,292	4,529	514,292
Fixed Assets	14,499	180,783		290,000	290,000	
Other Financing Uses	906,778	903,851	903,851	905,321	1,470	905,321
<b>TOTAL REQUIREMENTS</b>	<b>4,747,544</b>	<b>5,475,487</b>	<b>5,153,379</b>	<b>6,325,447</b>	<b>1,172,068</b>	<b>6,103,031</b>
<b>NET COUNTY COST</b>	<b>1,322,064</b>	<b>1,628,599</b>	<b>1,517,478</b>	<b>1,692,668</b>	<b>175,190</b>	<b>1,760,252</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	26.0	29.0	29.0	32.0	3.0	32.0
Funded FTE	25.8	28.7	28.7	32.0	3.3	32.0

Patrol Bureau (3051P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises		7,368				
Fines, Forfeitures and Penalties	351,289	329,575	320,000	300,000	(20,000)	300,000
Intergovernmental Revenues	8,034,302	8,019,154	7,842,192	7,968,969	126,777	7,967,969
Charges for Services	2,924,097	3,464,968	3,356,474	3,877,381	520,907	3,877,381
Miscellaneous Revenue	56,348	112,691	50,000	50,000		50,000
<b>TOTAL SOURCES</b>	<b>11,366,037</b>	<b>11,933,756</b>	<b>11,568,666</b>	<b>12,196,350</b>	<b>627,684</b>	<b>12,195,350</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	15,804,852	17,336,091	15,634,590	18,186,708	2,552,118	18,681,531
Services and Supplies	570,916	607,326	894,534	844,856	(49,678)	843,856
Other Charges	1,946,869	2,151,722	2,215,691	2,283,017	67,326	2,229,577
<b>TOTAL REQUIREMENTS</b>	<b>18,322,637</b>	<b>20,095,138</b>	<b>18,744,815</b>	<b>21,314,581</b>	<b>2,569,766</b>	<b>21,754,964</b>
<b>NET COUNTY COST</b>	<b>6,956,600</b>	<b>8,161,383</b>	<b>7,176,149</b>	<b>9,118,231</b>	<b>1,942,082</b>	<b>9,559,614</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	97.0	100.0	100.0	101.0	1.0	101.0
Funded FTE	97.5	99.0	99.0	101.0	2.0	101.0

Investigations Bureau (3053P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties			32,700	30,000	(2,700)	30,000
Use of Money and Property	36,000	36,000	36,000		(36,000)	
Intergovernmental Revenues	6,223,029	6,749,084	7,847,678	8,860,068	1,012,390	7,860,068
Charges for Services	746,323	763,073	753,412	743,412	(10,000)	743,412
Interfund Revenue	475,084	429,277	528,536	562,547	34,011	562,547
Miscellaneous Revenue	72,283	60,709				
<b>TOTAL SOURCES</b>	<b>7,552,719</b>	<b>8,038,144</b>	<b>9,198,326</b>	<b>10,196,027</b>	<b>997,701</b>	<b>9,196,027</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	9,000,805	9,920,875	9,189,995	10,721,652	1,531,657	10,488,031
Services and Supplies	683,315	975,880	1,544,995	2,014,729	469,734	1,514,729
Other Charges	721,292	825,433	1,615,404	1,713,668	98,264	1,713,668
Fixed Assets	97,760	102,555	50,000		(50,000)	
<b>TOTAL REQUIREMENTS</b>	<b>10,503,172</b>	<b>11,824,743</b>	<b>12,400,394</b>	<b>14,450,049</b>	<b>2,049,655</b>	<b>13,716,428</b>
<b>NET COUNTY COST</b>	<b>2,950,453</b>	<b>3,786,599</b>	<b>3,202,068</b>	<b>4,254,022</b>	<b>1,051,954</b>	<b>4,520,401</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	57.0	58.0	58.0	59.0	1.0	59.0
Funded FTE	53.7	57.8	57.8	59.0	1.2	59.0

Office of Emergency Services (3055P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	2,202,291	4,601,958	4,447,357	6,300,776	1,853,419	4,339,920
Charges for Services	52,500	52,912	52,500	52,500		52,500
Interfund Revenue	30,000					
Miscellaneous Revenue	4,192	34,452				
<b>TOTAL SOURCES</b>	<b>2,288,983</b>	<b>4,689,322</b>	<b>4,499,857</b>	<b>6,353,276</b>	<b>1,853,419</b>	<b>4,392,420</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,387,296	1,673,346	1,355,479	1,860,191	504,712	1,886,863
Services and Supplies	777,293	1,408,668	3,134,245	2,952,483	(181,762)	2,447,483
Other Charges	579,069	901,791	621,036	1,018,523	397,487	1,018,523
Fixed Assets	182,004	1,015,769	283,982	1,460,856	1,176,874	
<b>Gross Appropriations</b>	<b>2,925,663</b>	<b>4,999,574</b>	<b>5,394,742</b>	<b>7,292,053</b>	<b>1,897,311</b>	<b>5,352,869</b>
Intrafund Transfers			(90,000)		90,000	
<b>TOTAL REQUIREMENTS</b>	<b>2,925,663</b>	<b>4,999,574</b>	<b>5,304,742</b>	<b>7,292,053</b>	<b>1,987,311</b>	<b>5,352,869</b>
<b>NET COUNTY COST</b>	<b>636,679</b>	<b>310,251</b>	<b>804,885</b>	<b>938,777</b>	<b>133,892</b>	<b>960,449</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	9.0	9.0	9.0	12.0	3.0	12.0
Funded FTE	8.9	8.9	8.9	11.9	3.0	11.9



Maguire Correctional Facility (3101P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	12,840,149	12,633,712	12,568,406	12,920,340	351,934	12,920,340
Charges for Services	1,794,390	1,114,610	873,500	850,500	(23,000)	850,500
Interfund Revenue	165,559	88,895	88,895	92,896	4,001	92,896
Miscellaneous Revenue	136,979	189,210				
<b>TOTAL SOURCES</b>	<b>14,937,078</b>	<b>14,026,427</b>	<b>13,530,801</b>	<b>13,863,736</b>	<b>332,935</b>	<b>13,863,736</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	31,229,300	31,331,229	30,237,826	34,203,351	3,965,525	35,127,721
Services and Supplies	860,463	1,000,700	1,028,109	1,223,958	195,849	1,223,958
Other Charges	7,223,034	7,288,931	7,534,909	7,805,075	270,166	7,805,075
<b>TOTAL REQUIREMENTS</b>	<b>39,312,797</b>	<b>39,620,860</b>	<b>38,800,844</b>	<b>43,232,384</b>	<b>4,431,540</b>	<b>44,156,754</b>
<b>NET COUNTY COST</b>	<b>24,375,719</b>	<b>25,594,433</b>	<b>25,270,043</b>	<b>29,368,648</b>	<b>4,098,605</b>	<b>30,293,018</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	224.0	226.0	226.0	226.0		226.0
Funded FTE	224.0	226.0	226.0	226.8	0.8	226.8

Custody Programs (3150P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	2,822,660	2,152,128	2,152,128	2,207,653	55,525	2,207,653
Charges for Services	888,221	971,835	1,006,800	949,400	(57,400)	949,400
Miscellaneous Revenue	61,060	64,466	15,000	15,000		15,000
<b>TOTAL SOURCES</b>	<b>3,771,940</b>	<b>3,188,429</b>	<b>3,173,928</b>	<b>3,172,053</b>	<b>(1,875)</b>	<b>3,172,053</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,586,827	6,106,125	6,077,927	6,292,585	214,658	6,452,608
Services and Supplies	205,720	260,593	339,992	347,518	7,526	347,518
Other Charges	1,095,975	1,222,192	1,342,497	1,344,345	1,848	1,344,345
<b>TOTAL REQUIREMENTS</b>	<b>6,888,523</b>	<b>7,588,909</b>	<b>7,760,416</b>	<b>7,984,448</b>	<b>224,032</b>	<b>8,144,471</b>
<b>NET COUNTY COST</b>	<b>3,116,582</b>	<b>4,400,480</b>	<b>4,586,488</b>	<b>4,812,395</b>	<b>225,907</b>	<b>4,972,418</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	36.0	41.0	41.0	37.0	(4.0)	37.0
Funded FTE	36.0	40.0	40.0	37.0	(3.0)	37.0

Court and Security Services (3158P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	1,600,611	1,605,605	1,605,605	1,647,030	41,425	1,647,030
Charges for Services	104,938	136,691	214,174	230,605	16,431	230,605
Interfund Revenue	8,150,413	8,231,493	9,205,679	9,818,650	612,971	9,818,650
Miscellaneous Revenue	19,997	35,525				
<b>TOTAL SOURCES</b>	<b>9,875,959</b>	<b>10,009,313</b>	<b>11,025,458</b>	<b>11,696,285</b>	<b>670,827</b>	<b>11,696,285</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	10,846,091	11,282,047	11,442,783	13,000,720	1,557,937	13,365,640
Services and Supplies	2,447,318	2,261,029	2,505,591	2,955,602	450,011	2,955,602
Other Charges	560,079	616,741	680,852	709,861	29,009	709,861
Fixed Assets	33,490	7,672	45,000		(45,000)	
<b>Gross Appropriations</b>	<b>13,886,978</b>	<b>14,167,490</b>	<b>14,674,226</b>	<b>16,666,183</b>	<b>1,991,957</b>	<b>17,031,103</b>
Intrafund Transfers	(162,220)	(301,751)	(310,913)	(540,498)	(229,585)	(540,498)
<b>TOTAL REQUIREMENTS</b>	<b>13,724,757</b>	<b>13,865,738</b>	<b>14,363,313</b>	<b>16,125,685</b>	<b>1,762,372</b>	<b>16,490,605</b>
<b>NET COUNTY COST</b>	<b>3,848,798</b>	<b>3,856,425</b>	<b>3,337,855</b>	<b>4,429,400</b>	<b>1,091,545</b>	<b>4,794,320</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	71.0	74.0	74.0	75.0	1.0	75.0
Funded FTE	69.0	73.5	73.5	74.7	1.3	74.7

Probation Department (3200B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	85,220	67,409	127,500	107,500	(20,000)	107,500
Intergovernmental Revenues	31,590,565	29,481,580	30,004,862	29,945,121	(59,741)	29,945,121
Charges for Services	1,308,716	1,253,451	1,421,304	1,412,578	(8,726)	1,412,578
Miscellaneous Revenue	209,022	133,340	250,000		(250,000)	
Other Financing Sources	230,000	230,000	230,000	230,000		230,000
<b>Total Revenue</b>	<b>33,423,524</b>	<b>31,165,780</b>	<b>32,033,666</b>	<b>31,695,199</b>	<b>(338,467)</b>	<b>31,695,199</b>
Fund Balance	2,096,753	2,258,514	2,258,514	3,202,982	944,468	3,202,982
<b>TOTAL SOURCES</b>	<b>35,520,277</b>	<b>33,424,294</b>	<b>34,292,180</b>	<b>34,898,181</b>	<b>606,001</b>	<b>34,898,181</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	42,435,898	44,333,455	44,046,692	49,439,133	5,392,441	51,014,825
Services and Supplies	7,077,806	10,622,293	13,212,600	12,666,212	(546,388)	10,349,364
Other Charges	6,748,717	7,194,057	7,452,553	8,891,646	1,439,093	8,266,705
Fixed Assets	8,041	25,466	578,627	517,272	(61,355)	350,645
<b>Gross Appropriations</b>	<b>56,270,463</b>	<b>62,175,272</b>	<b>65,290,472</b>	<b>71,514,263</b>	<b>6,223,791</b>	<b>69,981,539</b>
Intrafund Transfers	(4,537,468)	(7,277,057)	(7,251,310)	(7,420,872)	(169,562)	(7,420,872)
<b>Net Appropriations</b>	<b>51,732,995</b>	<b>54,898,215</b>	<b>58,039,162</b>	<b>64,093,391</b>	<b>6,054,229</b>	<b>62,560,667</b>
Contingencies/Dept Reserves	511,851	419,908	511,851	419,908	(91,943)	419,908
<b>TOTAL REQUIREMENTS</b>	<b>52,244,846</b>	<b>55,318,123</b>	<b>58,551,013</b>	<b>64,513,299</b>	<b>5,962,286</b>	<b>62,980,575</b>
<b>NET COUNTY COST</b>	<b>16,724,569</b>	<b>21,893,829</b>	<b>24,258,833</b>	<b>29,615,118</b>	<b>5,356,285</b>	<b>28,082,394</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	429.0	463.0	463.0	468.0	5.0	468.0
Funded FTE	415.8	442.3	442.4	455.8	13.5	455.8

# Administrative Services (3211P)

## General Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties		119				
Intergovernmental Revenues	972,545	1,687,391	931,233	1,144,405	213,172	1,144,405
Charges for Services	(2,147)	604				
Miscellaneous Revenue	1,399	517				
<b>Total Revenue</b>	<b>971,797</b>	<b>1,688,631</b>	<b>931,233</b>	<b>1,144,405</b>	<b>213,172</b>	<b>1,144,405</b>
Fund Balance	2,096,753	2,258,514	2,258,514	3,202,982	944,468	3,202,982
<b>TOTAL SOURCES</b>	<b>3,068,550</b>	<b>3,947,145</b>	<b>3,189,747</b>	<b>4,347,387</b>	<b>1,157,640</b>	<b>4,347,387</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,342,599	2,284,118	2,545,874	3,050,909	505,035	3,085,231
Services and Supplies	511,546	644,262	1,122,049	834,872	(287,177)	456,893
Other Charges	1,033,682	1,035,021	744,815	1,155,714	410,899	1,155,714
<b>Net Appropriations</b>	<b>3,887,826</b>	<b>3,963,401</b>	<b>4,412,738</b>	<b>5,041,495</b>	<b>628,757</b>	<b>4,697,838</b>
Contingencies/Dept Reserves	511,851	419,908	511,851	419,908	(91,943)	419,908
<b>TOTAL REQUIREMENTS</b>	<b>4,399,677</b>	<b>4,383,309</b>	<b>4,924,589</b>	<b>5,461,403</b>	<b>536,814</b>	<b>5,117,746</b>
<b>NET COUNTY COST</b>	<b>1,331,127</b>	<b>436,164</b>	<b>1,734,842</b>	<b>1,114,016</b>	<b>(620,826)</b>	<b>770,359</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	22.0	23.0	23.0	22.0	(1.0)	22.0
Funded FTE	22.0	23.0	23.0	22.3	(0.7)	22.3

Court Services (3223P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	63,830	52,814	72,500	72,500		72,500
Intergovernmental Revenues	3,425,601	3,144,341	3,026,223	2,996,332	(29,891)	2,996,332
Miscellaneous Revenue	1,330	1,818				
<b>TOTAL SOURCES</b>	<b>3,490,762</b>	<b>3,198,973</b>	<b>3,098,723</b>	<b>3,068,832</b>	<b>(29,891)</b>	<b>3,068,832</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	6,493,456	6,267,869	5,608,473	6,005,436	396,963	6,204,112
Services and Supplies	869,526	1,331,569	1,508,184	1,508,184		1,508,184
Other Charges	135,313	153,587	109,542	134,035	24,493	134,035
<b>TOTAL REQUIREMENTS</b>	<b>7,498,295</b>	<b>7,753,025</b>	<b>7,226,199</b>	<b>7,647,655</b>	<b>421,456</b>	<b>7,846,331</b>
<b>NET COUNTY COST</b>	<b>4,007,533</b>	<b>4,554,052</b>	<b>4,127,476</b>	<b>4,578,823</b>	<b>451,347</b>	<b>4,777,499</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	61.0	58.0	58.0	58.0		58.0
Funded FTE	58.3	54.3	54.3	53.9	(0.4)	53.9

## Adult Supervision Services (3227P)

### General Fund

#### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	12,203	12,404	52,000	32,000	(20,000)	32,000
Intergovernmental Revenues	4,388,264	4,528,777	4,582,070	4,246,214	(335,856)	4,246,214
Charges for Services	530,996	726,145	610,750	587,024	(23,726)	587,024
Miscellaneous Revenue	141,863	49,417	250,000		(250,000)	
<b>TOTAL SOURCES</b>	<b>5,073,326</b>	<b>5,316,743</b>	<b>5,494,820</b>	<b>4,865,238</b>	<b>(629,582)</b>	<b>4,865,238</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	9,044,994	9,663,499	9,858,092	10,911,233	1,053,141	11,186,565
Services and Supplies	1,762,419	2,238,601	3,151,464	3,151,464		3,151,464
Other Charges	948,655	963,319	952,231	965,021	12,790	965,021
Fixed Assets			412,000	412,000		412,000
<b>Gross Appropriations</b>	<b>11,756,069</b>	<b>12,865,419</b>	<b>14,373,787</b>	<b>15,439,718</b>	<b>1,065,931</b>	<b>15,715,050</b>
Intrafund Transfers	(2,138,229)	(2,725,485)	(3,427,253)	(3,427,253)		(3,427,253)
<b>TOTAL REQUIREMENTS</b>	<b>9,617,840</b>	<b>10,139,934</b>	<b>10,946,534</b>	<b>12,012,465</b>	<b>1,065,931</b>	<b>12,287,797</b>
<b>NET COUNTY COST</b>	<b>4,544,514</b>	<b>4,823,191</b>	<b>5,451,714</b>	<b>7,147,227</b>	<b>1,695,513</b>	<b>7,422,559</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	94.0	97.0	97.0	101.0	4.0	101.0
Funded FTE	93.3	96.3	96.3	100.4	4.1	100.4

Juvenile Supervision Services (3253P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	9,186	2,072	3,000	3,000		3,000
Intergovernmental Revenues	14,472,454	11,978,187	12,558,685	12,865,407	306,722	12,865,407
Charges for Services	51,221	58,779	50,000	50,000		50,000
Miscellaneous Revenue	56,328	59,139				
Other Financing Sources	230,000		230,000		(230,000)	
<b>TOTAL SOURCES</b>	<b>14,819,189</b>	<b>12,098,177</b>	<b>12,841,685</b>	<b>12,918,407</b>	<b>76,722</b>	<b>12,918,407</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	12,136,872	12,588,506	12,780,839	14,053,305	1,272,466	14,543,907
Services and Supplies	2,126,806	5,238,460	5,463,762	4,821,111	(642,651)	4,019,601
Other Charges	1,548,934	1,558,785	1,754,440	1,998,781	244,341	1,998,781
Fixed Assets	8,041					
<b>Gross Appropriations</b>	<b>15,820,654</b>	<b>19,385,751</b>	<b>19,999,041</b>	<b>20,873,197</b>	<b>874,156</b>	<b>20,562,289</b>
Intrafund Transfers	(834,885)	(4,006,806)	(3,253,565)	(3,423,127)	(169,562)	(3,423,127)
<b>TOTAL REQUIREMENTS</b>	<b>14,985,769</b>	<b>15,378,946</b>	<b>16,745,476</b>	<b>17,450,070</b>	<b>704,594</b>	<b>17,139,162</b>
<b>NET COUNTY COST</b>	<b>166,579</b>	<b>3,280,769</b>	<b>3,903,791</b>	<b>4,531,663</b>	<b>627,872</b>	<b>4,220,755</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	133.0	134.0	134.0	135.0	1.0	135.0
Funded FTE	125.5	129.3	129.3	131.3	1.9	131.3



Institutions Services (3283P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	8,331,700	8,142,883	8,906,651	8,692,763	(213,888)	8,692,763
Charges for Services	728,647	467,923	760,554	775,554	15,000	775,554
Miscellaneous Revenue	8,103	22,450				
Other Financing Sources		230,000		230,000	230,000	230,000
<b>TOTAL SOURCES</b>	<b>9,068,449</b>	<b>8,863,256</b>	<b>9,667,205</b>	<b>9,698,317</b>	<b>31,112</b>	<b>9,698,317</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	12,417,977	13,529,463	13,253,414	15,418,250	2,164,836	15,995,010
Services and Supplies	1,807,509	1,169,401	1,967,141	2,350,581	383,440	1,213,222
Other Charges	3,082,134	3,483,345	3,891,525	4,638,095	746,570	4,013,154
Fixed Assets		25,466	166,627	105,272	(61,355)	(61,355)
<b>Gross Appropriations</b>	<b>17,307,619</b>	<b>18,207,676</b>	<b>19,278,707</b>	<b>22,512,198</b>	<b>3,233,491</b>	<b>21,160,031</b>
Intrafund Transfers	(1,564,355)	(544,766)	(570,492)	(570,492)		(570,492)
<b>TOTAL REQUIREMENTS</b>	<b>15,743,265</b>	<b>17,662,910</b>	<b>18,708,215</b>	<b>21,941,706</b>	<b>3,233,491</b>	<b>20,589,539</b>
<b>NET COUNTY COST</b>	<b>6,674,816</b>	<b>8,799,654</b>	<b>9,041,010</b>	<b>12,243,389</b>	<b>3,202,379</b>	<b>10,891,222</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	119.0	151.0	151.0	152.0	1.0	152.0
Funded FTE	116.8	139.4	139.4	148.0	8.6	148.0

Coroner's Office (3300B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	10,902	11,039	11,000	11,100	100	11,100
Intergovernmental Revenues	500,822	502,384	502,384	515,344	12,960	515,344
Charges for Services	160,896	170,117	152,000	166,500	14,500	166,500
Miscellaneous Revenue	17,328	28,053	5,100	7,100	2,000	7,100
<b>Total Revenue</b>	<b>689,948</b>	<b>711,593</b>	<b>670,484</b>	<b>700,044</b>	<b>29,560</b>	<b>700,044</b>
Fund Balance	206,714	183,732	183,732	179,676	(4,056)	179,676
<b>TOTAL SOURCES</b>	<b>896,662</b>	<b>895,325</b>	<b>854,216</b>	<b>879,720</b>	<b>25,504</b>	<b>879,720</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,637,405	1,687,807	1,599,696	1,713,100	113,404	1,730,806
Services and Supplies	477,281	535,470	584,811	615,954	31,143	615,954
Other Charges	214,826	224,224	217,955	250,967	33,012	244,917
Fixed Assets	12,438	27,250	38,000	50,000	12,000	
<b>Net Appropriations</b>	<b>2,341,949</b>	<b>2,474,751</b>	<b>2,440,462</b>	<b>2,630,021</b>	<b>189,559</b>	<b>2,591,677</b>
Contingencies/Dept Reserves	164,162	103,180	103,180	103,180		103,180
<b>TOTAL REQUIREMENTS</b>	<b>2,506,111</b>	<b>2,577,931</b>	<b>2,543,642</b>	<b>2,733,201</b>	<b>189,559</b>	<b>2,694,857</b>
<b>NET COUNTY COST</b>	<b>1,609,449</b>	<b>1,682,606</b>	<b>1,689,426</b>	<b>1,853,481</b>	<b>164,055</b>	<b>1,815,137</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	14.9	14.9	15.0	0.0	15.0

Coroner Investigations (3316P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	10,902	11,039	11,000	11,100	100	11,100
Intergovernmental Revenues	498,148	499,592	499,592	512,552	12,960	512,552
Charges for Services	27,906	34,988	17,000	19,000	2,000	19,000
Miscellaneous Revenue	12,106	25,823	5,100	7,100	2,000	7,100
<b>Total Revenue</b>	<b>549,062</b>	<b>571,442</b>	<b>532,692</b>	<b>549,752</b>	<b>17,060</b>	<b>549,752</b>
Fund Balance	206,714	183,732	183,732	179,676	(4,056)	179,676
<b>TOTAL SOURCES</b>	<b>755,776</b>	<b>755,174</b>	<b>716,424</b>	<b>729,428</b>	<b>13,004</b>	<b>729,428</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,421,798	1,468,085	1,382,150	1,489,399	107,249	1,503,412
Services and Supplies	79,926	91,878	117,766	116,927	(839)	116,927
Other Charges	214,653	224,224	158,146	181,906	23,760	181,906
Fixed Assets	12,438	27,250	38,000	50,000	12,000	
<b>Net Appropriations</b>	<b>1,728,815</b>	<b>1,811,437</b>	<b>1,696,062</b>	<b>1,838,232</b>	<b>142,170</b>	<b>1,802,245</b>
Contingencies/Dept Reserves	164,162	103,180	103,180	103,180		103,180
<b>TOTAL REQUIREMENTS</b>	<b>1,892,977</b>	<b>1,914,617</b>	<b>1,799,242</b>	<b>1,941,412</b>	<b>142,170</b>	<b>1,905,425</b>
<b>NET COUNTY COST</b>	<b>1,137,201</b>	<b>1,159,443</b>	<b>1,082,818</b>	<b>1,211,984</b>	<b>129,166</b>	<b>1,175,997</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	12.0	15.0	12.0	12.0		12.0
Funded FTE	12.0	14.9	11.9	12.0	0.0	12.0

Coroner Pathology (3321P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	2,674	2,792	2,792	2,792		2,792
Charges for Services	132,990	135,128	135,000	147,500	12,500	147,500
Miscellaneous Revenue	5,222	2,231				
<b>TOTAL SOURCES</b>	<b>140,886</b>	<b>140,151</b>	<b>137,792</b>	<b>150,292</b>	<b>12,500</b>	<b>150,292</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	215,607	219,722	217,546	223,701	6,155	227,394
Services and Supplies	397,355	443,592	467,045	499,027	31,982	499,027
Other Charges	173		59,809	69,061	9,252	63,011
<b>TOTAL REQUIREMENTS</b>	<b>613,134</b>	<b>663,314</b>	<b>744,400</b>	<b>791,789</b>	<b>47,389</b>	<b>789,432</b>
<b>NET COUNTY COST</b>	<b>472,248</b>	<b>523,163</b>	<b>606,608</b>	<b>641,497</b>	<b>34,889</b>	<b>639,140</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0		3.0	3.0		3.0
Funded FTE	3.0		3.0	3.0		3.0

# Economic Development/Real Property Services (1220B) General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	175,972		355,372	397,808	42,436	397,808
Charges for Services	109,116	(74,885)	50,000	50,000		50,000
Interfund Revenue	2,649,015	2,412,211	2,857,785	2,563,881	(293,904)	2,575,792
Miscellaneous Revenue	53,516	63,319				
<b>Total Revenue</b>	<b>2,987,618</b>	<b>2,400,645</b>	<b>3,263,157</b>	<b>3,011,689</b>	<b>(251,468)</b>	<b>3,023,600</b>
Fund Balance	219,324	131,710	131,710	136,800	5,090	136,800
<b>TOTAL SOURCES</b>	<b>3,206,942</b>	<b>2,532,355</b>	<b>3,394,867</b>	<b>3,148,489</b>	<b>(246,378)</b>	<b>3,160,400</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	583,538	583,816	675,213	697,724	22,511	709,853
Services and Supplies	88,176	255,586	277,047	277,047		277,047
Other Charges	11,270,883	10,836,037	11,527,093	10,844,264	(682,829)	10,844,264
<b>Gross Appropriations</b>	<b>11,942,597</b>	<b>11,675,439</b>	<b>12,479,353</b>	<b>11,819,035</b>	<b>(660,318)</b>	<b>11,831,164</b>
Intrafund Transfers	(9,028,530)	(9,357,659)	(9,117,492)	(8,688,710)	428,782	(8,688,710)
<b>Net Appropriations</b>	<b>2,914,067</b>	<b>2,317,780</b>	<b>3,361,861</b>	<b>3,130,325</b>	<b>(231,536)</b>	<b>3,142,454</b>
Contingencies/Dept Reserves	32,283	26,050	33,006	38,096	5,090	38,096
<b>TOTAL REQUIREMENTS</b>	<b>2,946,350</b>	<b>2,343,830</b>	<b>3,394,867</b>	<b>3,168,421</b>	<b>(226,446)</b>	<b>3,180,550</b>
<b>NET COUNTY COST</b>	<b>(260,592)</b>	<b>(188,524)</b>		<b>19,932</b>	<b>19,932</b>	<b>20,150</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

Public Safety Communications (1240B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	2,493,801	2,507,035	2,501,581	2,926,117	424,536	2,566,117
Charges for Services	3,019,036	3,184,948	3,116,463	3,617,036	500,573	3,617,036
Interfund Revenue	59,620	20,514	20,514	21,402	888	21,402
Miscellaneous Revenue	139,593	142,985	112,500	117,500	5,000	117,500
<b>TOTAL SOURCES</b>	<b>5,712,051</b>	<b>5,855,482</b>	<b>5,751,058</b>	<b>6,682,055</b>	<b>930,997</b>	<b>6,322,055</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	6,137,487	6,001,841	6,354,335	7,138,540	784,205	7,244,540
Services and Supplies	239,617	312,124	266,156	424,946	158,790	335,162
Other Charges	376,234	371,043	423,918	449,736	25,818	421,093
Fixed Assets		9,412	10,000	390,000	380,000	
<b>Gross Appropriations</b>	<b>6,753,338</b>	<b>6,694,419</b>	<b>7,054,409</b>	<b>8,403,222</b>	<b>1,348,813</b>	<b>8,000,795</b>
Intrafund Transfers	(148,747)	(156,765)	(178,823)	(158,793)	20,030	(158,793)
<b>TOTAL REQUIREMENTS</b>	<b>6,604,591</b>	<b>6,537,654</b>	<b>6,875,586</b>	<b>8,244,429</b>	<b>1,368,843</b>	<b>7,842,002</b>
<b>NET COUNTY COST</b>	<b>892,541</b>	<b>682,172</b>	<b>1,124,528</b>	<b>1,562,374</b>	<b>437,846</b>	<b>1,519,947</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	57.0	56.0	56.0	58.0	2.0	58.0
Funded FTE	55.0	53.6	53.6	55.7	2.1	55.7

# Environmental Services Administration (3500B) General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Interfund Revenue		427				
Miscellaneous Revenue	406	242	200	200		200
<b>Total Revenue</b>	<b>406</b>	<b>669</b>	<b>200</b>	<b>200</b>		<b>200</b>
Fund Balance	23,340	11,757	11,757	19,492	7,735	19,492
<b>TOTAL SOURCES</b>	<b>23,746</b>	<b>12,426</b>	<b>11,957</b>	<b>19,692</b>	<b>7,735</b>	<b>19,692</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	428,617	459,153	434,434	413,518	(20,916)	416,250
Services and Supplies	12,049	53,122	63,384	22,551	(40,833)	22,551
Other Charges	17,098	18,118	16,695	17,943	1,248	17,943
<b>Gross Appropriations</b>	<b>457,763</b>	<b>530,392</b>	<b>514,513</b>	<b>454,012</b>	<b>(60,501)</b>	<b>456,744</b>
Intrafund Transfers	(63,466)	(135,209)	(136,554)	(98,446)	38,108	(98,446)
<b>Net Appropriations</b>	<b>394,297</b>	<b>395,183</b>	<b>377,959</b>	<b>355,566</b>	<b>(22,393)</b>	<b>358,298</b>
Contingencies/Dept Reserves	10,546	8,434	8,434	8,434		8,434
<b>TOTAL REQUIREMENTS</b>	<b>404,843</b>	<b>403,617</b>	<b>386,393</b>	<b>364,000</b>	<b>(22,393)</b>	<b>366,732</b>
<b>NET COUNTY COST</b>	<b>381,097</b>	<b>391,192</b>	<b>374,436</b>	<b>344,308</b>	<b>(30,128)</b>	<b>347,040</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	3.0	3.0	2.0	(1.0)	2.0
Funded FTE	2.7	2.7	2.7	2.3	(0.4)	2.3

Structural Fire (3550B)  
Structural Fire Protection Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	4,582,046	4,463,829	4,490,405	4,633,907	143,502	4,822,688
Use of Money and Property	105,834	51,427	79,460	32,000	(47,460)	32,000
Intergovernmental Revenues	319,095	47,541	65,000	39,748	(25,252)	39,748
Charges for Services	145,974	125,014	175,000	145,000	(30,000)	145,000
Interfund Revenue		286,140	286,140	736,279	450,139	200,000
Miscellaneous Revenue	117,291	64,774	49,000	46,683	(2,317)	46,683
<b>Total Revenue</b>	<b>5,270,240</b>	<b>5,038,727</b>	<b>5,145,005</b>	<b>5,633,617</b>	<b>488,612</b>	<b>5,286,119</b>
Fund Balance	1,513,956	306,453	306,453	166,507	(139,946)	166,507
<b>TOTAL SOURCES</b>	<b>6,784,196</b>	<b>5,345,180</b>	<b>5,451,458</b>	<b>5,800,124</b>	<b>348,666</b>	<b>5,452,626</b>
<b>REQUIREMENTS</b>						
Services and Supplies	6,377,744	5,178,673	5,451,458	5,800,124	348,666	5,452,626
Other Charges	100,000					
<b>Net Appropriations</b>	<b>6,477,744</b>	<b>5,178,673</b>	<b>5,451,458</b>	<b>5,800,124</b>	<b>348,666</b>	<b>5,452,626</b>
Non-General Fund Reserves	306,453	166,507				
<b>TOTAL REQUIREMENTS</b>	<b>6,784,197</b>	<b>5,345,180</b>	<b>5,451,458</b>	<b>5,800,124</b>	<b>348,666</b>	<b>5,452,626</b>



County Service Area #1 (3560B)  
County Service Area #1 Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	1,597,988	1,692,454	1,683,806	1,827,627	143,821	1,827,627
Use of Money and Property	42,118	35,827	32,300	35,000	2,700	35,000
Intergovernmental Revenues	13,965	14,380	13,893	14,000	107	14,000
Charges for Services	92,183	92,183	93,000	93,000		93,000
Miscellaneous Revenue	20,455					
<b>Total Revenue</b>	<b>1,766,708</b>	<b>1,834,843</b>	<b>1,822,999</b>	<b>1,969,627</b>	<b>146,628</b>	<b>1,969,627</b>
Fund Balance	1,228,283	1,546,906	1,295,481	844,343	(451,138)	844,343
<b>TOTAL SOURCES</b>	<b>2,994,991</b>	<b>3,381,749</b>	<b>3,118,480</b>	<b>2,813,970</b>	<b>(304,510)</b>	<b>2,813,970</b>
<b>REQUIREMENTS</b>						
Services and Supplies	1,230,860	2,537,385	2,782,928	1,993,100	(789,828)	1,993,100
Other Charges	26	22	100	153	53	153
Fixed Assets	217,199					
<b>Net Appropriations</b>	<b>1,448,085</b>	<b>2,537,407</b>	<b>2,783,028</b>	<b>1,993,253</b>	<b>(789,775)</b>	<b>1,993,253</b>
Non-General Fund Reserves	1,546,906	844,343	335,452	820,717	485,265	820,717
<b>TOTAL REQUIREMENTS</b>	<b>2,994,991</b>	<b>3,381,750</b>	<b>3,118,480</b>	<b>2,813,970</b>	<b>(304,510)</b>	<b>2,813,970</b>

Local Agency Formation Commission (3570B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	100,070	126,886	126,680	153,560	26,880	154,444
Charges for Services	26,749	5,665	20,000	20,000		20,000
Interfund Revenue			4,000	6,502	2,502	6,944
<b>Total Revenue</b>	<b>126,819</b>	<b>132,551</b>	<b>150,680</b>	<b>180,062</b>	<b>29,382</b>	<b>181,388</b>
Fund Balance	56,586	(38,924)	(38,924)	6,335	45,259	6,335
<b>TOTAL SOURCES</b>	<b>183,405</b>	<b>93,627</b>	<b>111,756</b>	<b>186,397</b>	<b>74,641</b>	<b>187,723</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	138,293	150,289	142,953	176,089	33,136	177,415
Services and Supplies	11,744	12,238	38,975	46,019	7,044	46,019
Other Charges	72,292	38,597	28,344	41,069	12,725	41,069
<b>Gross Appropriations</b>	<b>222,330</b>	<b>201,124</b>	<b>210,272</b>	<b>263,177</b>	<b>52,905</b>	<b>264,503</b>
Intrafund Transfers		(113,832)	(113,832)	(76,780)	37,052	(76,780)
<b>Net Appropriations</b>	<b>222,330</b>	<b>87,292</b>	<b>96,440</b>	<b>186,397</b>	<b>89,957</b>	<b>187,723</b>
Contingencies/Dept Reserves	(38,924)	6,335	15,316		(15,316)	
<b>TOTAL REQUIREMENTS</b>	<b>183,406</b>	<b>93,627</b>	<b>111,756</b>	<b>186,397</b>	<b>74,641</b>	<b>187,723</b>
<b>AUTHORIZED POSITIONS</b>						
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 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Interfund Revenue	6,347,077	5,178,673	5,451,457	5,800,122	348,665	5,452,624
<b>Total Revenue</b>	6,347,077	5,178,673	5,451,457	5,800,122	348,665	5,452,624
Fund Balance		1,404,259	504,153	504,153		504,153
<b>TOTAL SOURCES</b>	6,347,077	6,582,932	5,955,610	6,304,275	348,665	5,956,777
<b>REQUIREMENTS</b>						
Salaries and Benefits				1,552	1,552	1,552
Services and Supplies	4,595,919	6,416,183	5,799,798	6,047,172	247,374	5,754,674
Other Charges	240,361	166,748	155,812	200,551	44,739	200,551
Fixed Assets	106,538			55,000	55,000	
<b>Net Appropriations</b>	4,942,818	6,582,932	5,955,610	6,304,275	348,665	5,956,777
Contingencies/Dept Reserves	1,404,259					
<b>TOTAL REQUIREMENTS</b>	6,347,077	6,582,932	5,955,610	6,304,275	348,665	5,956,777

County Library (3700B)  
County Library Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	13,750,057	14,858,140	13,245,250	14,114,161	868,911	14,282,000
Use of Money and Property	159,678	253,502	153,000	153,500	500	156,500
Intergovernmental Revenues	717,597	553,480	616,664	576,800	(39,864)	576,800
Charges for Services	727,897	623,886	725,070	702,000	(23,070)	749,000
Interfund Revenue	341,234	240,565	240,565	138,242	(102,323)	143,772
Miscellaneous Revenue	539,581	686,217	397,000	435,269	38,269	435,269
<b>Total Revenue</b>	<b>16,236,044</b>	<b>17,215,791</b>	<b>15,377,549</b>	<b>16,119,972</b>	<b>742,423</b>	<b>16,343,341</b>
Fund Balance	5,944,200	6,889,524	6,889,524	7,888,800	999,276	7,888,800
<b>TOTAL SOURCES</b>	<b>22,180,244</b>	<b>24,105,315</b>	<b>22,267,073</b>	<b>24,008,772</b>	<b>1,741,699</b>	<b>24,232,141</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	9,521,823	9,829,547	10,479,243	11,090,839	611,596	11,304,700
Services and Supplies	4,638,543	5,217,045	5,513,014	14,470,121	8,957,107	13,325,819
Other Charges	1,055,484	999,060	1,132,638	1,213,966	81,328	1,259,544
Fixed Assets	74,870	170,863	112,537	725,000	612,463	165,000
<b>Gross Appropriations</b>	<b>15,290,720</b>	<b>16,216,515</b>	<b>17,237,432</b>	<b>27,499,926</b>	<b>10,262,494</b>	<b>26,055,063</b>
Intrafund Transfers				(9,069,102)	(9,069,102)	(8,433,467)
<b>Net Appropriations</b>	<b>15,290,720</b>	<b>16,216,515</b>	<b>17,237,432</b>	<b>18,430,824</b>	<b>1,193,392</b>	<b>17,621,596</b>
Contingencies/Dept Reserves	6,669,524	7,300,000	4,469,641	4,727,948	258,307	5,470,545
Non-General Fund Reserves	220,000	588,800	560,000	850,000	290,000	1,140,000
<b>TOTAL REQUIREMENTS</b>	<b>22,180,244</b>	<b>24,105,315</b>	<b>22,267,073</b>	<b>24,008,772</b>	<b>1,741,699</b>	<b>24,232,141</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	124.0	128.0	128.0	128.0		128.0
Funded FTE	108.2	111.7	111.7	111.5	(0.2)	111.5

# Planning and Building (3800B) General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	3,475,170	4,239,539	3,142,049	3,302,595	160,546	3,214,703
Fines, Forfeitures and Penalties	54,026	44,230	50,000	40,000	(10,000)	40,000
Intergovernmental Revenues	57,909	57,909	212,474	57,909	(154,565)	57,909
Charges for Services	2,687,563	2,336,200	2,385,057	2,288,356	(96,701)	2,288,356
Interfund Revenue	152,431	302,143	160,595	324,385	163,790	127,481
Miscellaneous Revenue	486,287	359,893	436,528	704,994	268,466	479,940
<b>Total Revenue</b>	<b>6,913,386</b>	<b>7,339,915</b>	<b>6,386,703</b>	<b>6,718,239</b>	<b>331,536</b>	<b>6,208,389</b>
Fund Balance	618,172	2,360,294	2,360,294	4,303,422	1,943,128	3,959,315
<b>TOTAL SOURCES</b>	<b>7,531,558</b>	<b>9,700,209</b>	<b>8,746,997</b>	<b>11,021,661</b>	<b>2,274,664</b>	<b>10,167,704</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	4,262,323	4,816,568	5,136,590	6,019,781	883,191	6,124,031
Services and Supplies	2,938,637	3,362,159	4,471,533	5,100,423	628,890	4,010,996
Other Charges	554,490	686,706	717,337	892,959	175,622	892,959
Other Financing Uses		1,114	195,000	800,000	605,000	125,000
<b>Gross Appropriations</b>	<b>7,755,451</b>	<b>8,866,547</b>	<b>10,520,460</b>	<b>12,813,163</b>	<b>2,292,703</b>	<b>11,152,986</b>
Intrafund Transfers	(2,115,431)	(2,400,135)	(2,401,446)	(3,130,906)	(729,460)	(2,318,383)
<b>Net Appropriations</b>	<b>5,640,020</b>	<b>6,466,412</b>	<b>8,119,014</b>	<b>9,682,257</b>	<b>1,563,243</b>	<b>8,834,603</b>
Contingencies/Dept Reserves	618,172	1,765,694	1,765,694	3,604,573	1,838,879	3,604,573
<b>TOTAL REQUIREMENTS</b>	<b>6,258,192</b>	<b>8,232,106</b>	<b>9,884,708</b>	<b>13,286,830</b>	<b>3,402,122</b>	<b>12,439,176</b>
<b>NET COUNTY COST</b>	<b>(1,273,366)</b>	<b>(1,468,103)</b>	<b>1,137,711</b>	<b>2,265,169</b>	<b>1,127,458</b>	<b>2,271,472</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	45.0	54.0	54.0	54.0		54.0
Funded FTE	44.8	53.8	51.5	53.7	2.2	53.7

Administration and Support (3810P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	57,909					
Interfund Revenue	30,667	31,595	31,595	32,481	886	32,481
Miscellaneous Revenue	1,373	13,789				
<b>Total Revenue</b>	<b>89,949</b>	<b>45,384</b>	<b>31,595</b>	<b>32,481</b>	<b>886</b>	<b>32,481</b>
Fund Balance	618,172	2,119,294	2,119,294	3,729,573	1,610,279	3,729,573
<b>TOTAL SOURCES</b>	<b>708,121</b>	<b>2,164,678</b>	<b>2,150,889</b>	<b>3,762,054</b>	<b>1,611,165</b>	<b>3,762,054</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,123,774	1,251,697	1,224,031	1,309,507	85,476	1,321,984
Services and Supplies	338,029	406,855	944,867	678,814	(266,053)	528,814
Other Charges	465,334	548,128	566,560	711,238	144,678	711,238
Other Financing Uses		1,114	195,000	800,000	605,000	125,000
<b>Gross Appropriations</b>	<b>1,927,137</b>	<b>2,207,794</b>	<b>2,930,458</b>	<b>3,499,559</b>	<b>569,101</b>	<b>2,687,036</b>
Intrafund Transfers	(2,115,431)	(2,400,135)	(2,401,446)	(3,130,906)	(729,460)	(2,318,383)
<b>Net Appropriations</b>	<b>(188,294)</b>	<b>(192,341)</b>	<b>529,012</b>	<b>368,653</b>	<b>(160,359)</b>	<b>368,653</b>
Contingencies/Dept Reserves	618,172	1,765,694	1,765,694	3,604,573	1,838,879	3,604,573
<b>TOTAL REQUIREMENTS</b>	<b>429,878</b>	<b>1,573,353</b>	<b>2,294,706</b>	<b>3,973,226</b>	<b>1,678,520</b>	<b>3,973,226</b>
<b>NET COUNTY COST</b>	<b>(278,243)</b>	<b>(591,325)</b>	<b>143,817</b>	<b>211,172</b>	<b>67,355</b>	<b>211,172</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	13.0	13.0	13.0	13.0		13.0
Funded FTE	12.9	12.8	12.7	12.8	0.0	12.8

# Long Range Planning Services (3830P)

## General Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues			162,474		(162,474)	
Interfund Revenue	121,764	270,548	129,000	291,904	162,904	95,000
Miscellaneous Revenue	366,811	248,999	224,160	229,557	5,397	229,557
<b>Total Revenue</b>	<b>488,575</b>	<b>519,547</b>	<b>515,634</b>	<b>521,461</b>	<b>5,827</b>	<b>324,557</b>
Fund Balance				447,187	447,187	179,742
<b>TOTAL SOURCES</b>	<b>488,575</b>	<b>519,547</b>	<b>515,634</b>	<b>968,648</b>	<b>453,014</b>	<b>504,299</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	665,247	719,807	706,516	1,007,724	301,208	1,013,317
Services and Supplies	380,991	539,905	582,203	985,799	403,596	521,450
Other Charges	2,745	5,007	5,240	17,895	12,655	17,895
<b>TOTAL REQUIREMENTS</b>	<b>1,048,983</b>	<b>1,264,718</b>	<b>1,293,959</b>	<b>2,011,418</b>	<b>717,459</b>	<b>1,552,662</b>
<b>NET COUNTY COST</b>	<b>560,408</b>	<b>745,172</b>	<b>778,325</b>	<b>1,042,770</b>	<b>264,445</b>	<b>1,048,363</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	5.0	8.0	8.0	8.0		8.0
Funded FTE	5.0	8.0	6.4	8.0	1.5	8.0

Development Review Services (3840P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	3,475,170	4,239,539	3,142,049	3,302,595	160,546	3,214,703
Fines, Forfeitures and Penalties	54,026	44,230	50,000	40,000	(10,000)	40,000
Intergovernmental Revenues		57,909	50,000	57,909	7,909	57,909
Charges for Services	2,687,563	2,336,200	2,385,057	2,288,356	(96,701)	2,288,356
Miscellaneous Revenue	118,103	97,106	212,368	475,437	263,069	250,383
<b>Total Revenue</b>	<b>6,334,862</b>	<b>6,774,984</b>	<b>5,839,474</b>	<b>6,164,297</b>	<b>324,823</b>	<b>5,851,351</b>
Fund Balance		241,000	241,000	126,662	(114,338)	50,000
<b>TOTAL SOURCES</b>	<b>6,334,862</b>	<b>7,015,984</b>	<b>6,080,474</b>	<b>6,290,959</b>	<b>210,485</b>	<b>5,901,351</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,473,303	2,845,064	3,206,043	3,702,550	496,507	3,788,730
Services and Supplies	2,219,617	2,415,400	2,944,463	3,435,810	491,347	2,960,732
Other Charges	86,412	133,571	145,537	163,826	18,289	163,826
<b>TOTAL REQUIREMENTS</b>	<b>4,779,331</b>	<b>5,394,034</b>	<b>6,296,043</b>	<b>7,302,186</b>	<b>1,006,143</b>	<b>6,913,288</b>
<b>NET COUNTY COST</b>	<b>(1,555,531)</b>	<b>(1,621,950)</b>	<b>215,569</b>	<b>1,011,227</b>	<b>795,658</b>	<b>1,011,937</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	27.0	33.0	33.0	33.0		33.0
Funded FTE	26.9	33.0	32.4	33.0	0.6	33.0



# Parks and Recreation (3900B) General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	7,419	7,295	6,000	6,000		6,000
Use of Money and Property	89,509	91,775	87,350	87,061	(289)	87,061
Charges for Services	1,129,897	1,164,654	1,267,368	1,266,776	(592)	1,266,776
Interfund Revenue	136,334	191,822	227,499	288,867	61,368	288,867
Miscellaneous Revenue	67,645	86,460	35,970	28,970	(7,000)	28,970
<b>Total Revenue</b>	<b>1,430,802</b>	<b>1,542,007</b>	<b>1,624,187</b>	<b>1,677,674</b>	<b>53,487</b>	<b>1,677,674</b>
Fund Balance	448,084	363,794	363,794	283,128	(80,666)	283,128
<b>TOTAL SOURCES</b>	<b>1,878,886</b>	<b>1,905,801</b>	<b>1,987,981</b>	<b>1,960,802</b>	<b>(27,179)</b>	<b>1,960,802</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,002,929	5,373,446	5,692,387	5,974,539	282,152	6,052,408
Services and Supplies	828,974	942,147	829,640	899,846	70,206	899,846
Other Charges	807,809	1,017,593	977,417	957,958	(19,459)	957,958
Fixed Assets	31,330	8,557				
Other Financing Uses				50,000	50,000	
<b>Gross Appropriations</b>	<b>6,671,043</b>	<b>7,341,744</b>	<b>7,499,444</b>	<b>7,882,343</b>	<b>382,899</b>	<b>7,910,212</b>
Intrafund Transfers				(54,997)	(54,997)	(54,997)
<b>Net Appropriations</b>	<b>6,671,043</b>	<b>7,341,744</b>	<b>7,499,444</b>	<b>7,827,346</b>	<b>327,902</b>	<b>7,855,215</b>
Contingencies/Dept Reserves	138,031	150,031	150,031	152,060	2,029	152,060
<b>TOTAL REQUIREMENTS</b>	<b>6,809,074</b>	<b>7,491,775</b>	<b>7,649,475</b>	<b>7,979,406</b>	<b>329,931</b>	<b>8,007,275</b>
<b>NET COUNTY COST</b>	<b>4,930,187</b>	<b>5,585,974</b>	<b>5,661,494</b>	<b>6,018,604</b>	<b>357,110</b>	<b>6,046,473</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	55.0	55.0	55.0	56.0	1.0	56.0
Funded FTE	54.8	54.8	54.8	55.9	1.1	55.9

Administration and Support (3910P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	7,419	7,295	6,000	6,000		6,000
Use of Money and Property	41,254	42,940	59,600	38,996	(20,604)	38,996
Charges for Services	17,915	21,404	16,160	16,160		16,160
Interfund Revenue	66,393	73,027	73,061	130,883	57,822	130,883
Miscellaneous Revenue	337	320	500	500		500
<b>Total Revenue</b>	<b>133,317</b>	<b>144,985</b>	<b>155,321</b>	<b>192,539</b>	<b>37,218</b>	<b>192,539</b>
Fund Balance	155,378	147,564	147,564	283,128	135,564	283,128
<b>TOTAL SOURCES</b>	<b>288,695</b>	<b>292,549</b>	<b>302,885</b>	<b>475,667</b>	<b>172,782</b>	<b>475,667</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	447,245	563,848	583,816	814,167	230,351	818,998
Services and Supplies	107,008	161,061	80,091	130,360	50,269	130,360
Other Charges	250,675	279,383	180,686	184,210	3,524	184,210
Other Financing Uses				50,000	50,000	
<b>Gross Appropriations</b>	<b>804,928</b>	<b>1,004,292</b>	<b>844,593</b>	<b>1,178,737</b>	<b>334,144</b>	<b>1,133,568</b>
Intrafund Transfers				(54,997)	(54,997)	(54,997)
<b>Net Appropriations</b>	<b>804,928</b>	<b>1,004,292</b>	<b>844,593</b>	<b>1,123,740</b>	<b>279,147</b>	<b>1,078,571</b>
Contingencies/Dept Reserves	60,328	60,328	60,328	152,060	91,732	152,060
<b>TOTAL REQUIREMENTS</b>	<b>865,256</b>	<b>1,064,620</b>	<b>904,921</b>	<b>1,275,800</b>	<b>370,879</b>	<b>1,230,631</b>
<b>NET COUNTY COST</b>	<b>576,561</b>	<b>772,071</b>	<b>602,036</b>	<b>800,133</b>	<b>198,097</b>	<b>754,964</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	5.0	5.0	5.0	7.0	2.0	7.0
Funded FTE	5.0	5.0	5.0	6.7	1.7	6.7

Operations and Maintenance (3930P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	48,255	48,836	27,750	48,065	20,315	48,065
Charges for Services	1,111,982	1,143,250	1,251,208	1,250,616	(592)	1,250,616
Interfund Revenue	69,940	118,795	154,438	157,984	3,546	157,984
Miscellaneous Revenue	67,308	86,141	35,470	28,470	(7,000)	28,470
<b>Total Revenue</b>	<b>1,297,485</b>	<b>1,397,022</b>	<b>1,468,866</b>	<b>1,485,135</b>	<b>16,269</b>	<b>1,485,135</b>
Fund Balance	292,706	216,230	216,230		(216,230)	
<b>TOTAL SOURCES</b>	<b>1,590,191</b>	<b>1,613,252</b>	<b>1,685,096</b>	<b>1,485,135</b>	<b>(199,961)</b>	<b>1,485,135</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	4,555,685	4,809,598	5,108,571	5,160,372	51,801	5,233,410
Services and Supplies	721,966	781,086	749,549	769,486	19,937	769,486
Other Charges	557,134	738,211	796,731	773,748	(22,983)	773,748
Fixed Assets	31,330	8,557				
<b>Net Appropriations</b>	<b>5,866,115</b>	<b>6,337,452</b>	<b>6,654,851</b>	<b>6,703,606</b>	<b>48,755</b>	<b>6,776,644</b>
Contingencies/Dept Reserves	77,703	89,703	89,703		(89,703)	
<b>TOTAL REQUIREMENTS</b>	<b>5,943,818</b>	<b>6,427,155</b>	<b>6,744,554</b>	<b>6,703,606</b>	<b>(40,948)</b>	<b>6,776,644</b>
<b>NET COUNTY COST</b>	<b>4,353,627</b>	<b>4,813,903</b>	<b>5,059,458</b>	<b>5,218,471</b>	<b>159,013</b>	<b>5,291,509</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	50.0	50.0	50.0	49.0	(1.0)	49.0
Funded FTE	49.8	49.8	49.8	49.2	(0.6)	49.2

Fish and Game (3950B)  
Fish and Game Propagation Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	8,433	5,255	6,500	4,500	(2,000)	4,500
Use of Money and Property	2,396	2,963	1,500	2,000	500	2,000
<b>Total Revenue</b>	<b>10,830</b>	<b>8,217</b>	<b>8,000</b>	<b>6,500</b>	<b>(1,500)</b>	<b>6,500</b>
Fund Balance	77,863	82,489	82,489	80,309	(2,180)	80,309
<b>TOTAL SOURCES</b>	<b>88,693</b>	<b>90,706</b>	<b>90,489</b>	<b>86,809</b>	<b>(3,680)</b>	<b>86,809</b>
<b>REQUIREMENTS</b>						
Services and Supplies	6,203	10,398	25,000	20,000	(5,000)	20,000
<b>Net Appropriations</b>	<b>6,203</b>	<b>10,398</b>	<b>25,000</b>	<b>20,000</b>	<b>(5,000)</b>	<b>20,000</b>
Non-General Fund Reserves	82,489	80,309	65,489	66,809	1,320	66,809
<b>TOTAL REQUIREMENTS</b>	<b>88,692</b>	<b>90,707</b>	<b>90,489</b>	<b>86,809</b>	<b>(3,680)</b>	<b>86,809</b>

Off-Highway Vehicle License Fees (3960B)  
Off-Highway Vehicle License Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	8,996	10,555	7,500	7,500		7,500
Intergovernmental Revenues	12,629		20,000		(20,000)	
<b>Total Revenue</b>	<b>21,625</b>	<b>10,555</b>	<b>27,500</b>	<b>7,500</b>	<b>(20,000)</b>	<b>7,500</b>
Fund Balance	297,687	297,843	297,843	241,749	(56,094)	241,749
<b>TOTAL SOURCES</b>	<b>319,312</b>	<b>308,398</b>	<b>325,343</b>	<b>249,249</b>	<b>(76,094)</b>	<b>249,249</b>
<b>REQUIREMENTS</b>						
Services and Supplies	21,469	66,649	66,650	68,350	1,700	68,350
<b>Net Appropriations</b>	<b>21,469</b>	<b>66,649</b>	<b>66,650</b>	<b>68,350</b>	<b>1,700</b>	<b>68,350</b>
Non-General Fund Reserves	297,843	241,749	258,693	180,899	(77,794)	180,899
<b>TOTAL REQUIREMENTS</b>	<b>319,312</b>	<b>308,398</b>	<b>325,343</b>	<b>249,249</b>	<b>(76,094)</b>	<b>249,249</b>

Parks Acquisition and Development (3970B)  
Parks Acquisition and Development Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	64,743	100,004	20,000	60,000	40,000	60,000
Intergovernmental Revenues	1,528,229	2,770,400	3,377,706	3,028,905	(348,801)	3,028,905
Charges for Services		25				
Interfund Revenue		62,185				
Miscellaneous Revenue	288,124	278,856	1,169,866	1,720,324	550,458	1,720,324
<b>Total Revenue</b>	<b>1,881,096</b>	<b>3,211,470</b>	<b>4,567,572</b>	<b>4,809,229</b>	<b>241,657</b>	<b>4,809,229</b>
Fund Balance	3,187,300	2,698,832	2,698,832	4,068,264	1,369,432	4,068,264
<b>TOTAL SOURCES</b>	<b>5,068,396</b>	<b>5,910,302</b>	<b>7,266,404</b>	<b>8,877,493</b>	<b>1,611,089</b>	<b>8,877,493</b>
<b>REQUIREMENTS</b>						
Services and Supplies	68,011	4,011	968,684	525,000	(443,684)	525,000
Fixed Assets	1,878,558	458,239	4,843,409	3,205,128	(1,638,281)	3,205,128
Other Financing Uses	422,997	1,379,787	1,358,815	5,044,903	3,686,088	5,044,903
<b>Net Appropriations</b>	<b>2,369,565</b>	<b>1,842,037</b>	<b>7,170,908</b>	<b>8,775,031</b>	<b>1,604,123</b>	<b>8,775,031</b>
Non-General Fund Reserves	2,698,832	4,068,264	95,496	102,462	6,966	102,462
<b>TOTAL REQUIREMENTS</b>	<b>5,068,397</b>	<b>5,910,301</b>	<b>7,266,404</b>	<b>8,877,493</b>	<b>1,611,089</b>	<b>8,877,493</b>

Coyote Point Marina (3980B)  
Coyote Point Marina Operating Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	53,822	69,518	47,500	47,500		47,500
Charges for Services	1,075,429	1,163,302	1,130,967	1,130,317	(650)	1,130,317
Miscellaneous Revenue	490	466	1,700	1,200	(500)	1,200
Other Financing Sources	9					
<b>Total Revenue</b>	<b>1,129,749</b>	<b>1,233,285</b>	<b>1,180,167</b>	<b>1,179,017</b>	<b>(1,150)</b>	<b>1,179,017</b>
Fund Balance	1,339,076	1,457,224	1,217,823	1,261,577	43,754	1,261,577
<b>TOTAL SOURCES</b>	<b>2,468,825</b>	<b>2,690,509</b>	<b>2,397,990</b>	<b>2,440,594</b>	<b>42,604</b>	<b>2,440,594</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	441,978	519,734	491,322	533,277	41,955	538,060
Services and Supplies	172,795	226,765	238,638	247,195	8,557	242,412
Other Charges	496,097	485,807	253,752	226,687	(27,065)	226,687
Fixed Assets	27,185	59,023	147,000		(147,000)	
Other Financing Uses	0		540,000	995,000	455,000	995,000
<b>Gross Appropriations</b>	<b>1,138,055</b>	<b>1,291,329</b>	<b>1,670,712</b>	<b>2,002,159</b>	<b>331,447</b>	<b>2,002,159</b>
Intrafund Transfers	110,127	137,604	137,604	146,723	9,119	146,723
<b>Net Appropriations</b>	<b>1,248,182</b>	<b>1,428,933</b>	<b>1,808,316</b>	<b>2,148,882</b>	<b>340,566</b>	<b>2,148,882</b>
Non-General Fund Reserves	1,220,643	1,261,577	589,674	291,712	(297,962)	291,712
<b>TOTAL REQUIREMENTS</b>	<b>2,468,825</b>	<b>2,690,510</b>	<b>2,397,990</b>	<b>2,440,594</b>	<b>42,604</b>	<b>2,440,594</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

Administrative Services (4510P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues		205,000	300,000	262,000	(38,000)	125,000
Charges for Services		422				
Interfund Revenue	3,621,700	3,943,344	4,983,397	4,992,512	9,115	5,012,133
Miscellaneous Revenue	38,875	43,872				
Other Financing Sources	37,165	35,000	35,000	35,000		35,000
<b>Total Revenue</b>	<b>3,697,739</b>	<b>4,227,637</b>	<b>5,318,397</b>	<b>5,289,512</b>	<b>(28,885)</b>	<b>5,172,133</b>
Fund Balance	85,338	11,341	11,341	8,507	(2,834)	
<b>TOTAL SOURCES</b>	<b>3,783,077</b>	<b>4,238,978</b>	<b>5,329,738</b>	<b>5,298,019</b>	<b>(31,719)</b>	<b>5,172,133</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,518,375	2,565,900	2,810,556	2,947,659	137,103	2,966,233
Services and Supplies	634,249	1,044,932	1,352,466	1,058,661	(293,805)	906,131
Other Charges	1,061,803	1,270,320	1,348,589	1,459,698	111,109	1,459,698
Fixed Assets	109,649	52,507	54,000	76,000	22,000	92,500
<b>Gross Appropriations</b>	<b>4,324,077</b>	<b>4,933,659</b>	<b>5,565,611</b>	<b>5,542,018</b>	<b>(23,593)</b>	<b>5,424,562</b>
Intrafund Transfers	(320,246)	(470,149)				
<b>TOTAL REQUIREMENTS</b>	<b>4,003,830</b>	<b>4,463,510</b>	<b>5,565,611</b>	<b>5,542,018</b>	<b>(23,593)</b>	<b>5,424,562</b>
<b>NET COUNTY COST</b>	<b>220,753</b>	<b>224,532</b>	<b>235,873</b>	<b>243,999</b>	<b>8,126</b>	<b>252,429</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	28.0	28.0	28.0	28.0		28.0
Funded FTE	27.9	27.9	27.9	29.8	1.9	29.8



# Engineering Services (4600P)

## General Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	19,147	28,410	15,000	15,000		15,000
Interfund Revenue	4,096,232	3,304,850	4,035,900	4,295,224	259,324	4,078,328
Miscellaneous Revenue	1,465	6,984	556	556		556
Other Financing Sources	8,071					
<b>Total Revenue</b>	<b>4,124,915</b>	<b>3,340,243</b>	<b>4,051,456</b>	<b>4,310,780</b>	<b>259,324</b>	<b>4,093,884</b>
Fund Balance	15,224			(263,377)	(263,377)	
<b>TOTAL SOURCES</b>	<b>4,140,139</b>	<b>3,340,243</b>	<b>4,051,456</b>	<b>4,047,403</b>	<b>(4,053)</b>	<b>4,093,884</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,847,056	3,112,174	3,113,256	3,136,218	22,962	3,183,278
Services and Supplies	418,777	390,339	466,462	464,222	(2,240)	464,222
Other Charges	525,656	543,663	562,436	537,661	(24,775)	537,661
Fixed Assets	9,639					
<b>Gross Appropriations</b>	<b>4,801,128</b>	<b>4,046,176</b>	<b>4,142,154</b>	<b>4,138,101</b>	<b>(4,053)</b>	<b>4,185,161</b>
Intrafund Transfers	(585,516)	(351,858)				
<b>TOTAL REQUIREMENTS</b>	<b>4,215,613</b>	<b>3,694,318</b>	<b>4,142,154</b>	<b>4,138,101</b>	<b>(4,053)</b>	<b>4,185,161</b>
<b>NET COUNTY COST</b>	<b>75,474</b>	<b>354,075</b>	<b>90,698</b>	<b>90,698</b>		<b>91,277</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	36.0	32.0	32.0	32.0		32.0
Funded FTE	35.5	31.5	31.5	31.5		31.5

Facilities Maintenance and Operations (4730P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	407,339	459,453	422,099	426,009	3,910	426,009
Charges for Services	1,865	12,320	33,580	33,580		33,580
Interfund Revenue	5,579,837	5,669,486	4,869,189	5,031,852	162,663	4,617,652
Miscellaneous Revenue	196,474	170,182	114,600	128,600	14,000	128,600
Other Financing Sources	6,758					
<b>Total Revenue</b>	<b>6,192,272</b>	<b>6,311,441</b>	<b>5,439,468</b>	<b>5,620,041</b>	<b>180,573</b>	<b>5,205,841</b>
Fund Balance	2,082,480	1,136,622	1,136,622	(266,079)	(1,402,701)	
<b>TOTAL SOURCES</b>	<b>8,274,752</b>	<b>7,448,063</b>	<b>6,576,090</b>	<b>5,353,962</b>	<b>(1,222,128)</b>	<b>5,205,841</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	7,916,914	8,065,453	8,628,827	9,286,314	657,487	9,423,560
Services and Supplies	9,924,692	10,951,510	9,953,425	11,420,153	1,466,728	11,420,153
Other Charges	1,541,793	1,859,403	1,888,518	2,145,629	257,111	2,145,629
Fixed Assets	10,966		30,000	10,000	(20,000)	
Other Financing Uses	3,890,421	3,661,441	3,760,576	3,780,177	19,601	8,995,652
<b>Gross Appropriations</b>	<b>23,284,787</b>	<b>24,537,807</b>	<b>24,261,346</b>	<b>26,642,273</b>	<b>2,380,927</b>	<b>31,984,994</b>
Intrafund Transfers	(15,907,624)	(16,553,604)	(18,169,979)	(20,976,509)	(2,806,530)	(26,467,351)
<b>Net Appropriations</b>	<b>7,377,162</b>	<b>7,984,202</b>	<b>6,091,367</b>	<b>5,665,764</b>	<b>(425,603)</b>	<b>5,517,643</b>
Contingencies/Dept Reserves	961,904		761,904		(761,904)	
<b>TOTAL REQUIREMENTS</b>	<b>8,339,066</b>	<b>7,984,202</b>	<b>6,853,271</b>	<b>5,665,764</b>	<b>(1,187,507)</b>	<b>5,517,643</b>
<b>NET COUNTY COST</b>	<b>64,314</b>	<b>536,139</b>	<b>277,181</b>	<b>311,802</b>	<b>34,621</b>	<b>311,802</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	94.0	99.0	99.0	104.0	5.0	104.0
Funded FTE	93.3	97.4	97.4	103.8	6.3	103.8

# Road Construction and Operations (4520P) Special Revenue Funds

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	100			90,000	90,000	90,000
Use of Money and Property	238,760	283,808	281,897	218,500	(63,397)	208,500
Intergovernmental Revenues	12,643,853	15,426,121	15,040,055	15,109,037	68,982	15,263,565
Charges for Services	793,857	698,252	654,188	649,181	(5,007)	659,181
Interfund Revenue	579,363	774,383	611,934	622,100	10,166	628,691
Miscellaneous Revenue	1,226,298	1,359,477	93,741	138,000	44,259	138,000
<b>Total Revenue</b>	<b>15,482,231</b>	<b>18,542,041</b>	<b>16,681,815</b>	<b>16,826,818</b>	<b>145,003</b>	<b>16,987,937</b>
Fund Balance	7,392,446	5,432,486	5,432,487	6,624,044	1,191,557	3,396,740
<b>TOTAL SOURCES</b>	<b>22,874,677</b>	<b>23,974,527</b>	<b>22,114,302</b>	<b>23,450,862</b>	<b>1,336,560</b>	<b>20,384,677</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,751,125	5,972,848	6,642,695	6,541,024	(101,671)	6,643,362
Services and Supplies	8,758,099	8,396,784	8,526,762	11,658,172	3,131,410	9,591,754
Other Charges	556,189	488,198	735,597	729,336	(6,261)	729,336
Fixed Assets	1,327,432	1,371,009	2,421,000	1,570,000	(851,000)	770,000
<b>Gross Appropriations</b>	<b>16,392,845</b>	<b>16,228,839</b>	<b>18,326,054</b>	<b>20,498,532</b>	<b>2,172,478</b>	<b>17,734,452</b>
Intrafund Transfers	(1,919)	33,679	(354,945)	(354,945)		(356,430)
<b>Net Appropriations</b>	<b>16,390,925</b>	<b>16,262,518</b>	<b>17,971,109</b>	<b>20,143,587</b>	<b>2,172,478</b>	<b>17,378,022</b>
Contingencies/Dept Reserves	400,000	400,000	1,400,000	310,535	(1,089,465)	309,915
Non-General Fund Reserves	5,032,487	6,224,044	2,743,193	2,996,740	253,547	2,696,740
<b>TOTAL REQUIREMENTS</b>	<b>21,823,412</b>	<b>22,886,562</b>	<b>22,114,302</b>	<b>23,450,862</b>	<b>1,336,560</b>	<b>20,384,677</b>
<b>NET COUNTY COST</b>	<b>(1,051,264)</b>	<b>(1,087,965)</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	68.0	69.0	69.0	69.0		69.0
Funded FTE	68.0	69.0	69.0	69.0		69.0

Construction Services (4740P)  
Construction Services Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	(5,995)	(13,216)				
Charges for Services	26,435	91,833	301,425	301,425		301,425
Interfund Revenue	3,569,472	3,473,510	4,064,554	4,435,827	371,273	4,440,112
Miscellaneous Revenue	55,978	117,201				
Other Financing Sources		80,000				
<b>Total Revenue</b>	<b>3,645,890</b>	<b>3,749,328</b>	<b>4,365,979</b>	<b>4,737,252</b>	<b>371,273</b>	<b>4,741,537</b>
Fund Balance	339,681	121,476	121,476	131,607	10,131	59,936
<b>TOTAL SOURCES</b>	<b>3,985,571</b>	<b>3,870,804</b>	<b>4,487,455</b>	<b>4,868,859</b>	<b>381,404</b>	<b>4,801,473</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,499,801	2,684,849	3,007,262	3,229,292	222,030	3,268,629
Services and Supplies	1,153,700	945,914	1,188,841	1,338,405	149,564	1,231,798
Other Charges	222,522	111,710	211,916	241,226	29,310	241,226
Fixed Assets		10,825	19,500		(19,500)	
<b>Gross Appropriations</b>	<b>3,876,023</b>	<b>3,753,297</b>	<b>4,427,519</b>	<b>4,808,923</b>	<b>381,404</b>	<b>4,741,653</b>
Intrafund Transfers	(11,929)	(14,100)				
<b>Net Appropriations</b>	<b>3,864,094</b>	<b>3,739,197</b>	<b>4,427,519</b>	<b>4,808,923</b>	<b>381,404</b>	<b>4,741,653</b>
Contingencies/Dept Reserves	121,476	131,607	59,936	59,936		59,820
<b>TOTAL REQUIREMENTS</b>	<b>3,985,570</b>	<b>3,870,804</b>	<b>4,487,455</b>	<b>4,868,859</b>	<b>381,404</b>	<b>4,801,473</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	27.0	29.0	29.0	30.0	1.0	30.0
Funded FTE	26.6	28.8	28.8	30.0	1.1	30.0

## Vehicle and Equipment Services (4760P)

### ALL FUNDS

#### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	224,152	290,901	100,000	100,000		100,000
Intergovernmental Revenues	4,556	37,967				
Charges for Services	9,495	13,840	10,000	10,000		10,000
Interfund Revenue	5,339,223	5,782,384	4,745,433	4,619,896	(125,537)	4,641,796
Miscellaneous Revenue	185,998	114,044	52,200	52,200		52,200
Other Financing Sources	14		3,000	3,000		3,000
<b>Total Revenue</b>	<b>5,763,437</b>	<b>6,239,136</b>	<b>4,910,633</b>	<b>4,785,096</b>	<b>(125,537)</b>	<b>4,806,996</b>
Fund Balance	6,919,970	7,480,460	7,480,460	7,635,257	154,797	6,099,750
<b>TOTAL SOURCES</b>	<b>12,683,407</b>	<b>13,719,596</b>	<b>12,391,093</b>	<b>12,420,353</b>	<b>29,260</b>	<b>10,906,746</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,430,795	2,206,533	2,446,941	2,371,723	(75,218)	2,407,115
Services and Supplies	2,975,566	3,173,307	3,045,677	3,189,569	143,892	3,189,569
Other Charges	564,829	624,149	624,458	640,412	15,954	640,412
Fixed Assets	1,390,553	2,167,214	3,312,828	3,678,658	365,830	2,119,000
<b>Gross Appropriations</b>	<b>7,361,743</b>	<b>8,171,202</b>	<b>9,429,904</b>	<b>9,880,362</b>	<b>450,458</b>	<b>8,356,096</b>
Intrafund Transfers	(1,107,530)	(998,898)	(2,719,805)	(2,516,799)	203,006	(2,343,406)
<b>Net Appropriations</b>	<b>6,254,213</b>	<b>7,172,304</b>	<b>6,710,099</b>	<b>7,363,563</b>	<b>653,464</b>	<b>6,012,690</b>
Non-General Fund Reserves	7,480,460	7,635,257	5,680,994	5,056,790	(624,204)	4,894,056
<b>TOTAL REQUIREMENTS</b>	<b>13,734,673</b>	<b>14,807,561</b>	<b>12,391,093</b>	<b>12,420,353</b>	<b>29,260</b>	<b>10,906,746</b>
<b>NET COUNTY COST</b>	<b>1,051,266</b>	<b>1,087,965</b>				
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	26.0	25.0	25.0	24.0	(1.0)	24.0
Funded FTE	26.0	25.0	25.0	24.0	(1.0)	24.0

Waste Management (4820P)  
Solid Waste Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	5,703,268	5,715,036	5,400,000	5,315,200	(84,800)	5,315,200
Use of Money and Property	344,597	433,863	300,000	300,000		300,000
Intergovernmental Revenues	207,282	112,006	218,321	9,000	(209,321)	
Charges for Services	36,363	58,936	75,000	75,000		75,000
Interfund Revenue	19,762	10,297				
Miscellaneous Revenue	18,795	19,149	25,000	25,000		25,000
<b>Total Revenue</b>	<b>6,330,066</b>	<b>6,349,287</b>	<b>6,018,321</b>	<b>5,724,200</b>	<b>(294,121)</b>	<b>5,715,200</b>
Fund Balance	10,964,776	10,491,157	10,491,157	8,777,576	(1,713,581)	3,466,309
<b>TOTAL SOURCES</b>	<b>17,294,842</b>	<b>16,840,444</b>	<b>16,509,478</b>	<b>14,501,776</b>	<b>(2,007,702)</b>	<b>9,181,509</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	946,115	806,227	1,071,099	938,747	(132,352)	955,063
Services and Supplies	3,950,548	5,220,850	7,776,622	8,002,759	226,137	5,501,845
Other Charges	1,830,227	1,830,462	1,885,383	1,983,961	98,578	1,834,961
Fixed Assets			185,000	240,000	55,000	
Other Financing Uses	76,795	76,795	110,000	110,000		110,000
<b>Gross Appropriations</b>	<b>6,803,684</b>	<b>7,934,335</b>	<b>11,028,104</b>	<b>11,275,467</b>	<b>247,363</b>	<b>8,401,869</b>
Intrafund Transfers		128,533				
<b>Net Appropriations</b>	<b>6,803,684</b>	<b>8,062,868</b>	<b>11,028,104</b>	<b>11,275,467</b>	<b>247,363</b>	<b>8,401,869</b>
Contingencies/Dept Reserves	390,000	390,000	390,000	390,000		779,640
Non-General Fund Reserves	10,101,157	8,387,576	5,091,374	2,836,309	(2,255,065)	0
<b>TOTAL REQUIREMENTS</b>	<b>17,294,841</b>	<b>16,840,444</b>	<b>16,509,478</b>	<b>14,501,776</b>	<b>(2,007,702)</b>	<b>9,181,509</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	10.0	10.0	10.0	8.0	(2.0)	8.0
Funded FTE	9.4	9.9	9.5	7.9	(1.6)	7.9

# Transportation Services (4830P) Half-Cent Transportation Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	1,533,526	1,102,104	1,492,258	1,492,258		1,579,041
Use of Money and Property	74,135	67,409	80,000	80,000		31,000
Intergovernmental Revenues	148,000	118,511				
Charges for Services	686,248	626,170	600,000	600,000		600,000
Miscellaneous Revenue		1,600				
<b>Total Revenue</b>	<b>2,441,909</b>	<b>1,915,795</b>	<b>2,172,258</b>	<b>2,172,258</b>		<b>2,210,041</b>
Fund Balance	2,657,638	2,241,314	2,241,314	1,091,454	(1,149,860)	0
<b>TOTAL SOURCES</b>	<b>5,099,547</b>	<b>4,157,109</b>	<b>4,413,572</b>	<b>3,263,712</b>	<b>(1,149,860)</b>	<b>2,210,041</b>

### **REQUIREMENTS**

Salaries and Benefits	638,506	672,325	675,625	845,012	169,387	851,743
Services and Supplies	1,278,895	1,240,636	1,195,579	1,110,427	(85,152)	632,805
Other Charges	388,052	519,535	725,597	735,493	9,896	580,493
Other Financing Uses	552,780	552,780	572,780	572,780		145,000
<b>Gross Appropriations</b>	<b>2,858,233</b>	<b>2,985,276</b>	<b>3,169,581</b>	<b>3,263,712</b>	<b>94,131</b>	<b>2,210,041</b>
Intrafund Transfers		80,379				
<b>Net Appropriations</b>	<b>2,858,233</b>	<b>3,065,654</b>	<b>3,169,581</b>	<b>3,263,712</b>	<b>94,131</b>	<b>2,210,041</b>
Non-General Fund Reserves	2,241,314	1,091,454	1,243,991		(1,243,991)	
<b>TOTAL REQUIREMENTS</b>	<b>5,099,547</b>	<b>4,157,108</b>	<b>4,413,572</b>	<b>3,263,712</b>	<b>(1,149,860)</b>	<b>2,210,041</b>

### **AUTHORIZED POSITIONS**

Salary Resolution	5.0	6.0	6.0	6.0		6.0
Funded FTE	4.8	6.0	5.4	6.0	0.6	6.0

Utilities (4840B)  
Public Works Special Districts

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	3,907,525	4,464,863	3,023,275	3,350,666	327,391	3,350,666
Licenses, Permits and Franchises	385,333	637,370	373,904	382,904	9,000	382,904
Use of Money and Property	633,538	917,178	587,330	640,584	53,254	600,584
Intergovernmental Revenues	849,453	40,008	36,688	37,156	468	37,156
Charges for Services	5,534,842	5,874,577	5,696,406	5,930,006	233,600	5,936,986
Interfund Revenue	1,504,416	2,598,785	1,872,544	1,903,204	30,660	1,925,132
Miscellaneous Revenue	4,624,866	994,903		106,127	106,127	106,127
Other Financing Sources	1,432,696	1,754,520	1,710,000	1,610,000	(100,000)	1,525,000
<b>Total Revenue</b>	<b>18,872,668</b>	<b>17,282,204</b>	<b>13,300,147</b>	<b>13,960,647</b>	<b>660,500</b>	<b>13,864,555</b>
Fund Balance	28,133,495	27,494,831	26,831,525	26,311,468	(520,057)	22,289,540
<b>TOTAL SOURCES</b>	<b>47,006,163</b>	<b>44,777,035</b>	<b>40,131,672</b>	<b>40,272,115</b>	<b>140,443</b>	<b>36,154,095</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,392,674	1,441,624	1,603,866	1,619,238	15,372	1,641,395
Services and Supplies	6,880,660	9,119,192	9,172,900	10,171,897	998,997	9,144,541
Other Charges	981,300	2,333,429	1,942,009	1,897,867	(44,142)	739,035
Fixed Assets	8,230,171	2,996,485	5,226,129	1,600,000	(3,626,129)	
Other Financing Uses	2,550,947	3,226,691	3,262,593	3,226,760	(35,833)	3,141,760
<b>Gross Appropriations</b>	<b>20,035,753</b>	<b>19,117,421</b>	<b>21,207,497</b>	<b>18,515,762</b>	<b>(2,691,735)</b>	<b>14,666,731</b>
Intrafund Transfers	(47,956)	(772,556)	(626,834)	(639,160)	(12,326)	(639,160)
<b>Net Appropriations</b>	<b>19,987,797</b>	<b>18,334,865</b>	<b>20,580,663</b>	<b>17,876,602</b>	<b>(2,704,061)</b>	<b>14,027,571</b>
Contingencies/Dept Reserves	26,802,458	26,009,063	19,402,586	22,240,154	2,837,568	21,975,436
Non-General Fund Reserves	27,067	33,573	27,717	34,653	6,936	30,466
<b>TOTAL REQUIREMENTS</b>	<b>46,817,322</b>	<b>44,387,501</b>	<b>40,010,966</b>	<b>40,151,409</b>	<b>140,443</b>	<b>36,033,473</b>
<b>NET COUNTY COST</b>	<b>(188,841)</b>	<b>(389,534)</b>	<b>(120,706)</b>	<b>(120,076)</b>		<b>(120,622)</b>

**AUTHORIZED POSITIONS**

Salary Resolution	13.0	15.0	15.0	15.0		15.0
Funded FTE	13.0	15.0	14.9	15.0	.1	15.0



Airports (4850P)  
County Airports Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	15,500	15,500				
Use of Money and Property	1,863,876	1,895,534	1,684,500	1,921,500	237,000	1,921,500
Intergovernmental Revenues	1,064,444	294,436	3,760,260	4,322,010	561,750	
Charges for Services	29,590	45,778	68,700	40,700	(28,000)	40,700
Miscellaneous Revenue	37,677	37,754	24,800	24,800		24,800
<b>Total Revenue</b>	<b>3,011,087</b>	<b>2,289,002</b>	<b>5,538,260</b>	<b>6,309,010</b>	<b>770,750</b>	<b>1,987,000</b>
Fund Balance	2,018,090	2,441,162	2,184,571	2,166,696	(17,875)	2,172,867
<b>TOTAL SOURCES</b>	<b>5,029,177</b>	<b>4,730,164</b>	<b>7,722,831</b>	<b>8,475,706</b>	<b>752,875</b>	<b>4,159,867</b>

**REQUIREMENTS**

Salaries and Benefits	652,661	681,712	783,613	805,178	21,565	829,123
Services and Supplies	435,040	500,422	694,640	663,466	(31,174)	663,466
Other Charges	581,964	601,220	369,421	382,909	13,488	382,909
Fixed Assets	1,200,286	818,522	3,859,626	4,472,784	613,158	
<b>Gross Appropriations</b>	<b>2,869,951</b>	<b>2,601,875</b>	<b>5,707,300</b>	<b>6,324,337</b>	<b>617,037</b>	<b>1,875,498</b>
Intrafund Transfers	(25,345)	(38,408)				
<b>Net Appropriations</b>	<b>2,844,606</b>	<b>2,563,467</b>	<b>5,707,300</b>	<b>6,324,337</b>	<b>617,037</b>	<b>1,875,498</b>
Non-General Fund Reserves	2,184,571	2,166,696	2,015,531	2,151,369	135,838	2,284,369
<b>TOTAL REQUIREMENTS</b>	<b>5,029,177</b>	<b>4,730,163</b>	<b>7,722,831</b>	<b>8,475,706</b>	<b>752,875</b>	<b>4,159,867</b>

**AUTHORIZED POSITIONS**

Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	8.0	8.0	8.0	8.0		8.0

Housing and Community Development (7920P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	6,916,836	6,163,308	10,818,281	8,319,467	(2,498,814)	8,120,927
Miscellaneous Revenue	2,956,424	4,893,738	2,947,262	3,950,618	1,003,356	3,950,618
<b>Total Revenue</b>	<b>9,873,260</b>	<b>11,057,046</b>	<b>13,765,543</b>	<b>12,270,085</b>	<b>(1,495,458)</b>	<b>12,071,545</b>
Fund Balance		84,606	84,606	650,868	566,262	650,868
<b>TOTAL SOURCES</b>	<b>9,873,260</b>	<b>11,141,652</b>	<b>13,850,149</b>	<b>12,920,953</b>	<b>(929,196)</b>	<b>12,722,413</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,677,817	1,595,944	1,847,024	2,216,653	369,629	2,241,996
Services and Supplies	623,101	388,294	1,384,184	818,477	(565,707)	793,134
Other Charges	7,557,629	8,454,739	11,317,267	9,059,969	(2,257,298)	8,861,429
Other Financing Uses	20,162	20,400				
<b>Gross Appropriations</b>	<b>9,878,709</b>	<b>10,459,377</b>	<b>14,548,475</b>	<b>12,095,099</b>	<b>(2,453,376)</b>	<b>11,896,559</b>
Intrafund Transfers	(110,785)	(36,974)	(782,932)		782,932	
<b>Net Appropriations</b>	<b>9,767,924</b>	<b>10,422,403</b>	<b>13,765,543</b>	<b>12,095,099</b>	<b>(1,670,444)</b>	<b>11,896,559</b>
Contingencies/Dept Reserves	105,337	719,249	84,606	825,854	741,248	825,854
<b>TOTAL REQUIREMENTS</b>	<b>9,873,261</b>	<b>11,141,652</b>	<b>13,850,149</b>	<b>12,920,953</b>	<b>(929,196)</b>	<b>12,722,413</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	18.0	17.0	17.0	19.0	2.0	19.0
Funded FTE	16.8	16.5	16.5	18.3	1.8	18.3

Housing Authority (7930P)  
Housing Authority Fund (Information Only)

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	1,024,775	1,120,441	1,281,334	1,176,294	(105,040)	1,176,294
Intergovernmental Revenues	66,763,370	64,149,688	64,850,917	64,448,167	(402,750)	64,448,167
Miscellaneous Revenue	120,620	160,123	134,000	150,000	16,000	150,000
Other Financing Sources			1,182,650	66,431	(1,116,219)	66,431
<b>Total Revenue</b>	<b>67,908,765</b>	<b>65,430,252</b>	<b>67,448,901</b>	<b>65,840,892</b>	<b>(1,608,009)</b>	<b>65,840,892</b>
Fund Balance	1,968,722					
<b>TOTAL SOURCES</b>	<b>69,877,487</b>	<b>65,430,252</b>	<b>67,448,901</b>	<b>65,840,892</b>	<b>(1,608,009)</b>	<b>65,840,892</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,858,158	3,247,848	4,250,939	3,813,985	(436,954)	3,813,985
Services and Supplies	1,786,182	1,970,828	2,079,773	1,718,225	(361,548)	1,718,225
Other Charges	64,233,147	59,294,194	61,118,189	60,308,682	(809,507)	60,308,682
<b>Net Appropriations</b>	<b>69,877,487</b>	<b>64,512,870</b>	<b>67,448,901</b>	<b>65,840,892</b>	<b>(1,608,009)</b>	<b>65,840,892</b>
Contingencies/Dept Reserves		917,382				
<b>TOTAL REQUIREMENTS</b>	<b>69,877,487</b>	<b>65,430,252</b>	<b>67,448,901</b>	<b>65,840,892</b>	<b>(1,608,009)</b>	<b>65,840,892</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	61.0	61.0	61.0	47.0	(14.0)	47.0
Funded FTE	61.0	61.0	61.0	47.0	(14.0)	47.0

Health Administration (5500B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	546,690	536,112	660,131	643,981	(16,150)	643,981
Intergovernmental Revenues	4,425,023	4,169,050	4,042,706	4,598,672	555,966	5,038,637
Charges for Services	325,231	369,557	366,587	440,197	73,610	440,197
Interfund Revenue	114,327	15,668	15,668	19,568	3,900	19,568
Miscellaneous Revenue	99,484	583,906	418,906	424,496	5,590	424,496
<b>Total Revenue</b>	<b>5,510,755</b>	<b>5,674,293</b>	<b>5,503,998</b>	<b>6,126,914</b>	<b>622,916</b>	<b>6,566,879</b>
Fund Balance	399,701	707,658	707,658	918,446	210,788	792,446
<b>TOTAL SOURCES</b>	<b>5,910,456</b>	<b>6,381,951</b>	<b>6,211,656</b>	<b>7,045,360</b>	<b>833,704</b>	<b>7,359,325</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,156,101	1,827,823	2,102,343	2,503,910	401,567	2,539,197
Services and Supplies	5,767,986	6,155,940	6,137,603	6,579,345	441,742	6,844,771
Other Charges	938,082	959,416	984,112	1,106,701	122,589	1,106,701
<b>Gross Appropriations</b>	<b>8,862,169</b>	<b>8,943,179</b>	<b>9,224,058</b>	<b>10,189,956</b>	<b>965,898</b>	<b>10,490,669</b>
Intrafund Transfers	(3,212,267)	(3,135,705)	(2,939,701)	(3,190,344)	(250,643)	(3,254,945)
<b>Net Appropriations</b>	<b>5,649,902</b>	<b>5,807,474</b>	<b>6,284,357</b>	<b>6,999,612</b>	<b>715,255</b>	<b>7,235,724</b>
Contingencies/Dept Reserves	31,473	251,708	251,708	637,356	385,648	637,356
<b>TOTAL REQUIREMENTS</b>	<b>5,681,375</b>	<b>6,059,182</b>	<b>6,536,065</b>	<b>7,636,968</b>	<b>1,100,903</b>	<b>7,873,080</b>
<b>NET COUNTY COST</b>	<b>(229,081)</b>	<b>(322,769)</b>	<b>324,409</b>	<b>591,608</b>	<b>267,199</b>	<b>513,755</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	28.0	17.0	17.0	20.0	3.0	20.0
Funded FTE	28.0	16.5	16.5	19.5	3.0	19.5

# Health Policy, Planning & Promotion (5550B) General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	98,793	658,762	1,114,318	783,155	(331,163)	783,155
Charges for Services		151,829				
Interfund Revenue	29,000	29,000	29,000	29,000		29,000
Miscellaneous Revenue	5,109,661	4,900,042	5,788,238	5,677,007	(111,231)	5,957,142
<b>Total Revenue</b>	<b>5,237,454</b>	<b>5,739,633</b>	<b>6,931,556</b>	<b>6,489,162</b>	<b>(442,394)</b>	<b>6,769,297</b>
Fund Balance	1,554	7,373	7,373	23,851	16,478	7,864
<b>TOTAL SOURCES</b>	<b>5,239,008</b>	<b>5,747,006</b>	<b>6,938,929</b>	<b>6,513,013</b>	<b>(425,916)</b>	<b>6,777,161</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	841,189	2,383,117	2,663,301	2,804,412	141,111	2,709,430
Services and Supplies	6,934,788	8,157,743	8,629,547	8,856,544	226,997	9,040,662
Other Charges	209,295	304,426	340,636	438,175	97,539	437,113
<b>Gross Appropriations</b>	<b>7,985,272</b>	<b>10,845,286</b>	<b>11,633,484</b>	<b>12,099,131</b>	<b>465,647</b>	<b>12,187,205</b>
Intrafund Transfers	(2,295,000)	(4,105,425)	(3,531,453)	(4,412,438)	(880,985)	(4,307,592)
<b>Net Appropriations</b>	<b>5,690,272</b>	<b>6,739,861</b>	<b>8,102,031</b>	<b>7,686,693</b>	<b>(415,338)</b>	<b>7,879,613</b>
Contingencies/Dept Reserves	1,554	2,827	2,827	2,827		2,827
<b>TOTAL REQUIREMENTS</b>	<b>5,691,826</b>	<b>6,742,688</b>	<b>8,104,858</b>	<b>7,689,520</b>	<b>(415,338)</b>	<b>7,882,440</b>
<b>NET COUNTY COST</b>	<b>452,818</b>	<b>995,682</b>	<b>1,165,929</b>	<b>1,176,507</b>	<b>10,578</b>	<b>1,105,279</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	2.0	30.0	30.0	30.0		29.0
Funded FTE	1.2	28.1	28.1	28.7	0.6	27.9

Emergency Medical Services GF (5600B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	6,905	7,230	5,500	5,500		5,500
Fines, Forfeitures and Penalties	170,914	249,763	330,280	478,651	148,371	521,437
Intergovernmental Revenues	62,403	430,833	837,042	934,111	97,069	672,111
Miscellaneous Revenue	484,235	580,571	395,143	406,997	11,854	406,997
<b>TOTAL SOURCES</b>	<b>724,457</b>	<b>1,268,397</b>	<b>1,567,965</b>	<b>1,825,259</b>	<b>257,294</b>	<b>1,606,045</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	493,284	546,236	493,330	738,653	245,323	742,983
Services and Supplies	218,914	1,191,229	1,474,387	1,443,870	(30,517)	1,320,326
Other Charges	50,461	52,192	93,597	55,933	(37,664)	55,933
Fixed Assets				100,000	100,000	
<b>Gross Appropriations</b>	<b>762,659</b>	<b>1,789,657</b>	<b>2,061,314</b>	<b>2,338,456</b>	<b>277,142</b>	<b>2,119,242</b>
Intrafund Transfers	(38,202)	(521,260)	(493,349)	(513,197)	(19,848)	(513,197)
<b>TOTAL REQUIREMENTS</b>	<b>724,457</b>	<b>1,268,397</b>	<b>1,567,965</b>	<b>1,825,259</b>	<b>257,294</b>	<b>1,606,045</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	4.0	5.0	5.0	6.0	1.0	6.0
Funded FTE	4.0	4.5	4.5	6.0	1.5	6.0

Emergency Medical Services Fund (5630B)  
Emergency Medical Services Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	1,106,231	1,114,995	1,143,572	1,156,000	12,428	1,156,000
Use of Money and Property	30,726	48,885	40,000	40,000		40,000
Intergovernmental Revenues		132,105				
Miscellaneous Revenue	369,020	459,518	325,529	334,807	9,278	334,807
<b>Total Revenue</b>	<b>1,505,977</b>	<b>1,755,503</b>	<b>1,509,101</b>	<b>1,530,807</b>	<b>21,706</b>	<b>1,530,807</b>
Fund Balance	882,226	1,238,619	1,238,619	1,524,942	286,323	1,524,942
<b>TOTAL SOURCES</b>	<b>2,388,203</b>	<b>2,994,122</b>	<b>2,747,720</b>	<b>3,055,749</b>	<b>308,029</b>	<b>3,055,749</b>
<b>REQUIREMENTS</b>						
Services and Supplies	1,149,584	1,469,180	1,496,944	1,643,563	146,619	1,643,563
<b>Net Appropriations</b>	<b>1,149,584</b>	<b>1,469,180</b>	<b>1,496,944</b>	<b>1,643,563</b>	<b>146,619</b>	<b>1,643,563</b>
Non-General Fund Reserves	1,238,619	1,524,942	1,250,776	1,412,186	161,410	1,412,186
<b>TOTAL REQUIREMENTS</b>	<b>2,388,203</b>	<b>2,994,122</b>	<b>2,747,720</b>	<b>3,055,749</b>	<b>308,029</b>	<b>3,055,749</b>

Aging and Adult Services (5700B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	83,561	73,065	80,000	80,000		80,000
Use of Money and Property	343,585	314,227	500,000	500,000		500,000
Intergovernmental Revenues	10,679,981	11,192,900	9,688,974	10,511,488	822,514	10,528,762
Charges for Services	1,467,545	2,147,113	2,538,886	2,935,901	397,015	2,945,901
Interfund Revenue	138,957	176,960	230,000	176,960	(53,040)	176,960
Miscellaneous Revenue	276,710	215,255	612,000	612,000		612,000
Other Financing Sources	33,690	34,654	40,000	40,000		40,000
<b>Total Revenue</b>	<b>13,024,028</b>	<b>14,154,174</b>	<b>13,689,860</b>	<b>14,856,349</b>	<b>1,166,489</b>	<b>14,883,623</b>
Fund Balance	337,612	829,693	829,693	1,329,693	500,000	1,329,693
<b>TOTAL SOURCES</b>	<b>13,361,640</b>	<b>14,983,867</b>	<b>14,519,553</b>	<b>16,186,042</b>	<b>1,666,489</b>	<b>16,213,316</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	10,689,790	11,349,019	11,844,892	12,185,442	340,550	12,347,265
Services and Supplies	2,638,624	2,874,070	3,442,107	4,648,024	1,205,917	4,648,024
Other Charges	4,033,480	4,039,829	4,067,107	4,073,394	6,287	4,168,563
<b>Gross Appropriations</b>	<b>17,361,894</b>	<b>18,262,919</b>	<b>19,354,106</b>	<b>20,906,860</b>	<b>1,552,754</b>	<b>21,163,852</b>
Intrafund Transfers	(1,400,966)	(1,400,966)	(1,621,249)	(1,616,657)	4,592	(1,616,657)
<b>Net Appropriations</b>	<b>15,960,928</b>	<b>16,861,953</b>	<b>17,732,857</b>	<b>19,290,203</b>	<b>1,557,346</b>	<b>19,547,195</b>
Contingencies/Dept Reserves		492,081	492,081	992,081	500,000	992,081
<b>TOTAL REQUIREMENTS</b>	<b>15,960,928</b>	<b>17,354,034</b>	<b>18,224,938</b>	<b>20,282,284</b>	<b>2,057,346</b>	<b>20,539,276</b>
<b>NET COUNTY COST</b>	<b>2,599,287</b>	<b>2,370,167</b>	<b>3,705,385</b>	<b>4,096,242</b>	<b>390,857</b>	<b>4,325,960</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	118.0	118.0	118.0	118.0		118.0
Funded FTE	118.2	118.0	118.0	117.6	(0.4)	117.6



Conservatorship Program (5700P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	343,585	314,227	500,000	500,000		500,000
Intergovernmental Revenues	99,355	(93,454)	110,000		(110,000)	
Charges for Services	1,341,585	1,975,817	2,398,886	2,757,901	359,015	2,767,901
Interfund Revenue			46,237	62,986	16,749	62,986
Miscellaneous Revenue	254,090	158,053	473,430	473,185	(245)	473,185
Other Financing Sources	33,690	34,654	40,000	40,000		40,000
<b>TOTAL SOURCES</b>	<b>2,072,305</b>	<b>2,389,297</b>	<b>3,568,553</b>	<b>3,834,072</b>	<b>265,519</b>	<b>3,844,072</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,806,637	3,860,617	4,087,095	4,127,429	40,334	4,168,820
Services and Supplies	1,042,831	1,221,705	1,657,260	2,014,504	357,244	2,014,504
Other Charges	246,834	301,826	452,570	469,457	16,887	469,457
<b>Gross Appropriations</b>	<b>5,096,303</b>	<b>5,384,148</b>	<b>6,196,925</b>	<b>6,611,390</b>	<b>414,465</b>	<b>6,652,781</b>
Intrafund Transfers	(1,124,603)	(1,124,603)	(1,162,895)	(1,185,451)	(22,556)	(1,185,451)
<b>TOTAL REQUIREMENTS</b>	<b>3,971,700</b>	<b>4,259,545</b>	<b>5,034,030</b>	<b>5,425,939</b>	<b>391,909</b>	<b>5,467,330</b>
<b>NET COUNTY COST</b>	<b>1,899,395</b>	<b>1,870,248</b>	<b>1,465,477</b>	<b>1,591,867</b>	<b>126,390</b>	<b>1,623,258</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	46.0	44.0	44.0	44.0		44.0
Funded FTE	46.0	44.5	44.5	43.7	(0.8)	43.7

Community-Based Programs (5720P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	83,561	73,065	80,000	80,000		80,000
Intergovernmental Revenues	10,580,625	11,286,354	9,578,974	10,511,488	932,514	10,528,762
Charges for Services	125,960	171,295	140,000	178,000	38,000	178,000
Interfund Revenue	138,957	176,960	183,763	113,974	(69,789)	113,974
Miscellaneous Revenue	22,620	57,202	138,570	138,815	245	138,815
<b>Total Revenue</b>	<b>10,951,723</b>	<b>11,764,877</b>	<b>10,121,307</b>	<b>11,022,277</b>	<b>900,970</b>	<b>11,039,551</b>
Fund Balance	337,612	829,693	829,693	1,329,693	500,000	1,329,693
<b>TOTAL SOURCES</b>	<b>11,289,335</b>	<b>12,594,570</b>	<b>10,951,000</b>	<b>12,351,970</b>	<b>1,400,970</b>	<b>12,369,244</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	6,883,153	7,488,402	7,757,797	8,058,013	300,216	8,178,445
Services and Supplies	1,595,793	1,652,365	1,784,847	2,633,520	848,673	2,633,520
Other Charges	3,786,646	3,738,004	3,614,537	3,603,937	(10,600)	3,699,106
<b>Gross Appropriations</b>	<b>12,265,591</b>	<b>12,878,770</b>	<b>13,157,181</b>	<b>14,295,470</b>	<b>1,138,289</b>	<b>14,511,071</b>
Intrafund Transfers	(276,363)	(276,363)	(458,354)	(431,206)	27,148	(431,206)
<b>Net Appropriations</b>	<b>11,989,228</b>	<b>12,602,407</b>	<b>12,698,827</b>	<b>13,864,264</b>	<b>1,165,437</b>	<b>14,079,865</b>
Contingencies/Dept Reserves		492,081	492,081	992,081	500,000	992,081
<b>TOTAL REQUIREMENTS</b>	<b>11,989,228</b>	<b>13,094,488</b>	<b>13,190,908</b>	<b>14,856,345</b>	<b>1,665,437</b>	<b>15,071,946</b>
<b>NET COUNTY COST</b>	<b>699,893</b>	<b>499,919</b>	<b>2,239,908</b>	<b>2,504,375</b>	<b>264,467</b>	<b>2,702,702</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	72.0	74.0	74.0	74.0		74.0
Funded FTE	72.2	73.6	73.6	74.0	0.4	74.0

IHSS Public Authority (5800B)  
IHSS Public Authority Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	1,778	65,993	23,407		(23,407)	
Intergovernmental Revenues	7,539,055	5,505,493	7,686,348	7,943,315	256,967	7,947,449
Interfund Revenue	4,487,523	4,619,568	4,487,523	4,487,523		4,487,523
Miscellaneous Revenue	2,037	3,179				
<b>Total Revenue</b>	<b>12,030,393</b>	<b>10,194,233</b>	<b>12,197,278</b>	<b>12,430,838</b>	<b>233,560</b>	<b>12,434,972</b>
Fund Balance	1,355,331	3,060,215	3,060,215	3,125,944	65,729	3,258,082
<b>TOTAL SOURCES</b>	<b>13,385,724</b>	<b>13,254,448</b>	<b>15,257,493</b>	<b>15,556,782</b>	<b>299,289</b>	<b>15,693,054</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	142,845	271,168	311,079	480,274	169,195	484,408
Services and Supplies	2,406,294	2,296,946	2,438,250	2,386,726	(51,524)	2,386,726
Other Charges	7,776,371	7,560,391	9,656,840	9,431,700	(225,140)	9,431,700
<b>Net Appropriations</b>	<b>10,325,510</b>	<b>10,128,505</b>	<b>12,406,169</b>	<b>12,298,700</b>	<b>(107,469)</b>	<b>12,302,834</b>
Non-General Fund Reserves	3,060,215	3,125,944	2,851,324	3,258,082	406,758	3,390,220
<b>TOTAL REQUIREMENTS</b>	<b>13,385,725</b>	<b>13,254,449</b>	<b>15,257,493</b>	<b>15,556,782</b>	<b>299,289</b>	<b>15,693,054</b>

Environmental Health Services (5900B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	847,539	852,502	762,220	825,143	62,923	827,223
Fines, Forfeitures and Penalties	91,753	102,033	89,999	97,290	7,291	97,290
Intergovernmental Revenues	1,398,855	1,667,364	1,759,508	2,329,914	570,406	1,871,646
Charges for Services	6,905,077	7,535,384	6,966,273	7,361,279	395,006	7,354,188
Miscellaneous Revenue	363,748	265,101	225,560	274,389	48,829	274,389
Other Financing Sources	76,795	76,795	76,795	76,795		76,795
<b>Total Revenue</b>	<b>9,683,767</b>	<b>10,499,180</b>	<b>9,880,355</b>	<b>10,964,810</b>	<b>1,084,455</b>	<b>10,501,531</b>
Fund Balance	922,516	1,193,696	1,193,696	2,272,488	1,078,792	2,088,415
<b>TOTAL SOURCES</b>	<b>10,606,283</b>	<b>11,692,876</b>	<b>11,074,051</b>	<b>13,237,298</b>	<b>2,163,247</b>	<b>12,589,946</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	7,513,365	7,690,426	8,108,959	8,505,232	396,273	8,494,592
Services and Supplies	1,740,540	1,870,398	2,046,325	2,790,459	744,134	2,314,020
Other Charges	541,234	515,901	567,966	694,320	126,354	670,247
Fixed Assets	28,497		36,000		(36,000)	
Other Financing Uses	180,857	80,000	89,307	54,397	(34,910)	
<b>Gross Appropriations</b>	<b>10,004,492</b>	<b>10,156,725</b>	<b>10,848,557</b>	<b>12,044,408</b>	<b>1,195,851</b>	<b>11,478,859</b>
Intrafund Transfers	(394)					
<b>Net Appropriations</b>	<b>10,004,098</b>	<b>10,156,725</b>	<b>10,848,557</b>	<b>12,044,408</b>	<b>1,195,851</b>	<b>11,478,859</b>
Contingencies/Dept Reserves	706,624	990,727	990,727	1,961,739	971,012	1,961,739
<b>TOTAL REQUIREMENTS</b>	<b>10,710,722</b>	<b>11,147,452</b>	<b>11,839,284</b>	<b>14,006,147</b>	<b>2,166,863</b>	<b>13,440,598</b>
<b>NET COUNTY COST</b>	<b>104,440</b>	<b>(545,424)</b>	<b>765,233</b>	<b>768,849</b>	<b>3,616</b>	<b>850,652</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	75.0	75.0	75.0	76.0	1.0	76.0
Funded FTE	74.8	74.2	74.2	75.5	1.2	75.5

# Mental Health Services (6100B)

## General Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	46,854,302	50,418,870	49,923,165	57,630,827	7,707,662	57,642,221
Charges for Services	23,421,079	22,886,607	27,595,278	26,383,491	(1,211,787)	26,455,550
Interfund Revenue	(182)	550				
Miscellaneous Revenue	213,091	185,636	175,340	193,637	18,297	193,637
Other Financing Sources	35,611	28,002	35,200		(35,200)	
<b>Total Revenue</b>	<b>70,523,902</b>	<b>73,519,666</b>	<b>77,728,983</b>	<b>84,207,955</b>	<b>6,478,972</b>	<b>84,291,408</b>
Fund Balance	5,406,721	6,092,564	6,092,564	7,015,420	922,856	6,068,174
<b>TOTAL SOURCES</b>	<b>75,930,623</b>	<b>79,612,230</b>	<b>83,821,547</b>	<b>91,223,375</b>	<b>7,401,828</b>	<b>90,359,582</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	27,355,874	29,314,758	30,909,406	36,366,668	5,457,262	36,847,393
Services and Supplies	39,306,787	41,348,367	45,096,626	47,467,565	2,370,939	47,078,495
Other Charges	14,172,673	13,231,080	15,002,586	14,977,252	(25,334)	14,687,882
<b>Gross Appropriations</b>	<b>80,835,334</b>	<b>83,894,205</b>	<b>91,008,618</b>	<b>98,811,485</b>	<b>7,802,867</b>	<b>98,613,770</b>
Intrafund Transfers	(1,642,572)	(1,460,137)	(2,295,068)	(1,945,027)	350,041	(1,945,027)
<b>Net Appropriations</b>	<b>79,192,763</b>	<b>82,434,068</b>	<b>88,713,550</b>	<b>96,866,458</b>	<b>8,152,908</b>	<b>96,668,743</b>
Contingencies/Dept Reserves	5,406,721	6,092,564	6,092,564	5,900,123	(192,441)	5,900,123
<b>TOTAL REQUIREMENTS</b>	<b>84,599,484</b>	<b>88,526,632</b>	<b>94,806,114</b>	<b>102,766,581</b>	<b>7,960,467</b>	<b>102,568,866</b>
<b>NET COUNTY COST</b>	<b>8,668,861</b>	<b>8,914,402</b>	<b>10,984,567</b>	<b>11,543,206</b>	<b>558,639</b>	<b>12,209,284</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	303.0	325.0	325.0	368.0	43.0	368.0
Funded FTE	280.9	295.1	295.1	335.1	40.1	335.1

Mental Health Administration (6110P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	4,903,449	4,846,285	5,172,644	5,424,825	252,181	5,436,219
Charges for Services	1,942,805	12,956,852	1,806,642	4,731,707	2,925,065	4,731,707
Interfund Revenue	(182)					
Miscellaneous Revenue	45,364	26,171	42,540	98,032	55,492	98,032
Other Financing Sources	35,611	28,002	35,200		(35,200)	
<b>Total Revenue</b>	<b>6,927,047</b>	<b>17,857,310</b>	<b>7,057,026</b>	<b>10,254,564</b>	<b>3,197,538</b>	<b>10,265,958</b>
Fund Balance	5,406,721	6,092,564	6,092,564	7,015,420	922,856	6,068,174
<b>TOTAL SOURCES</b>	<b>12,333,768</b>	<b>23,949,874</b>	<b>13,149,590</b>	<b>17,269,984</b>	<b>4,120,394</b>	<b>16,334,132</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,446,943	3,947,915	3,668,435	4,953,222	1,284,787	5,015,839
Services and Supplies	2,705,090	2,957,567	2,796,575	5,773,712	2,977,137	5,115,836
Other Charges	1,018,470	852,173	942,016	1,420,326	478,310	1,130,956
<b>Net Appropriations</b>	<b>7,170,503</b>	<b>7,757,655</b>	<b>7,407,026</b>	<b>12,147,260</b>	<b>4,740,234</b>	<b>11,262,631</b>
Contingencies/Dept Reserves	5,406,721	6,092,564	6,092,564	5,900,123	(192,441)	5,900,123
<b>TOTAL REQUIREMENTS</b>	<b>12,577,224</b>	<b>13,850,219</b>	<b>13,499,590</b>	<b>18,047,383</b>	<b>4,547,793</b>	<b>17,162,754</b>
<b>NET COUNTY COST</b>	<b>243,456</b>	<b>(10,099,656)</b>	<b>350,000</b>	<b>777,399</b>	<b>427,399</b>	<b>828,622</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	31.0	39.0	39.0	46.0	7.0	46.0
Funded FTE	30.1	36.2	36.2	42.2	6.0	42.2

# Mental Health Youth Services (6130P) General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	9,120,026	15,891,860	11,570,378	15,437,164	3,866,786	15,437,164
Charges for Services	3,242,750	894,313	3,909,228	5,016,871	1,107,643	5,060,709
Interfund Revenue		550				
Miscellaneous Revenue	61,722	96,305	54,000	41,189	(12,811)	41,189
<b>TOTAL SOURCES</b>	<b>12,424,499</b>	<b>16,883,028</b>	<b>15,533,606</b>	<b>20,495,224</b>	<b>4,961,618</b>	<b>20,539,062</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	11,735,560	12,605,295	14,424,128	16,253,260	1,829,132	16,480,819
Services and Supplies	3,502,491	3,848,708	5,311,989	8,236,668	2,924,679	8,262,067
Other Charges	1,863,504	1,678,019	2,242,741	1,649,235	(593,506)	1,649,235
<b>Gross Appropriations</b>	<b>17,101,554</b>	<b>18,132,022</b>	<b>21,978,858</b>	<b>26,139,163</b>	<b>4,160,305</b>	<b>26,392,121</b>
Intrafund Transfers	(1,512,572)	(1,323,586)	(1,865,068)	(1,445,067)	420,001	(1,445,067)
<b>TOTAL REQUIREMENTS</b>	<b>15,588,982</b>	<b>16,808,435</b>	<b>20,113,790</b>	<b>24,694,096</b>	<b>4,580,306</b>	<b>24,947,054</b>
<b>NET COUNTY COST</b>	<b>3,164,484</b>	<b>(74,593)</b>	<b>4,580,184</b>	<b>4,198,872</b>	<b>(381,312)</b>	<b>4,407,992</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	143.0	159.0	159.0	170.0	11.0	170.0
Funded FTE	132.3	143.3	143.3	157.3	14.0	157.3

Mental Health Adult Services (6140P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	32,830,827	29,680,725	33,180,143	36,768,838	3,588,695	36,768,838
Charges for Services	18,235,524	9,035,442	21,879,408	16,634,913	(5,244,495)	16,663,134
Miscellaneous Revenue	106,005	63,160	78,800	54,416	(24,384)	54,416
<b>TOTAL SOURCES</b>	<b>51,172,356</b>	<b>38,779,327</b>	<b>55,138,351</b>	<b>53,458,167</b>	<b>(1,680,184)</b>	<b>53,486,388</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	12,173,372	12,761,548	12,816,843	15,160,186	2,343,343	15,350,735
Services and Supplies	33,099,206	34,542,091	36,988,062	33,457,185	(3,530,877)	33,700,592
Other Charges	11,290,699	10,700,889	11,817,829	11,907,691	89,862	11,907,691
<b>Gross Appropriations</b>	<b>56,563,277</b>	<b>58,004,529</b>	<b>61,622,734</b>	<b>60,525,062</b>	<b>(1,097,672)</b>	<b>60,959,018</b>
Intrafund Transfers	(130,000)	(136,551)	(430,000)	(499,960)	(69,960)	(499,960)
<b>TOTAL REQUIREMENTS</b>	<b>56,433,277</b>	<b>57,867,978</b>	<b>61,192,734</b>	<b>60,025,102</b>	<b>(1,167,632)</b>	<b>60,459,058</b>
<b>NET COUNTY COST</b>	<b>5,260,921</b>	<b>19,088,651</b>	<b>6,054,383</b>	<b>6,566,935</b>	<b>512,552</b>	<b>6,972,670</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	129.0	127.0	127.0	152.0	25.0	152.0
Funded FTE	118.5	115.6	115.6	135.6	20.0	135.6



Public Health Services (6200B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	12,151	12,414	14,000	14,000		14,000
Use of Money and Property		75,000	75,000	75,000		75,000
Intergovernmental Revenues	21,218,404	21,103,435	19,783,180	21,229,978	1,446,798	21,258,919
Charges for Services	3,875,221	4,184,440	4,583,785	4,939,653	355,868	4,998,818
Interfund Revenue	425,582	576,076	767,330	553,700	(213,630)	553,700
Miscellaneous Revenue	3,352,044	3,003,534	2,561,102	2,587,534	26,432	2,537,534
<b>Total Revenue</b>	<b>28,883,402</b>	<b>28,954,899</b>	<b>27,784,397</b>	<b>29,399,865</b>	<b>1,615,468</b>	<b>29,437,971</b>
Fund Balance	1,640,380	2,952,465	2,952,465	3,949,080	996,615	3,433,764
<b>TOTAL SOURCES</b>	<b>30,523,782</b>	<b>31,907,364</b>	<b>30,736,862</b>	<b>33,348,945</b>	<b>2,612,083</b>	<b>32,871,735</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	24,222,623	25,227,536	26,239,213	29,385,546	3,146,333	30,316,330
Services and Supplies	7,411,479	7,095,261	6,542,021	8,050,000	1,507,979	7,617,673
Other Charges	4,360,715	4,437,822	5,479,856	5,396,357	(83,499)	5,396,357
Fixed Assets	131,431	414,247	620,000	281,000	(339,000)	
Other Financing Uses		35,097	230,000	185,000	(45,000)	185,000
<b>Gross Appropriations</b>	<b>36,126,249</b>	<b>37,209,964</b>	<b>39,111,090</b>	<b>43,297,903</b>	<b>4,186,813</b>	<b>43,515,360</b>
Intrafund Transfers	(807,560)	(1,378,464)	(1,181,153)	(1,536,669)	(355,516)	(1,536,669)
<b>Net Appropriations</b>	<b>35,318,689</b>	<b>35,831,500</b>	<b>37,929,937</b>	<b>41,761,234</b>	<b>3,831,297</b>	<b>41,978,691</b>
Contingencies/Dept Reserves	681,500	1,120,166	1,120,166	1,828,565	708,399	1,828,565
<b>TOTAL REQUIREMENTS</b>	<b>36,000,189</b>	<b>36,951,666</b>	<b>39,050,103</b>	<b>43,589,799</b>	<b>4,539,696</b>	<b>43,807,256</b>
<b>NET COUNTY COST</b>	<b>5,476,407</b>	<b>5,044,302</b>	<b>8,313,241</b>	<b>10,240,854</b>	<b>1,927,613</b>	<b>10,935,521</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	272.0	276.0	276.0	288.0	12.0	288.0
Funded FTE	254.6	262.4	262.4	272.6	10.2	272.6

Disease Control and Prevention (6220P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	12,151	12,414	14,000	14,000		14,000
Use of Money and Property		75,000	75,000	75,000		75,000
Intergovernmental Revenues	10,169,725	10,834,405	10,290,306	11,080,008	789,702	11,008,137
Charges for Services	1,465,907	1,812,702	1,875,085	1,976,320	101,235	1,976,320
Interfund Revenue	425,582	576,076	767,330	553,700	(213,630)	553,700
Miscellaneous Revenue	690,864	182,703	42,444	66,852	24,408	66,852
<b>Total Revenue</b>	<b>12,764,228</b>	<b>13,493,299</b>	<b>13,064,165</b>	<b>13,765,880</b>	<b>701,715</b>	<b>13,694,009</b>
Fund Balance	1,600,389	2,912,474	2,912,474	3,908,172	995,698	3,392,856
<b>TOTAL SOURCES</b>	<b>14,364,617</b>	<b>16,405,773</b>	<b>15,976,639</b>	<b>17,674,052</b>	<b>1,697,413</b>	<b>17,086,865</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	10,130,102	10,171,128	10,654,753	12,339,593	1,684,840	12,688,461
Services and Supplies	3,661,579	3,885,619	3,045,834	3,685,644	639,810	3,303,317
Other Charges	3,135,608	3,180,782	4,140,542	3,973,413	(167,129)	3,973,413
Fixed Assets	131,431	414,247	620,000	281,000	(339,000)	
Other Financing Uses		35,097	230,000	185,000	(45,000)	185,000
<b>Gross Appropriations</b>	<b>17,058,720</b>	<b>17,686,873</b>	<b>18,691,129</b>	<b>20,464,650</b>	<b>1,773,521</b>	<b>20,150,191</b>
Intrafund Transfers	(574,732)	(1,051,511)	(1,004,502)	(1,138,269)	(133,767)	(1,138,269)
<b>Net Appropriations</b>	<b>16,483,988</b>	<b>16,635,362</b>	<b>17,686,627</b>	<b>19,326,381</b>	<b>1,639,754</b>	<b>19,011,922</b>
Contingencies/Dept Reserves	641,509	1,080,175	1,080,175	1,788,574	708,399	1,788,574
<b>TOTAL REQUIREMENTS</b>	<b>17,125,497</b>	<b>17,715,537</b>	<b>18,766,802</b>	<b>21,114,955</b>	<b>2,348,153</b>	<b>20,800,496</b>
<b>NET COUNTY COST</b>	<b>2,760,880</b>	<b>1,309,764</b>	<b>2,790,163</b>	<b>3,440,903</b>	<b>650,740</b>	<b>3,713,631</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	119.0	109.0	109.0	114.0	5.0	114.0
Funded FTE	114.5	107.4	107.4	110.3	2.9	110.3

Family Health Services (6240P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	11,048,680	10,269,030	9,492,874	10,149,970	657,096	10,250,782
Charges for Services	2,409,314	2,371,739	2,708,700	2,963,333	254,633	3,022,498
Miscellaneous Revenue	2,661,181	2,820,831	2,518,658	2,520,682	2,024	2,470,682
<b>Total Revenue</b>	<b>16,119,174</b>	<b>15,461,600</b>	<b>14,720,232</b>	<b>15,633,985</b>	<b>913,753</b>	<b>15,743,962</b>
Fund Balance	39,991	39,991	39,991	40,908	917	40,908
<b>TOTAL SOURCES</b>	<b>16,159,165</b>	<b>15,501,591</b>	<b>14,760,223</b>	<b>15,674,893</b>	<b>914,670</b>	<b>15,784,870</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	14,092,521	15,056,408	15,584,460	17,045,953	1,461,493	17,627,869
Services and Supplies	3,749,901	3,209,642	3,496,187	4,364,356	868,169	4,314,356
Other Charges	1,225,107	1,257,040	1,339,314	1,422,944	83,630	1,422,944
<b>Gross Appropriations</b>	<b>19,067,529</b>	<b>19,523,091</b>	<b>20,419,961</b>	<b>22,833,253</b>	<b>2,413,292</b>	<b>23,365,169</b>
Intrafund Transfers	(232,828)	(326,953)	(176,651)	(398,400)	(221,749)	(398,400)
<b>Net Appropriations</b>	<b>18,834,701</b>	<b>19,196,138</b>	<b>20,243,310</b>	<b>22,434,853</b>	<b>2,191,543</b>	<b>22,966,769</b>
Contingencies/Dept Reserves	39,991	39,991	39,991	39,991		39,991
<b>TOTAL REQUIREMENTS</b>	<b>18,874,692</b>	<b>19,236,129</b>	<b>20,283,301</b>	<b>22,474,844</b>	<b>2,191,543</b>	<b>23,006,760</b>
<b>NET COUNTY COST</b>	<b>2,715,527</b>	<b>3,734,538</b>	<b>5,523,078</b>	<b>6,799,951</b>	<b>1,276,873</b>	<b>7,221,890</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	153.0	167.0	167.0	174.0	7.0	174.0
Funded FTE	140.1	155.0	155.0	162.4	7.3	162.4

Correctional Services (6300B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	376,435	350,714	350,719	357,327	6,608	357,327
Charges for Services	1,477	1,252	429	429		429
Interfund Revenue	375,726	386,996	372,324	386,996	14,672	386,996
Miscellaneous Revenue	87,675	53,853	39,302	39,302		39,302
<b>Total Revenue</b>	<b>841,313</b>	<b>792,815</b>	<b>762,774</b>	<b>784,054</b>	<b>21,280</b>	<b>784,054</b>
Fund Balance	415,359	98,048	98,048	315,013	216,965	
<b>TOTAL SOURCES</b>	<b>1,256,672</b>	<b>890,863</b>	<b>860,822</b>	<b>1,099,067</b>	<b>238,245</b>	<b>784,054</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	7,943,208	8,399,601	8,718,492	10,177,066	1,458,574	10,376,068
Services and Supplies	4,628,556	4,797,617	4,909,877	5,599,047	689,170	5,696,654
Other Charges	476,061	505,570	541,551	515,056	(26,495)	515,056
Fixed Assets			5,000	84,765	79,765	12,000
<b>Gross Appropriations</b>	<b>13,047,825</b>	<b>13,702,788</b>	<b>14,174,920</b>	<b>16,375,934</b>	<b>2,201,014</b>	<b>16,599,778</b>
Intrafund Transfers	(7,461,031)	(8,390,642)	(8,349,708)	(9,377,471)	(1,027,763)	(9,583,551)
<b>Net Appropriations</b>	<b>5,586,793</b>	<b>5,312,146</b>	<b>5,825,212</b>	<b>6,998,463</b>	<b>1,173,251</b>	<b>7,016,227</b>
Contingencies/Dept Reserves				92,000	92,000	
<b>TOTAL REQUIREMENTS</b>	<b>5,586,793</b>	<b>5,312,146</b>	<b>5,825,212</b>	<b>7,090,463</b>	<b>1,265,251</b>	<b>7,016,227</b>
<b>NET COUNTY COST</b>	<b>4,330,121</b>	<b>4,421,283</b>	<b>4,964,390</b>	<b>5,991,396</b>	<b>1,027,006</b>	<b>6,232,173</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	91.0	91.0	91.0	95.0	4.0	95.0
Funded FTE	83.6	82.8	82.8	89.3	6.6	89.3

# Agricultural Commissioner/Sealer (6500B) General Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	286,554	359,337	270,000	399,000	129,000	399,000
Fines, Forfeitures and Penalties	12,483	29,988	10,125		(10,125)	
Intergovernmental Revenues	1,597,856	1,895,435	1,816,121	1,892,164	76,043	1,892,164
Charges for Services	160,318	150,958	171,700	171,700		171,700
Miscellaneous Revenue	1,909	20,244	200	200		200
<b>Total Revenue</b>	<b>2,059,119</b>	<b>2,455,961</b>	<b>2,268,146</b>	<b>2,463,064</b>	<b>194,918</b>	<b>2,463,064</b>
Fund Balance	284,293	78,002	78,002	81,384	3,382	81,384
<b>TOTAL SOURCES</b>	<b>2,343,412</b>	<b>2,533,963</b>	<b>2,346,148</b>	<b>2,544,448</b>	<b>198,300</b>	<b>2,544,448</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,589,870	2,731,910	2,698,844	2,875,189	176,345	2,907,812
Services and Supplies	800,987	935,227	1,003,365	1,103,383	100,018	1,066,839
Other Charges	252,954	405,920	277,059	357,611	80,552	399,611
<b>Gross Appropriations</b>	<b>3,643,811</b>	<b>4,073,057</b>	<b>3,979,268</b>	<b>4,336,183</b>	<b>356,915</b>	<b>4,374,262</b>
Intrafund Transfers	(752,134)	(841,791)	(885,588)	(972,637)	(87,049)	(978,093)
<b>Net Appropriations</b>	<b>2,891,677</b>	<b>3,231,266</b>	<b>3,093,680</b>	<b>3,363,546</b>	<b>269,866</b>	<b>3,396,169</b>
Contingencies/Dept Reserves	36,183	36,183	36,183	36,183		36,183
<b>TOTAL REQUIREMENTS</b>	<b>2,927,860</b>	<b>3,267,449</b>	<b>3,129,863</b>	<b>3,399,729</b>	<b>269,866</b>	<b>3,432,352</b>
<b>NET COUNTY COST</b>	<b>584,448</b>	<b>733,485</b>	<b>783,715</b>	<b>855,281</b>	<b>71,566</b>	<b>887,904</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	28.0	28.0	28.0	29.0	1.0	29.0
Funded FTE	26.4	26.4	26.4	27.2	0.9	27.2

Administration and Support (6521P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Charges for Services	25	25				
Miscellaneous Revenue		22				
<b>Total Revenue</b>	<b>25</b>	<b>47</b>				
Fund Balance	55,435	78,002	78,002	54,305	(23,697)	54,305
<b>TOTAL SOURCES</b>	<b>55,460</b>	<b>78,049</b>	<b>78,002</b>	<b>54,305</b>	<b>(23,697)</b>	<b>54,305</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	460,647	493,701	558,146	591,943	33,797	597,399
Services and Supplies	35,316	49,212	95,202	64,369	(30,833)	64,369
Other Charges	252,936	298,599	277,059	316,325	39,266	316,325
<b>Gross Appropriations</b>	<b>748,899</b>	<b>841,512</b>	<b>930,407</b>	<b>972,637</b>	<b>42,230</b>	<b>978,093</b>
Intrafund Transfers	(752,134)	(841,791)	(885,588)	(972,637)	(87,049)	(978,093)
<b>Net Appropriations</b>	<b>(3,235)</b>	<b>(280)</b>	<b>44,819</b>		<b>(44,819)</b>	
Contingencies/Dept Reserves	36,183	36,183	36,183	36,183		36,183
<b>TOTAL REQUIREMENTS</b>	<b>32,948</b>	<b>35,903</b>	<b>81,002</b>	<b>36,183</b>	<b>(44,819)</b>	<b>36,183</b>
<b>NET COUNTY COST</b>	<b>(22,512)</b>	<b>(42,146)</b>	<b>3,000</b>	<b>(18,122)</b>	<b>(21,122)</b>	<b>(18,122)</b>
<b>AUTHORIZED POSITIONS</b>						
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 Program (6522P)

## General Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	350	3,908				
Intergovernmental Revenues	1,561,923	1,846,463	1,779,329	1,796,552	17,223	1,796,552
Charges for Services	154,148	143,326	166,500	166,500		166,500
Miscellaneous Revenue	1,509	19,673				
<b>Total Revenue</b>	<b>1,717,930</b>	<b>2,013,370</b>	<b>1,945,829</b>	<b>1,963,052</b>	<b>17,223</b>	<b>1,963,052</b>
Fund Balance	228,858			25,079	25,079	25,079
<b>TOTAL SOURCES</b>	<b>1,946,788</b>	<b>2,013,370</b>	<b>1,945,829</b>	<b>1,988,131</b>	<b>42,302</b>	<b>1,988,131</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,742,224	1,789,000	1,751,138	1,880,036	128,898	1,903,514
Services and Supplies	588,028	644,627	799,891	782,382	(17,509)	745,020
Other Charges	18	44,225		23,164	23,164	65,164
<b>TOTAL REQUIREMENTS</b>	<b>2,330,269</b>	<b>2,477,851</b>	<b>2,551,029</b>	<b>2,685,582</b>	<b>134,553</b>	<b>2,713,698</b>
<b>NET COUNTY COST</b>	<b>383,482</b>	<b>464,482</b>	<b>605,200</b>	<b>697,451</b>	<b>92,251</b>	<b>725,567</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	19.0	19.0	19.0	20.0	1.0	20.0
Funded FTE	17.4	17.4	17.4	18.3	0.9	18.3

Consumer Protection Program (6523P)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Licenses, Permits and Franchises	286,554	359,337	270,000	399,000	129,000	399,000
Fines, Forfeitures and Penalties	12,133	26,080	10,125		(10,125)	
Intergovernmental Revenues	35,932	48,972	36,792	95,612	58,820	95,612
Charges for Services	6,145	7,607	5,200	5,200		5,200
Miscellaneous Revenue	400	548	200	200		200
<b>Total Revenue</b>	<b>341,164</b>	<b>442,544</b>	<b>322,317</b>	<b>500,012</b>	<b>177,695</b>	<b>500,012</b>
Fund Balance				2,000	2,000	2,000
<b>TOTAL SOURCES</b>	<b>341,164</b>	<b>442,544</b>	<b>322,317</b>	<b>502,012</b>	<b>179,695</b>	<b>502,012</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	386,999	449,209	389,560	403,210	13,650	406,899
Services and Supplies	177,643	241,389	108,272	256,632	148,360	257,450
Other Charges		63,096		18,122	18,122	18,122
<b>TOTAL REQUIREMENTS</b>	<b>564,642</b>	<b>753,694</b>	<b>497,832</b>	<b>677,964</b>	<b>180,132</b>	<b>682,471</b>
<b>NET COUNTY COST</b>	<b>223,479</b>	<b>311,150</b>	<b>175,515</b>	<b>175,952</b>	<b>437</b>	<b>180,459</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	4.0	4.0	4.0	4.0		4.0
Funded FTE	4.0	4.0	4.0	4.0		4.0



IHSS Public Authority GF (6900B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>REQUIREMENTS</b>						
Other Charges	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
<b>TOTAL REQUIREMENTS</b>	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
<b>NET COUNTY COST</b>	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523

San Mateo Medical Center (6600D)  
Medical Center Enterprise Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	261	984	35,000	37,657	2,657	37,657
Use of Money and Property	3,458	2,636	5,000	5,000		5,000
Intergovernmental Revenues	32,952,522	51,607,362	37,223,133	15,758,050	(21,465,083)	15,758,050
Charges for Services	99,590,679	95,311,383	109,529,711	129,434,271	19,904,560	130,834,067
Interfund Revenue	1,835,943	6,779,689	3,117,837	14,337,923	11,220,086	15,903,360
Miscellaneous Revenue	2,732,819	3,498,856	3,466,806	3,497,585	30,779	5,537,676
Other Financing Sources	48,011,462	40,012,515	44,452,000	54,047,737	9,595,737	54,047,737
<b>Total Revenue</b>	<b>185,127,144</b>	<b>197,213,425</b>	<b>197,829,487</b>	<b>217,118,223</b>	<b>19,288,736</b>	<b>222,123,547</b>
Fund Balance	3,532					
<b>TOTAL SOURCES</b>	<b>185,130,676</b>	<b>197,213,425</b>	<b>197,829,487</b>	<b>217,118,223</b>	<b>19,288,736</b>	<b>222,123,547</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	103,894,550	112,119,182	112,902,849	128,080,449	15,177,600	131,401,091
Services and Supplies	51,723,991	54,474,817	53,203,394	51,883,857	(1,319,537)	53,532,868
Other Charges	19,895,494	20,751,263	21,759,661	27,163,755	5,404,094	27,199,426
Other Financing Uses	9,616,641	9,868,163	9,963,583	9,990,162	26,579	9,990,162
<b>TOTAL REQUIREMENTS</b>	<b>185,130,676</b>	<b>197,213,424</b>	<b>197,829,487</b>	<b>217,118,223</b>	<b>19,288,736</b>	<b>222,123,547</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	1,222.0	1,306.0	1,306.0	1,314.0	8.0	1,314.0
Funded FTE	1,100.0	1,148.9	1,148.9	1,173.9	25.0	1,173.9

# Administrative and Quality Management Services (6601B)

## Medical Center Enterprise Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	37	15				
Use of Money and Property	27	719				
Intergovernmental Revenues	31,971,847	50,133,478	35,248,295	13,797,981	(21,450,314)	13,797,981
Charges for Services	(171,599,223)	(189,229,636)	(194,538,468)	(183,586,593)	10,951,875	(182,186,797)
Interfund Revenue	733,428	5,534,479	1,454,311	13,069,872	11,615,561	14,635,309
Miscellaneous Revenue	435,295	664,682	687,931	811,771	123,840	2,851,862
Other Financing Sources	47,707,046	39,890,896	44,452,000	53,926,119	9,474,119	53,926,119
<b>Total Revenue</b>	<b>(90,751,543)</b>	<b>(93,005,365)</b>	<b>(112,695,931)</b>	<b>(101,980,850)</b>	<b>10,715,081</b>	<b>(96,975,526)</b>
Fund Balance	3,532					
<b>TOTAL SOURCES</b>	<b>(90,748,011)</b>	<b>(93,005,365)</b>	<b>(112,695,931)</b>	<b>(101,980,850)</b>	<b>10,715,081</b>	<b>(96,975,526)</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	15,286,485	15,958,392	17,441,725	21,853,752	4,412,027	21,865,415
Services and Supplies	19,366,545	20,815,674	19,884,021	19,533,712	(350,309)	20,923,508
Other Charges	11,873,471	12,121,189	12,543,635	18,078,057	5,534,422	18,112,928
Other Financing Uses	9,616,641	9,868,163	9,963,583	9,990,162	26,579	9,990,162
<b>TOTAL REQUIREMENTS</b>	<b>56,143,143</b>	<b>58,763,417</b>	<b>59,832,964</b>	<b>69,455,683</b>	<b>9,622,719</b>	<b>70,892,013</b>
<b>NET COUNTY COST</b>	<b>146,891,154</b>	<b>151,768,783</b>	<b>172,528,895</b>	<b>171,436,533</b>	<b>(1,092,362)</b>	<b>167,867,539</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	181.0	193.0	193.0	193.0		193.0
Funded FTE	180.6	187.3	187.3	191.4	4.1	191.4

Patient Care Services (6610B)  
Medical Center Enterprise Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	11,423					
Charges for Services	89,377,657	92,867,942	100,490,102	102,782,300	2,292,198	102,782,300
Interfund Revenue		630				
Miscellaneous Revenue	81,321	256,530	129,269	110,737	(18,532)	110,737
Other Financing Sources	(48,800)					
<b>TOTAL SOURCES</b>	<b>89,421,601</b>	<b>93,125,102</b>	<b>100,619,371</b>	<b>102,893,037</b>	<b>2,273,666</b>	<b>102,893,037</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	24,001,269	26,853,442	26,937,822	30,649,186	3,711,364	31,930,445
Services and Supplies	9,600,904	10,765,096	9,583,477	9,844,269	260,792	9,844,269
Other Charges	322,220	417,213	318,414	422,200	103,786	422,200
<b>TOTAL REQUIREMENTS</b>	<b>33,924,392</b>	<b>38,035,751</b>	<b>36,839,713</b>	<b>40,915,655</b>	<b>4,075,942</b>	<b>42,196,914</b>
<b>NET COUNTY COST</b>	<b>(55,497,209)</b>	<b>(55,089,351)</b>	<b>(63,779,658)</b>	<b>(61,977,382)</b>	<b>1,802,276</b>	<b>(60,696,123)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	250.0	266.0	266.0	267.0	1.0	267.0
Funded FTE	206.0	219.4	219.4	225.5	6.1	225.5

Clinical Ancillary and Support Services (6640B)  
Medical Center Enterprise Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	221	904	35,000	37,657	2,657	37,657
Use of Money and Property	3,431	1,917	5,000	5,000		5,000
Charges for Services	68,553,884	68,836,540	77,255,842	72,659,770	(4,596,072)	72,659,770
Interfund Revenue	293,671	490,075	547,910	189,810	(358,100)	189,810
Miscellaneous Revenue	1,597,814	1,954,203	2,294,949	2,037,362	(257,587)	2,037,362
Other Financing Sources	85,962	121,619		121,618	121,618	121,618
<b>TOTAL SOURCES</b>	<b>70,534,985</b>	<b>71,405,257</b>	<b>80,138,701</b>	<b>75,051,217</b>	<b>(5,087,484)</b>	<b>75,051,217</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	19,489,333	19,825,198	20,866,578	22,160,832	1,294,254	22,498,591
Services and Supplies	17,701,222	17,445,239	19,069,004	17,403,518	(1,665,486)	17,598,842
Other Charges	3,795,239	4,257,140	4,319,271	4,443,330	124,059	4,443,892
<b>TOTAL REQUIREMENTS</b>	<b>40,985,793</b>	<b>41,527,578</b>	<b>44,254,853</b>	<b>44,007,680</b>	<b>(247,173)</b>	<b>44,541,325</b>
<b>NET COUNTY COST</b>	<b>(29,549,192)</b>	<b>(29,877,679)</b>	<b>(35,883,848)</b>	<b>(31,043,537)</b>	<b>4,840,311</b>	<b>(30,509,892)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	232.0	242.0	242.0	246.0	4.0	246.0
Funded FTE	228.2	233.5	233.5	240.5	7.0	240.5

Long-Term Care Services (6680B)  
Medical Center Enterprise Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	(263,260)					
Charges for Services	64,468,864	69,591,452	70,283,057	80,905,993	10,622,936	80,905,993
Miscellaneous Revenue	60,715	82,138	33,324	73,031	39,707	73,031
Other Financing Sources	270,264					
<b>TOTAL SOURCES</b>	<b>64,536,582</b>	<b>69,673,590</b>	<b>70,316,381</b>	<b>80,979,024</b>	<b>10,662,643</b>	<b>80,979,024</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	18,807,989	21,629,612	18,410,457	21,823,531	3,413,074	22,689,808
Services and Supplies	2,190,078	2,607,335	1,655,581	1,877,463	221,882	1,941,354
Other Charges	2,397,543	2,539,662	2,580,144	2,668,907	88,763	2,668,907
<b>TOTAL REQUIREMENTS</b>	<b>23,395,609</b>	<b>26,776,609</b>	<b>22,646,182</b>	<b>26,369,901</b>	<b>3,723,719</b>	<b>27,300,069</b>
<b>NET COUNTY COST</b>	<b>(41,140,973)</b>	<b>(42,896,981)</b>	<b>(47,670,199)</b>	<b>(54,609,123)</b>	<b>(6,938,924)</b>	<b>(53,678,955)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	259.0	294.0	294.0	292.0	(2.0)	292.0
Funded FTE	206.2	222.8	222.8	228.6	5.8	228.6

Ambulatory and Medical Staff Services (6850B)  
Medical Center Enterprise Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	2	65				
Intergovernmental Revenues	1,232,512	1,473,884	1,974,838	1,960,069	(14,769)	1,960,069
Charges for Services	48,789,497	53,245,084	56,039,178	56,672,801	633,623	56,672,801
Interfund Revenue	808,844	754,505	1,115,616	1,078,241	(37,375)	1,078,241
Miscellaneous Revenue	557,674	541,303	321,333	464,684	143,351	464,684
Other Financing Sources	(3,010)					
<b>TOTAL SOURCES</b>	<b>51,385,519</b>	<b>56,014,840</b>	<b>59,450,965</b>	<b>60,175,795</b>	<b>724,830</b>	<b>60,175,795</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	26,309,475	27,852,538	29,246,267	31,593,148	2,346,881	32,416,832
Services and Supplies	2,865,243	2,841,473	3,011,311	3,224,895	213,584	3,224,895
Other Charges	1,507,021	1,416,058	1,998,197	1,551,261	(446,936)	1,551,499
<b>TOTAL REQUIREMENTS</b>	<b>30,681,739</b>	<b>32,110,069</b>	<b>34,255,775</b>	<b>36,369,304</b>	<b>2,113,529</b>	<b>37,193,226</b>
<b>NET COUNTY COST</b>	<b>(20,703,780)</b>	<b>(23,904,771)</b>	<b>(25,195,190)</b>	<b>(23,806,491)</b>	<b>1,388,699</b>	<b>(22,982,569)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	300.0	311.0	311.0	316.0	5.0	316.0
Funded FTE	278.9	285.9	285.9	287.8	2.0	287.8

Medical Center Capital Purchases (6750D)  
Medical Center Enterprise Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	3,026,317		3,800,000	800,000	(3,000,000)	800,000
Interfund Revenue		665,810		3,656,000	3,656,000	3,656,000
Miscellaneous Revenue	256,425	28,164	7,670,000	1,810,000	(5,860,000)	1,810,000
<b>TOTAL SOURCES</b>	<b>3,282,742</b>	<b>693,974</b>	<b>11,470,000</b>	<b>6,266,000</b>	<b>(5,204,000)</b>	<b>6,266,000</b>
<b>REQUIREMENTS</b>						
Services and Supplies	653,185	103,470	850,000		(850,000)	
Other Charges	862,975		800,000		(800,000)	
Fixed Assets	793,811	(22)	4,820,000	6,256,000	1,436,000	6,256,000
Other Financing Uses	972,771	590,526	5,000,000	10,000	(4,990,000)	10,000
<b>TOTAL REQUIREMENTS</b>	<b>3,282,742</b>	<b>693,974</b>	<b>11,470,000</b>	<b>6,266,000</b>	<b>(5,204,000)</b>	<b>6,266,000</b>



Contributions to Medical Center (5850D)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	19,191,081	13,277,939	11,880,187	12,113,525	233,338	12,482,625
Miscellaneous Revenue	6,976,004	6,533,886	7,193,499	7,193,499		7,193,499
<b>TOTAL SOURCES</b>	<b>26,167,085</b>	<b>19,811,825</b>	<b>19,073,686</b>	<b>19,307,024</b>	<b>233,338</b>	<b>19,676,124</b>
<b>REQUIREMENTS</b>						
Services and Supplies	15,012,150	15,693,102	8,670,833	20,172,509	11,501,676	20,172,509
Other Charges	4,549,152	4,850,926				
Other Financing Uses	43,152,000	39,752,387	45,376,904	50,113,858	4,736,954	52,010,537
<b>TOTAL REQUIREMENTS</b>	<b>62,713,302</b>	<b>60,296,415</b>	<b>54,047,737</b>	<b>70,286,367</b>	<b>16,238,630</b>	<b>72,183,046</b>
<b>NET COUNTY COST</b>	<b>36,546,217</b>	<b>40,484,590</b>	<b>34,974,051</b>	<b>50,979,343</b>	<b>16,005,292</b>	<b>52,506,922</b>

First 5 San Mateo County (1950B)  
First 5 Fund (Information Only)

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	1,004,508	1,327,544	800,000	1,012,000	212,000	900,000
Intergovernmental Revenues	11,343,876	10,868,023	10,002,051	10,406,448	404,397	10,224,232
Miscellaneous Revenue	139,445	1,256,775	1,250,000	100,000	(1,150,000)	100,000
<b>Total Revenue</b>	<b>12,487,829</b>	<b>13,452,342</b>	<b>12,052,051</b>	<b>11,518,448</b>	<b>(533,603)</b>	<b>11,224,232</b>
Fund Balance	34,424,465	36,401,004	36,407,777	39,643,633	3,235,856	35,284,664
<b>TOTAL SOURCES</b>	<b>46,912,294</b>	<b>49,853,346</b>	<b>48,459,828</b>	<b>51,162,081</b>	<b>2,702,253</b>	<b>46,508,896</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	874,903	918,872	1,026,543	1,163,772	137,229	1,211,119
Services and Supplies	2,050,200	2,266,361	3,514,061	1,358,838	(2,155,223)	1,064,115
Other Charges	7,579,414	7,024,478	11,257,750	13,139,957	1,882,207	15,635,985
<b>Gross Appropriations</b>	<b>10,504,518</b>	<b>10,209,712</b>	<b>15,798,354</b>	<b>15,662,567</b>	<b>(135,787)</b>	<b>17,911,219</b>
Intrafund Transfers			(64,651)		64,651	
<b>Net Appropriations</b>	<b>10,504,518</b>	<b>10,209,712</b>	<b>15,733,703</b>	<b>15,662,567</b>	<b>(71,136)</b>	<b>17,911,219</b>
Non-General Fund Reserves	36,407,776	39,643,633	32,726,125	35,499,514	2,773,389	28,597,677
<b>TOTAL REQUIREMENTS</b>	<b>46,912,294</b>	<b>49,853,345</b>	<b>48,459,828</b>	<b>51,162,081</b>	<b>2,702,253</b>	<b>46,508,896</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	10.0	12.0	12.0	12.0		12.0
Funded FTE	9.2	11.0	11.0	11.4	0.3	11.4

Department of Child Support Services (2600B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555
<b>TOTAL SOURCES</b>	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555
<b>REQUIREMENTS</b>						
Salaries and Benefits	9,103,795	8,797,713	9,356,347	9,472,712	116,365	9,472,712
Services and Supplies	616,846	858,711	606,253	591,250	(15,003)	591,250
Other Charges	1,431,267	1,407,567	1,506,951	1,438,042	(68,909)	1,375,593
<b>TOTAL REQUIREMENTS</b>	11,151,907	11,063,991	11,469,551	11,502,004	32,453	11,439,555
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	112.0	107.0	107.0	102.0	(5.0)	102.0
Funded FTE	111.2	105.6	105.2	100.8	(4.4)	100.8

Human Services Agency (7000D)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property		27,828	27,828	28,587	759	28,587
Intergovernmental Revenues	132,740,881	139,393,082	155,938,381	162,123,914	6,185,533	162,108,690
Charges for Services	1,356,590	1,703,038	2,170,495	2,296,282	125,787	2,296,282
Interfund Revenue	43,210	38,887	50,000	68,645	18,645	68,645
Miscellaneous Revenue	3,721,986	3,238,571	3,252,125	2,991,896	(260,229)	2,991,896
<b>Total Revenue</b>	<b>137,862,668</b>	<b>144,401,407</b>	<b>161,438,829</b>	<b>167,509,324</b>	<b>6,070,495</b>	<b>167,494,100</b>
Fund Balance	6,166,477	7,435,341	7,435,341	6,732,355	(702,986)	4,675,164
<b>TOTAL SOURCES</b>	<b>144,029,145</b>	<b>151,836,748</b>	<b>168,874,170</b>	<b>174,241,679</b>	<b>5,367,509</b>	<b>172,169,264</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	65,519,284	71,349,128	75,861,597	82,544,582	6,682,985	83,622,786
Services and Supplies	35,462,260	40,906,334	48,182,769	50,873,530	2,690,761	48,868,171
Other Charges	74,335,217	74,059,069	85,226,125	85,997,419	771,294	85,730,806
Fixed Assets	152,218	185,776	504,000	506,000	2,000	392,000
Other Financing Uses	293,196	285,605	313,473	311,738	(1,735)	311,738
<b>Gross Appropriations</b>	<b>175,762,175</b>	<b>186,785,912</b>	<b>210,087,964</b>	<b>220,233,269</b>	<b>10,145,305</b>	<b>218,925,501</b>
Intrafund Transfers	(19,787,618)	(20,232,654)	(23,200,245)	(24,503,933)	(1,303,688)	(24,254,793)
<b>Net Appropriations</b>	<b>155,974,557</b>	<b>166,553,258</b>	<b>186,887,719</b>	<b>195,729,336</b>	<b>8,841,617</b>	<b>194,670,708</b>
Contingencies/Dept Reserves	4,086,733	4,330,306	4,330,306	4,653,804	323,498	4,653,804
<b>TOTAL REQUIREMENTS</b>	<b>160,061,290</b>	<b>170,883,564</b>	<b>191,218,025</b>	<b>200,383,140</b>	<b>9,165,115</b>	<b>199,324,512</b>
<b>NET COUNTY COST</b>	<b>16,032,145</b>	<b>19,046,816</b>	<b>22,343,855</b>	<b>26,141,461</b>	<b>3,797,606</b>	<b>27,155,248</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	738.0	796.0	796.0	843.0	47.0	843.0
Funded FTE	732.3	781.8	781.8	828.2	46.4	828.2

Program Support (7301B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	2,382,123	2,278,818	1,553,835	1,457,899	(95,936)	1,462,017
Miscellaneous Revenue	88,913	50,053	25,000		(25,000)	
<b>Total Revenue</b>	<b>2,471,036</b>	<b>2,328,871</b>	<b>1,578,835</b>	<b>1,457,899</b>	<b>(120,936)</b>	<b>1,462,017</b>
Fund Balance	3,337,891	3,989,464	3,989,464	3,860,830	(128,634)	3,605,655
<b>TOTAL SOURCES</b>	<b>5,808,927</b>	<b>6,318,335</b>	<b>5,568,299</b>	<b>5,318,729</b>	<b>(249,570)</b>	<b>5,067,672</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	10,938,920	10,908,972	11,621,514	12,294,793	673,279	12,445,533
Services and Supplies	2,610,616	2,770,939	4,753,349	4,324,364	(428,985)	3,874,364
Other Charges	2,271,471	2,210,604	2,391,969	2,359,397	(32,572)	2,359,397
Fixed Assets	96,623	140,191	440,000	400,000	(40,000)	350,000
<b>Gross Appropriations</b>	<b>15,917,631</b>	<b>16,030,705</b>	<b>19,206,832</b>	<b>19,378,554</b>	<b>171,722</b>	<b>19,029,294</b>
Intrafund Transfers	(14,220,364)	(14,464,507)	(16,571,535)	(17,178,086)	(606,551)	(17,049,939)
<b>Net Appropriations</b>	<b>1,697,267</b>	<b>1,566,198</b>	<b>2,635,297</b>	<b>2,200,468</b>	<b>(434,829)</b>	<b>1,979,355</b>
Contingencies/Dept Reserves	3,096,891	3,340,464	3,340,464	3,584,295	243,831	3,584,295
<b>TOTAL REQUIREMENTS</b>	<b>4,794,158</b>	<b>4,906,662</b>	<b>5,975,761</b>	<b>5,784,763</b>	<b>(190,998)</b>	<b>5,563,650</b>
<b>NET COUNTY COST</b>	<b>(1,014,769)</b>	<b>(1,411,674)</b>	<b>407,462</b>	<b>466,034</b>	<b>58,572</b>	<b>495,978</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	111.0	114.0	114.0	116.0	2.0	116.0
Funded FTE	110.5	113.1	113.1	115.0	1.9	115.0

Community Capacity Building (7201B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	512,296	469,263	511,113	692,124	181,011	675,624
Miscellaneous Revenue	43,800					
<b>Total Revenue</b>	<b>556,096</b>	<b>469,263</b>	<b>511,113</b>	<b>692,124</b>	<b>181,011</b>	<b>675,624</b>
Fund Balance		274,883	274,883	113,500	(161,383)	
<b>TOTAL SOURCES</b>	<b>556,096</b>	<b>744,146</b>	<b>785,996</b>	<b>805,624</b>	<b>19,628</b>	<b>675,624</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	93,224	205,618	227,952	341,076	113,124	342,744
Services and Supplies	1,787,220	2,194,674	2,685,182	3,260,204	575,022	3,197,195
Other Charges	529,601	154,809	166,682	171,704	5,022	171,704
<b>Gross Appropriations</b>	<b>2,410,045</b>	<b>2,555,101</b>	<b>3,079,816</b>	<b>3,772,984</b>	<b>693,168</b>	<b>3,711,643</b>
Intrafund Transfers	(241,695)	(206,333)	(561,000)	(767,298)	(206,298)	(767,298)
<b>TOTAL REQUIREMENTS</b>	<b>2,168,350</b>	<b>2,348,768</b>	<b>2,518,816</b>	<b>3,005,686</b>	<b>486,870</b>	<b>2,944,345</b>
<b>NET COUNTY COST</b>	<b>1,612,254</b>	<b>1,604,622</b>	<b>1,732,820</b>	<b>2,200,062</b>	<b>467,242</b>	<b>2,268,721</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	1.0	2.0	2.0	4.0	2.0	4.0
Funded FTE	1.0	2.0	2.0	3.2	1.2	3.2

# Economic Self-Sufficiency (7001B)

## General Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Intergovernmental Revenues	66,357,038	72,096,483	78,945,767	80,985,226	2,039,459	81,151,550
Charges for Services	836,330	967,563	1,206,307	1,360,725	154,418	1,360,725
Interfund Revenue	43,210	38,887	50,000	68,645	18,645	68,645
Miscellaneous Revenue	1,218,409	1,380,643	679,551	744,592	65,041	744,592
<b>Total Revenue</b>	<b>68,454,988</b>	<b>74,483,575</b>	<b>80,881,625</b>	<b>83,159,188</b>	<b>2,277,563</b>	<b>83,325,512</b>
Fund Balance	197,393	50,000	50,000	25,000	(25,000)	
<b>TOTAL SOURCES</b>	<b>68,652,381</b>	<b>74,533,575</b>	<b>80,931,625</b>	<b>83,184,188</b>	<b>2,252,563</b>	<b>83,325,512</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	31,449,885	34,413,758	36,591,634	39,773,002	3,181,368	40,183,500
Services and Supplies	17,106,022	20,132,681	20,983,834	22,079,121	1,095,287	22,124,128
Other Charges	31,838,106	31,817,644	34,907,542	34,109,188	(798,354)	34,109,188
Fixed Assets	55,595	45,585	64,000	64,000		
Other Financing Uses	217,566	285,605	233,315	230,687	(2,628)	230,687
<b>Gross Appropriations</b>	<b>80,667,174</b>	<b>86,695,273</b>	<b>92,780,325</b>	<b>96,255,998</b>	<b>3,475,673</b>	<b>96,647,503</b>
Intrafund Transfers	(4,075,508)	(4,724,813)	(4,967,360)	(5,221,542)	(254,182)	(5,100,549)
<b>TOTAL REQUIREMENTS</b>	<b>76,591,666</b>	<b>81,970,460</b>	<b>87,812,965</b>	<b>91,034,456</b>	<b>3,221,491</b>	<b>91,546,954</b>
<b>NET COUNTY COST</b>	<b>7,939,285</b>	<b>7,436,885</b>	<b>6,881,340</b>	<b>7,850,268</b>	<b>968,928</b>	<b>8,221,442</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	370.0	404.0	404.0	436.0	32.0	436.0
Funded FTE	367.0	397.1	397.1	427.3	30.3	427.3

Family Strength (7101B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property		27,828	27,828	28,587	759	28,587
Intergovernmental Revenues	63,489,424	64,548,519	74,927,666	78,988,665	4,060,999	78,819,499
Charges for Services	520,260	735,476	964,188	935,557	(28,631)	935,557
Miscellaneous Revenue	2,370,864	1,807,875	2,547,574	2,247,304	(300,270)	2,247,304
<b>Total Revenue</b>	<b>66,380,548</b>	<b>67,119,697</b>	<b>78,467,256</b>	<b>82,200,113</b>	<b>3,732,857</b>	<b>82,030,947</b>
Fund Balance	2,631,193	3,120,994	3,120,994	2,733,025	(387,969)	1,069,509
<b>TOTAL SOURCES</b>	<b>69,011,741</b>	<b>70,240,691</b>	<b>81,588,250</b>	<b>84,933,138</b>	<b>3,344,888</b>	<b>83,100,456</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	23,037,255	25,820,780	27,420,497	30,135,711	2,715,214	30,651,009
Services and Supplies	13,958,401	15,808,040	19,760,404	21,209,841	1,449,437	19,672,484
Other Charges	39,696,039	39,876,012	47,759,932	49,357,130	1,597,198	49,090,517
Fixed Assets				42,000	42,000	42,000
Other Financing Uses	75,630		80,158	81,051	893	81,051
<b>Gross Appropriations</b>	<b>76,767,326</b>	<b>81,504,832</b>	<b>95,020,991</b>	<b>100,825,733</b>	<b>5,804,742</b>	<b>99,537,061</b>
Intrafund Transfers	(1,250,051)	(837,001)	(1,100,350)	(1,337,007)	(236,657)	(1,337,007)
<b>Net Appropriations</b>	<b>75,517,275</b>	<b>80,667,831</b>	<b>93,920,641</b>	<b>99,488,726</b>	<b>5,568,085</b>	<b>98,200,054</b>
Contingencies/Dept Reserves	989,842	989,842	989,842	1,069,509	79,667	1,069,509
<b>TOTAL REQUIREMENTS</b>	<b>76,507,117</b>	<b>81,657,673</b>	<b>94,910,483</b>	<b>100,558,235</b>	<b>5,647,752</b>	<b>99,269,563</b>
<b>NET COUNTY COST</b>	<b>7,495,376</b>	<b>11,416,982</b>	<b>13,322,233</b>	<b>15,625,097</b>	<b>2,302,864</b>	<b>16,169,107</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	256.0	276.0	276.0	287.0	11.0	287.0
Funded FTE	253.8	269.7	269.7	282.7	13.0	282.7



# Non-Departmental Services (8000B)

## General Fund

### FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Taxes	264,547,187	303,776,554	238,747,060	273,137,267	34,390,207	260,555,191
Licenses, Permits and Franchises	357,472	378,730	350,000	350,000		350,000
Use of Money and Property	11,037,690	12,481,761	9,030,000	9,708,244	678,244	9,902,409
Intergovernmental Revenues	5,247,977	18,170,718	16,182,270	2,264,699	(13,917,571)	2,264,699
Charges for Services	22,051	23,175				
Interfund Revenue	4,996,454	6,920,212	6,340,653	10,281,950	3,941,297	10,281,950
Miscellaneous Revenue	664,645	8,302,440		150,000	150,000	150,000
<b>Total Revenue</b>	<b>286,873,477</b>	<b>350,053,590</b>	<b>270,649,983</b>	<b>295,892,160</b>	<b>25,242,177</b>	<b>283,504,249</b>
Fund Balance	142,413,310	200,584,890	200,584,890	244,330,494	43,745,604	178,611,876
<b>TOTAL SOURCES</b>	<b>429,286,787</b>	<b>550,638,480</b>	<b>471,234,873</b>	<b>540,222,654</b>	<b>68,987,781</b>	<b>462,116,125</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	11,830		4,036,000	5,000,000	964,000	5,000,000
Services and Supplies	4,692,764	12,577,542	12,971,849	14,113,074	1,141,225	9,776,736
Other Charges	292,012	5,305,206	14,197,832	11,479,579	(2,718,253)	7,799,636
Fixed Assets		85,117	3,502,000	3,075,000	(427,000)	(325,000)
Other Financing Uses	7,473,751	36,369,570	39,929,833	60,970,761	21,040,928	8,312,355
<b>Gross Appropriations</b>	<b>12,470,358</b>	<b>54,337,434</b>	<b>74,637,514</b>	<b>94,638,414</b>	<b>20,000,900</b>	<b>30,563,727</b>
Intrafund Transfers	(365,590)	(584,160)	(595,674)	(409,433)	186,241	(409,433)
<b>Net Appropriations</b>	<b>12,104,768</b>	<b>53,753,274</b>	<b>74,041,840</b>	<b>94,228,981</b>	<b>20,187,141</b>	<b>30,154,294</b>
Contingencies/Dept Reserves	86,898,967	128,705,049	135,227,338	135,028,583	(198,755)	115,456,172
<b>TOTAL REQUIREMENTS</b>	<b>99,003,735</b>	<b>182,458,323</b>	<b>209,269,178</b>	<b>229,257,564</b>	<b>19,988,386</b>	<b>145,610,466</b>
<b>NET COUNTY COST</b>	<b>(330,283,053)</b>	<b>(368,180,157)</b>	<b>(261,965,696)</b>	<b>(310,965,090)</b>	<b>(48,999,394)</b>	<b>(316,505,659)</b>

Sergeants/Teamsters Retiree Health (8050B)  
Sergeants/Teamsters Retiree Health Funds

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	3,607	2,094	3,200	108	(3,092)	
Interfund Revenue	11,830					
Miscellaneous Revenue	11,830					
<b>Total Revenue</b>	<b>27,267</b>	<b>2,094</b>	<b>3,200</b>	<b>108</b>	<b>(3,092)</b>	
Fund Balance	140,889	110,152	110,152	26,071	(84,081)	
<b>TOTAL SOURCES</b>	<b>168,156</b>	<b>112,246</b>	<b>113,352</b>	<b>26,179</b>	<b>(87,173)</b>	
<b>REQUIREMENTS</b>						
Salaries and Benefits	70,515	86,175	97,260	26,179	(71,081)	
<b>Net Appropriations</b>	<b>70,515</b>	<b>86,175</b>	<b>97,260</b>	<b>26,179</b>	<b>(71,081)</b>	
Contingencies/Dept Reserves	97,641	26,071	16,092		(16,092)	
<b>TOTAL REQUIREMENTS</b>	<b>168,156</b>	<b>112,246</b>	<b>113,352</b>	<b>26,179</b>	<b>(87,173)</b>	

Contingencies (8100B)  
General Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>REQUIREMENTS</b>						
Contingencies/Dept Reserves	23,501,594	25,918,920	26,155,224	28,243,170	2,087,946	26,188,914
<b>TOTAL REQUIREMENTS</b>	23,501,594	25,918,920	26,155,224	28,243,170	2,087,946	26,188,914
<b>NET COUNTY COST</b>	23,501,594	25,918,920	26,155,224	28,243,170	2,087,946	26,188,914

Accumulated Capital Outlay Fund (8200B)  
Accumulated Capital Outlay Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	222	208				
<b>Total Revenue</b>	222	208				
Fund Balance	7,635	7,857	4,378	5,406	1,028	3,688
<b>TOTAL SOURCES</b>	7,857	8,065	4,378	5,406	1,028	3,688
<b>REQUIREMENTS</b>						
Other Financing Uses		2,660	4,378	1,718	(2,660)	
<b>Net Appropriations</b>		2,660	4,378	1,718	(2,660)	
Contingencies/Dept Reserves	7,857	5,406		3,688	3,688	3,688
<b>TOTAL REQUIREMENTS</b>	7,857	8,066	4,378	5,406	1,028	3,688

Courthouse Construction Fund (8300B)  
 Courthouse Temporary Construction Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties		1,161				
Use of Money and Property	80,966	96,574	60,000	60,000		60,000
Charges for Services	1,435,779	1,309,741	1,200,000	1,200,000		1,200,000
<b>Total Revenue</b>	<b>1,516,745</b>	<b>1,407,476</b>	<b>1,260,000</b>	<b>1,260,000</b>		<b>1,260,000</b>
Fund Balance	3,105,738	2,894,186	2,894,186	3,124,962	230,776	3,125,376
<b>TOTAL SOURCES</b>	<b>4,622,483</b>	<b>4,301,662</b>	<b>4,154,186</b>	<b>4,384,962</b>	<b>230,776</b>	<b>4,385,376</b>
<b>REQUIREMENTS</b>						
Other Financing Uses	1,728,296	1,176,700	1,659,229	1,259,586	(399,643)	894,134
<b>Net Appropriations</b>	<b>1,728,296</b>	<b>1,176,700</b>	<b>1,659,229</b>	<b>1,259,586</b>	<b>(399,643)</b>	<b>894,134</b>
Non-General Fund Reserves	2,894,186	3,124,962	2,494,957	3,125,376	630,419	3,491,242
<b>TOTAL REQUIREMENTS</b>	<b>4,622,482</b>	<b>4,301,662</b>	<b>4,154,186</b>	<b>4,384,962</b>	<b>230,776</b>	<b>4,385,376</b>

Criminal Justice Construction Fund (8400B)  
Criminal Justice Temporary Construction Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Fines, Forfeitures and Penalties		65				
Use of Money and Property	52,679	52,635	40,000	40,000		40,000
Charges for Services	1,433,293	1,310,881	1,200,000	1,200,000		1,200,000
<b>Total Revenue</b>	<b>1,485,973</b>	<b>1,363,581</b>	<b>1,240,000</b>	<b>1,240,000</b>		<b>1,240,000</b>
Fund Balance	2,066,511	1,997,976	1,997,976	1,415,363	(582,613)	1,541,752
<b>TOTAL SOURCES</b>	<b>3,552,484</b>	<b>3,361,557</b>	<b>3,237,976</b>	<b>2,655,363</b>	<b>(582,613)</b>	<b>2,781,752</b>
<b>REQUIREMENTS</b>						
Other Financing Uses	1,554,507	1,946,194	1,959,826	1,113,611	(846,215)	1,105,659
<b>Net Appropriations</b>	<b>1,554,507</b>	<b>1,946,194</b>	<b>1,959,826</b>	<b>1,113,611</b>	<b>(846,215)</b>	<b>1,105,659</b>
Non-General Fund Reserves	1,997,976	1,415,363	1,278,150	1,541,752	263,602	1,676,093
<b>TOTAL REQUIREMENTS</b>	<b>3,552,483</b>	<b>3,361,557</b>	<b>3,237,976</b>	<b>2,655,363</b>	<b>(582,613)</b>	<b>2,781,752</b>

Capital Projects (8500B)  
Capital Project Fund

FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	22,769	47,968				
Intergovernmental Revenues	68,070	42,824	3,409,505	3,868,081	458,576	1,934,041
Charges for Services	767	515	1,120,720	3,443,979	2,323,259	1,721,990
Miscellaneous Revenue	41,371	62,185	3,168,465	3,443,934	275,469	1,721,968
Other Financing Sources	6,449,514	6,215,062	21,691,058	14,904,366	(6,786,692)	7,340,461
<b>Total Revenue</b>	<b>6,582,491</b>	<b>6,368,555</b>	<b>29,389,748</b>	<b>25,660,360</b>	<b>(3,729,388)</b>	<b>12,718,460</b>
Fund Balance	982,869	1,440,171	1,409,519	2,112,101	702,582	1,888,650
<b>TOTAL SOURCES</b>	<b>7,565,360</b>	<b>7,808,725</b>	<b>30,799,267</b>	<b>27,772,461</b>	<b>(3,026,806)</b>	<b>14,607,110</b>
<b>REQUIREMENTS</b>						
Fixed Assets	6,126,812	5,696,624	29,414,316	25,883,811	(3,530,505)	12,718,460
<b>Gross Appropriations</b>	<b>6,126,812</b>	<b>5,696,624</b>	<b>29,414,316</b>	<b>25,883,811</b>	<b>(3,530,505)</b>	<b>12,718,460</b>
Intrafund Transfers	(1,624)					
<b>Net Appropriations</b>	<b>6,125,188</b>	<b>5,696,624</b>	<b>29,414,316</b>	<b>25,883,811</b>	<b>(3,530,505)</b>	<b>12,718,460</b>
Contingencies/Dept Reserves	1,440,171	2,112,101	1,384,951	1,888,650	503,699	1,888,650
<b>TOTAL REQUIREMENTS</b>	<b>7,565,359</b>	<b>7,808,725</b>	<b>30,799,267</b>	<b>27,772,461</b>	<b>(3,026,806)</b>	<b>14,607,110</b>

## Debt Service Fund (8900B)

## Debt Service Fund

## FY 2006-07 and 2007-08 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2005-06	Adopted 2006-07	Change 2006-07	Adopted 2007-08
<b>SOURCES</b>						
Use of Money and Property	616,555	759,665				
Miscellaneous Revenue	81,364	(81,364)				
Other Financing Sources	21,958,476	15,876,710	21,048,683	21,226,791	178,108	26,467,987
<b>Total Revenue</b>	<b>22,656,396</b>	<b>16,555,011</b>	<b>21,048,683</b>	<b>21,226,791</b>	<b>178,108</b>	<b>26,467,987</b>
Fund Balance	23,107,405	24,913,188	24,913,188	20,394,390	(4,518,798)	19,247,557
<b>TOTAL SOURCES</b>	<b>45,763,801</b>	<b>41,468,199</b>	<b>45,961,871</b>	<b>41,621,181</b>	<b>(4,340,690)</b>	<b>45,715,544</b>
<b>REQUIREMENTS</b>						
Other Charges	20,850,612	21,073,809	22,192,243	22,373,624	181,381	27,614,007
<b>Net Appropriations</b>	<b>20,850,612</b>	<b>21,073,809</b>	<b>22,192,243</b>	<b>22,373,624</b>	<b>181,381</b>	<b>27,614,007</b>
Non-General Fund Reserves	24,913,188	20,394,390	23,769,628	19,247,557	(4,522,071)	18,101,537
<b>TOTAL REQUIREMENTS</b>	<b>45,763,800</b>	<b>41,468,199</b>	<b>45,961,871</b>	<b>41,621,181</b>	<b>(4,340,690)</b>	<b>45,715,544</b>



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# *Controller's Schedules*



*Adopted Budget*  
*FY 2006-07*  
*FY 2007-08*



People	<p><b>Realize the potential of our diverse population.</b></p> <ol style="list-style-type: none"> <li>1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.</li> <li>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.</li> </ol> <p><b>Provide equal access to educational opportunity.</b></p> <ol style="list-style-type: none"> <li>3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.</li> <li>4. Residents have many educational and training opportunities beyond high school.</li> </ol> <p><b>Ensure basic health and safety for all.</b></p> <ol style="list-style-type: none"> <li>5. Residents have access to healthcare and preventive care.</li> <li>6. Children grow up healthy in safe and supportive homes and neighborhoods.</li> <li>7. Maintain and enhance the public safety of all residents and visitors.</li> <li>8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.</li> </ol>
Place	<p><b>Offer a full range of housing choices.</b></p> <ol style="list-style-type: none"> <li>9. Housing exists for people at all income levels and for all generations of families.</li> </ol> <p><b>Redesign our urban environment to increase vitality, expand variety and reduce congestion.</b></p> <ol style="list-style-type: none"> <li>10. Public transportation choices that are convenient, affordable, accessible and safe.</li> <li>11. New housing is clustered with jobs and commercial services along transportation corridors.</li> <li>12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.</li> </ol> <p><b>Preserve and provide people access for our natural environment.</b></p> <ol style="list-style-type: none"> <li>13. Fixing the boundary between open space and development protects the quality of the natural environment.</li> <li>14. Important natural resources are preserved and enhanced through environmental stewardship.</li> <li>15. Residents have nearby access to green space, such as parks and recreational opportunities.</li> </ol>
Prosperity	<p><b>Create opportunities for every household to participate in our prosperity.</b></p> <ol style="list-style-type: none"> <li>16. Residents hold the majority of jobs created in the county.</li> <li>17. All households experience real gains in income.</li> </ol> <p><b>Sow the seeds of our future prosperity.</b></p> <ol style="list-style-type: none"> <li>18. San Mateo County attracts and maintains leading-edge industries.</li> <li>19. The skill level of new workers rises with improved K-12 education and training options.</li> </ol>
Partnerships	<p><b>Responsive, effective and collaborative government.</b></p> <ol style="list-style-type: none"> <li>20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.</li> <li>21. County employees understand, support and integrate the County vision and goals into their delivery of services.</li> <li>22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.</li> </ol> <p><b>Leaders work together across boundaries to preserve and enhance our quality of life.</b></p> <ol style="list-style-type: none"> <li>23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.</li> <li>24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.</li> <li>25. Residents express their support for regional, collaborative approaches to issues.</li> </ol>

**County of San Mateo  
STATE OF CALIFORNIA  
SUMMARY OF COUNTY BUDGET  
FOR FISCAL YEAR 2006-2007**

**COUNTY BUDGET FORM  
SCHEDULE 1**

COUNTY FUNDS (1)	AVAILABLE FINANCING				FINANCING REQUIREMENTS		
	Fund Balance Unreserved/ Undesignated 6/30/06 (2)	Cancellation of Prior Year Reserves/ Designations (3)	Estimated Additional Financing Sources (4)	Total Available Financing (5)	Estimated Financing Uses (6)	Provisions for Reserves and Designations (new or incr.) (7)	Total Financing Requirements (8)
00001 GENERAL FUND	303,853,169		873,639,134	1,177,492,303	1,177,492,303		1,177,492,303
00102 EMERGENCY MEDICAL SERVICES FD	1,524,942		1,530,807	3,055,749	3,055,749		3,055,749
00105 IHSS PUBLIC AUTHORITY FD	3,125,944		12,430,838	15,556,782	15,556,782		15,556,782
00106 FISH AND GAME PROPAGATION FD	80,308		6,501	86,809	86,809		86,809
00107 OFF-HIGHWAY VEHICLE LICENSE FEES F	241,748		7,500	249,248	249,248		249,248
00108 STRUCTURAL FIRE PROTECTION FD	166,505		5,633,617	5,800,122	5,800,122		5,800,122
00110 ROAD FUND	2,716,768		16,126,818	18,843,586	18,843,586		18,843,586
00111 HALF-CENT TRANSPORTATION FD	1,091,454		2,172,258	3,263,712	3,263,712		3,263,712
00114 ROAD IMPROVEMENT FUND	3,596,740		700,000	4,296,740	4,296,740		4,296,740
00115 SOLID WASTE FUND	8,777,576		5,724,200	14,501,776	14,501,776		14,501,776
00301 DEBT SERVICE FUND	20,394,390		21,226,791	41,621,181	41,621,181		41,621,181
00400 ACCUMULATED CAPITAL OUTLAY FD	5,406		0	5,406	5,406		5,406
00401 CRIMINAL JUSTICE TEMP CONST FD	1,415,363		1,240,000	2,655,363	2,655,363		2,655,363
00402 COURTHOUSE TEMP CONSTRUCTION FD	3,124,962		1,260,000	4,384,962	4,384,962		4,384,962
00404 PARKS ACQUISITION & DEVELOPMENT F	4,068,264		4,809,229	8,877,493	8,877,493		8,877,493
00410 CAPITAL PROJECTS FD	2,112,101		25,660,360	27,772,461	27,772,461		27,772,461
Appropriation Limit (including districts under control of the Board of Supervisors) \$346,735,080							
Appropriations Subject to the Limitation \$177,109,556							
<b>TOTAL</b>	<b>356,295,640</b>	<b>0</b>	<b>972,168,053</b>	<b>1,328,463,692</b>	<b>1,328,463,692</b>	<b>0</b>	<b>1,328,463,692</b>

**COUNTY BUDGET FORM  
SCHEDULE 2**

**County of San Mateo  
STATE OF CALIFORNIA  
ANALYSIS OF FUND BALANCE UNRESERVED/UNDESIGNATED  
AS OF JUNE 30, 2006**

COUNTY FUNDS  (1)	Fund Balance (per auditor) as of June 30, 2006 Actual (2)	LESS: FUND BALANCE-RESERVED/DESIGNATED			Fund Balance Unreserved/ Undesignated June 30, 2006 Actual (6)
		Encumbrances (3)	General & Other Reserves (4)	Designations (5)	
00001 GENERAL FUND	349,271,245	11,406,413	34,011,663		303,853,169
00102 EMERGENCY MEDICAL SERVICES FUND	1,524,942				1,524,942
00105 IHSS PUBLIC AUTHORITY FUND	3,125,944				3,125,944
00106 FISH AND GAME PROPAGATION FUND	80,308				80,308
00107 OFF-HIGHWAY VEHICLE LICENSE FEES	241,748				241,748
00108 STRUCTURAL FIRE PROTECTION FUND	166,505				166,505
00110 ROAD FUND	3,431,802		404,499	310,535	2,716,768
00111 HALF-CENT TRANSPORTATION FUND	1,091,454				1,091,454
00114 ROAD IMPROVEMENT FUND	3,596,740				3,596,740
00115 SOLID WASTE FUND	8,777,576				8,777,576
00301 DEBT SERVICE FUND	20,394,390				20,394,390
00400 ACCUMULATED CAPITAL OUTLAY FUND	3,005,406		3,000,000		5,406
00401 CRIMINAL JUSTICE TEMP CONST FUND	1,415,363				1,415,363
00402 COURTHOUSE TEMP CONSTRUCTION	3,124,962				3,124,962
00404 PARKS ACQUISITION & DEVELOPMENT	4,068,264				4,068,264
00410 CAPITAL PROJECTS FUND	2,112,101				2,112,101
<b>TOTAL</b>	<b>405,428,750</b>	<b>11,406,413</b>	<b>37,416,162</b>	<b>310,535</b>	<b>356,295,640</b>

## 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 2005-2006

Description (Identify Reserves and Designations) (1)	Reserves/ Designations Balance as of 6/30/06 (2)	Amount Made Available for Financing by Cancellation		Increase or New Reserves/Desig. to be Provided in Budget Year		Total Reserves/ Designations for Budget Year (7)	Fund (8)
		Recommended (3)	Approved/ Adopted by the Board of Supervisors (4)	Recommended (5)	Approved/ Adopted by the Board of Supervisors (6)		
00001 GENERAL FUND							
General Reserves	34,011,663	0	0	0	0	34,011,663	00001
00108 STRUCTURAL FIRE PROTECTION FUND							
General Reserves	404,499	0	0	0	0	404,499	00108
Designations	310,535	0	0	0	0	310,535	00108
00400 ACCUMULATED CAPITAL OUTLAY FUND							
General Reserves	3,000,000	0	0	0	0	3,000,000	00400
<b>TOTAL</b>	<b>37,726,697</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,726,697</b>	

County of San Mateo  
STATE OF CALIFORNIASUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES AND RESIDUAL EQUITY TRANSFERS)  
BUDGET FOR FISCAL YEAR 2006-2007

DESCRIPTION (1)	Actual 2004-2005 (2)	Actual 2005-2006 (3)	Recommended 2006-2007 (4)	Approved/ Adopted by the Board of Supervisors 2006-2007 (5)
SUMMARIZATION BY SOURCE				
Taxes	270,662,759	309,342,522	279,190,902	279,263,432
Licenses, Permits and Franchises	11,600,875	12,723,647	11,282,919	11,282,919
Fines, Forfeitures and Penalties	8,400,216	8,890,100	8,674,695	8,674,695
Revenue from Use of Money and Property	14,066,089	15,850,252	12,392,944	12,392,944
Intergovernmental Revenues				
State	256,875,971	265,960,752	314,634,726	319,874,880
Federal	102,629,731	98,740,892	93,091,817	96,088,967
Other	11,128,490	25,875,540	9,722,285	9,870,735
Charges for Services	86,746,803	84,771,344	91,607,100	92,233,140
Miscellaneous Revenues	28,831,039	37,222,453	31,258,669	31,790,843
Total Interfund Revenues	59,938,018	62,679,356	69,890,167	74,064,222
Operating Transfers In	28,838,990	22,597,691	37,837,066	36,631,275
TOTAL	879,718,981	944,654,549	959,583,291	972,168,053

County of San Mateo  
STATE OF CALIFORNIASUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES AND RESIDUAL EQUITY TRANSFERS)  
BUDGET FOR FISCAL YEAR 2006-2007

DESCRIPTION (1)	Actual 2004-2005 (2)	Actual 2005-2006 (3)	Recommended 2006-2007 (4)	Approved/ Adopted by the Board of Supervisors 2006-2007 (5)
SUMMARIZATION BY FUND				
00001 GENERAL FUND	802,115,455	871,564,747	860,099,017	873,639,134
00102 EMERGENCY MEDICAL SERVICES FUND	1,505,977	1,755,503	1,530,807	1,530,807
00105 IHSS PUBLIC AUTHORITY FUND	12,030,393	10,194,233	12,342,503	12,430,838
00106 FISH AND GAME FUND	10,830	8,217	6,501	6,501
00107 OFF-HIGHWAY LICENSE FEES	21,625	10,555	7,500	7,500
00108 STRUCTURAL FIRE PROTECTION	5,270,240	5,038,727	5,633,617	5,633,617
00110 ROAD FUND	15,008,279	18,113,109	16,126,818	16,126,818
00111 SMC HALF-CENT TRANSPORTATION FUND	2,441,909	1,915,795	2,172,258	2,172,258
00114 ROADWAY IMPROVEMENT FUND	861,286	798,076	700,000	700,000
00115 SOLID WASTE FUND	6,330,066	6,349,287	5,724,200	5,724,200
00301 DEBT SERVICE FUND	22,656,396	16,555,011	21,226,791	21,226,791
00400 ACCUMULATED CAPITAL OUTLAY	222	208	0	0
00401 CRIMINAL JUSTICE FAC TEMP CONST FUND	1,485,973	1,363,581	1,240,000	1,240,000
00402 COURTHOUSE TEMP CONSTRUCTION FUND	1,516,745	1,407,476	1,260,000	1,260,000
00404 PARKS ACQ & DEVELOPMENT FUND	1,881,096	3,211,470	4,809,229	4,809,229
00410 CAPITAL PROJECTS FUND	6,582,491	6,368,555	26,704,050	25,660,360
TOTAL	879,718,981	944,654,549	959,583,291	972,168,053



County of San Mateo  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR THE FISCAL YEAR 2006-2007

COUNTY BUDGET FORM  
SCHEDULE 5  
Page 1

SOURCE CLASSIFICATION	Revenue Number	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved/Adopted by the Board of Supervisors 2006-2007	Fund *
<b>TAXES</b>						
Current Year Secured	1021	129,370,343	139,153,439	147,756,829	147,756,829	00108
	1021	4,027,167	3,892,700	4,170,348	4,170,348	
Prior Yr Sec - State Redemption	1024	129,863	605,950	200,000	200,000	
ERAF III SHIFT	1027	(6,704,877)	(6,704,877)	0	0	00108
Current Year Unsecured	1031	10,349,057	8,962,745	8,533,127	8,533,127	
	1031	342,346	290,665	243,529	243,529	
Prior Year Unsecured	1033	(62,809)	8,612	15,942	15,942	00108
	1033	(2,416)	(2,524)	0	0	
Current Yr Secure Supplemental	1041	8,353,240	9,903,904	4,750,000	4,750,000	
	1041	198,992	194,153	135,000	135,000	00108
Current Yr Unsec Supplemental	1042	121,257	211,132	100,000	100,000	00108
	1042	4,423	5,949	5,000	5,000	
Prior Yr Sec Supp - State Redemp	1043	264,188	241,134	0	0	
	1043	10,197	8,731	7,500	7,500	00108
Pior Yr Unsec Supp - State Redemp	1045	29,896	55,166	20,000	20,000	00108
	1045	1,087	1,626	0	0	
ERAF Rebate	1046	47,526,159	62,716,116	25,800,000	25,800,000	
	1046	250	0	0	0	00108
Other Delinquent Tax Penalties	1055	1,099,790	1,431,487	500,000	500,000	00111
Unclaimed Property Tax Refunds	1056	0	40,123	0	0	
Sales & Use Taxes	1121	11,172,373	11,752,735	12,714,106	12,714,106	
	1121	1,533,526	1,102,104	1,492,258	1,492,258	00111
Aircraft Taxes	1122	813,838	821,293	856,615	856,615	
Property Transfer Tax	1123	8,110,609	8,486,842	6,096,387	6,096,387	
Transient Occupancy Tax	1124	700,240	771,551	766,374	766,374	00108
Racehorse Tax	1127	0	811	0	0	
In-Lieu Sales & Use Tax Revenue	1128	3,199,682	3,080,896	3,250,345	3,250,345	
Property Tax In-Lieu of VLF	1129	50,074,338	62,237,531	61,777,542	61,777,542	00108
	1129	0	72,530	0	72,530	
<b>TOTAL TAXES</b>		<b>270,662,759</b>	<b>309,342,522</b>	<b>279,190,902</b>	<b>279,263,432</b>	
<b>LICENSES, PERMITS AND FRANCHISES</b>						
Dog Licenses	1221	485,091	470,563	579,859	579,859	00110
Cat Licenses	1222	33,384	31,258	38,622	38,622	
Dangerous/Vicious Animal Permit	1223	23,928	27,452	19,000	19,000	
Animal Quarantine Fees	1224	3,738	6,090	6,000	6,000	00110
Other Animal Permits & Fees	1225	550	750	500	500	
Misc Business Lic - Massage	1231	5,150	4,914	3,500	3,500	
Building Permits - Bldg	1241	2,272,228	2,863,151	2,200,000	2,200,000	00110
Underground Tank Permits	1242	394,010	383,093	380,143	380,143	
Well & Septic Permits - Septic	1243	292,792	310,421	300,000	300,000	
Reinstatement Fees	1244	126,165	150,024	75,000	75,000	00110
Reinspection Fees	1245	3,354	2,160	3,240	3,240	
Building Permits Appeals	1246	2,552	2,148	1,600	1,600	
Road Priveledges and Permits	1251	100	0	90,000	90,000	00110
Zoning Permits	1262	399,873	480,599	400,000	400,000	
Grading/Land Clearing Permits	1263	25,959	59,944	35,000	35,000	
Resource Permits	1264	63,797	48,164	53,501	53,501	00110
Variances & Exceptions	1265	89,155	88,580	75,000	75,000	
Land Division Permits	1266	138,103	231,525	135,000	135,000	
Stable & Kennel Permits	1267	5,132	13,742	5,000	5,000	00110
Architecture/Design Revisions	1268	280,616	232,405	250,000	250,000	
Other zoning Fees	1269	68,236	67,097	69,254	69,254	
Death Certificate Filing Fees	1272	23,053	23,419	25,100	25,100	00110
Device Registration Fees	1273	133,659	211,642	255,500	255,500	
Gun & Shooting Fees	1274	1,954	3,467	2,750	2,750	
Other Registration Fees	1275	160,050	155,125	149,150	149,150	00110
Misc Licenses & Permits	1276	174,173	170,801	145,000	145,000	

\* General Unless Otherwise Indicated

County of San Mateo  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR THE FISCAL YEAR 2006-2007

COUNTY BUDGET FORM  
SCHEDULE 5  
Page 2

SOURCE CLASSIFICATION	Revenue Number	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved/Adopted by the Board of Supervisors 2006-2007	Fund *
Franchise Fees	1321	690,806	970,078	670,000	670,000	00115
	1321	5,703,268	5,715,036	5,315,200	5,315,200	
TOTAL LICENSES, PERMITS & FRANCHISES		11,600,875	12,723,647	11,282,919	11,282,919	
FINES, FORFEITURES & PENALTIES						
Court Fines	1421	6,005,768	6,263,361	6,055,751	6,055,751	00102
	1421	1,106,231	1,114,940	1,156,000	1,156,000	
	1421	0	65	0	0	
	1421	0	1,161	0	0	
Juvenile Traffic Fines	1422	70,231	51,748	70,000	70,000	00102
	1422	0	55	0	0	
Vehicle Violations - SB 1372	1423	0	0	5,000	5,000	00106
Other Vehicle Code Fines	1424	170,914	249,763	473,651	473,651	
Equip Violation Fines	1425	1,538	1,103	2,500	2,500	
Municipal Court Fines	1433	200,241	403,669	257,003	257,003	
Juvenile Court Fines	1434	2,610	2,072	3,000	3,000	
Fish & Game Fines	1435	8,433	5,255	4,500	4,500	
Narcotics Forfeitures	1463	91,753	105,445	97,290	97,290	
Other Forfeitures	1464	74,529	67,700	60,000	60,000	
Agricultural Penalties	1466	12,483	29,988	0	0	
Other Penalties	1467	655,486	593,776	490,000	490,000	
TOTAL FINES, FORFEITURES & PENALTIES		8,400,216	8,890,100	8,674,695	8,674,695	
REVENUE FROM USE OF MONEY & PROPERTY						
Interest Earned	1521	7,978,909	12,544,473	8,222,644	8,222,644	00102
	1521	30,726	48,885	40,000	40,000	
	1521	1,778	0	0	0	00105
	1521	2,396	2,963	2,000	2,000	00106
	1521	8,996	10,555	7,500	7,500	00107
	1521	72,166	21,977	0	0	00108
	1521	65,539	91,806	75,000	75,000	00110
	1521	74,135	67,409	80,000	80,000	00111
	1521	126,617	148,502	100,000	100,000	00114
	1521	344,597	433,863	300,000	300,000	00115
	1521	616,555	759,665	0	0	00301
	1521	222	208	0	0	00400
	1521	52,679	52,635	40,000	40,000	00401
	1521	80,966	96,574	60,000	60,000	00402
	1521	64,743	100,004	60,000	60,000	00404
	1521	22,769	47,968	0	0	00410
Interest Earned - PA/PG	1523	424,309	388,405	571,175	571,175	00110
	1523	0	65,993	0	0	
Other Interest Earned	1525	52,168	62,261	40,000	40,000	00110
Other Investment Income	1532	3,049,804	0	1,560,600	1,560,600	
County Land/Building Rentals	1556	530,765	408,087	780,465	780,465	00110
	1556	46,604	43,500	43,500	43,500	
Public Telephone Concessions	1557	5,820	(5,139)	7,000	7,000	00108
Service Machines Concessions	1558	24,814	46,959	26,000	26,000	
Other Rents & Concessions	1559	354,342	383,249	345,060	345,060	
	1559	33,668	29,450	32,000	32,000	
TOTAL REV FR. USE OF MONEY & PROPERTY		14,066,089	15,850,252	12,392,944	12,392,944	
INTERGOVERNMENTAL REVENUES						
State Aids						
Highway Users Tax - SCA 1	1631	3,826,138	3,707,593	3,677,072	3,677,072	00110
Highway Users Tax - 1-5/8	1632	7,994,456	7,833,359	7,673,419	7,673,419	00110
Highway Users Tax - 1.04	1633	405,866	373,511	370,625	370,625	00110
Motor Vehicle in-Lieu Tax	1641	2,789,678	0	0	0	

\* General Unless Otherwise Indicated

County of San Mateo  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR THE FISCAL YEAR 2006-2007

COUNTY BUDGET FORM  
SCHEDULE 5  
Page 3

SOURCE CLASSIFICATION	Revenue Number	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved/Adopted by the Board of Supervisors 2006-2007	Fund *
Motor Vehicle-Sp Supply Subvention	1642	934,655	0	0	0	00108
	1642	22,181	0	72,530	0	
Highway Property Tax Rental	1661	6,304	3,973	0	0	00105
State Block Grant	1671	2,074,377	2,343,583	2,337,366	2,337,366	
Realignment VLF	1681	15,379,025	15,272,236	16,630,923	16,630,923	00105
Realignment Sales Tax - Health	1682	973,380	1,204,768	1,737,821	1,737,821	
Realignment Sales Tax - Mental Hlth	1683	29,121,101	29,187,114	33,739,071	33,739,071	00105
Realignment Sales Tax - Pub Asst	1684	11,588,823	12,352,854	16,938,463	16,938,463	
	1684	4,424,720	2,300,221	4,196,636	4,217,201	00105
State Welfare Administration	1691	36,904,201	42,930,979	60,861,971	60,912,821	
State Staff Development	1692	709,221	610,329	883,587	994,347	00105
Assistance Payments - AFDC	1711	18,664,362	18,700,888	26,906,277	26,906,277	
State IHSS	1713	1,364,666	1,269,885	1,664,275	1,702,453	00105
Child Abuse Services	1714	500,416	327,051	210,306	210,306	
State Child Care	1716	3,332,075	3,474,796	3,260,613	3,260,613	00105
Misc Welfare Programs	1718	(135,156)	0	0	0	
CCS State Subvention	1731	3,614,839	3,850,744	3,927,761	3,927,761	00105
Mental Health Short Doyle	1741	3,114,570	2,720,898	3,000,000	3,000,000	
Mental Health Services Act	1745	0	1,445,061	6,465,295	6,455,432	00105
Other State Mental Health	1749	9,950,100	8,768,216	6,675,216	6,653,310	
State Public Health Grant	1751	2,015,636	1,663,469	1,461,049	1,477,049	00105
State Aid - CHDP	1752	1,336,122	1,126,847	1,166,880	1,166,880	
State Aid - WIC	1753	2,318,841	1,913,885	2,128,105	2,128,105	00105
State Aid - Infectious Disease	1754	392,038	358,821	409,737	393,737	
State AIDS Master Grant	1756	1,360,232	1,337,279	1,373,599	1,445,470	00105
State AIDS Drug Asst Program	1757	7,932	8,530	8,530	8,530	
State PH Categorical Aid	1758	357,878	370,269	355,408	355,408	00105
State - Other Public Health	1759	383,631	710,165	449,217	449,217	
SB855 Transfer Payments	1763	6,341,317	42,591	0	0	00105
Alcohol and Drug Programs	1764	138,990	71,589	20,000	20,000	
Other State AIDS Program	1765	59,724	46,331	60,000	60,000	00105
SB 910 Case Management	1766	129,705	(123,804)	0	0	
State Aid - Aging	1767	811,246	1,079,899	992,916	992,916	00105
Other State Health Programs	1768	1,560,783	2,848,558	1,447,653	1,447,653	
State Aid - Agriculture	1771	948,452	1,062,557	1,032,409	1,059,091	00105
State Aid - Waste Management	1772	17,706	58,484	8,000	8,000	
State Aid - Roads & Bridges	1781	267,402	2,067,800	2,127,921	2,127,921	00105
State Aid-Parks Acquisition & Dev	1785	243,229	1,648,403	3,028,905	3,028,905	
State Aid-Construction	1788	0	0	291,000	291,000	00410
	1788	0	0	3,300,000	3,300,000	
State Aid - Corrections	1791	2,198,948	3,462,290	2,910,145	2,910,145	00105
Court Ward Travel	1792	265	318	0	0	
State Aid - Disaster Relief	1811	0	210,421	0	0	00105
Homeowners' Property Tax Relief	1831	1,350,714	1,374,294	1,400,000	1,400,000	
	1831	39,802	37,191	36,748	36,748	00108
State Aid - Public Safety	1851	62,392,879	62,591,604	64,206,335	64,206,335	
	1851	68,070	42,824	44,731	44,731	00410
OCJP Grant - Various	1853	803,242	1,324,754	1,135,558	1,135,558	
Career Criminal Program	1855	151	43,121	493,322	493,322	00102
Tobacco Tax	1861	566,373	456,215	621,427	232,729	
	1861	0	132,105	0	0	00107
School Lunch Program	1862	385,329	344,770	325,000	325,000	
Child Support Incentive Program	1863	3,785,051	3,761,756	3,937,202	3,910,689	00107
State Mandated Cost Reimbursement	1864	51,318	5,631,122	3,866,480	3,866,480	
Off-Highway License Fees	1865	12,629	0	0	0	00108
Abandoned Vehicle Service Fees	1866	49,403	39,933	41,500	41,500	
Open Space Tax Loss Reimbursement	1867	57,909	57,909	57,909	57,909	00108
Timber Yield Guaranty	1868	10,058	20,702	10,000	10,000	
	1868	2,076	4,273	3,000	3,000	00110
Misc State Reimb/Subsidies	1869	538,739	532,984	1,701,750	1,701,750	
	1869	4,556	37,967	0	0	00110

\* General Unless Otherwise Indicated

County of San Mateo  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR THE FISCAL YEAR 2006-2007

COUNTY BUDGET FORM  
SCHEDULE 5  
Page 4

SOURCE CLASSIFICATION	Revenue Number	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved/Adopted by the Board of Supervisors 2006-2007	Fund *
All Other State Aid	1871	6,950,621	8,762,921	11,009,393	15,967,576	00110 00410
	1871	45,190	0	0	0	
	1871	0	0	523,350	523,350	
State Aid - Anti Terrorism	1872	1,311,786	2,021,546	1,320,320	1,802,895	
State Aid p TCM-MAA	1873	0	100,000	100,000	100,000	
Total State Aids		256,875,971	265,960,752	314,634,726	319,874,880	
Federal Aids						
Federal Welfare Administration	1891	31,512,397	30,404,145	26,155,944	26,461,935	00105
Child Supoport Enforcement Program	1892	7,366,857	7,302,234	7,642,804	7,591,315	
Federal Staff Development	1893	1,589,682	1,668,489	543,028	543,028	
Assistance Payments - Other	1912	17,697,821	14,575,023	13,168,240	13,168,240	
Federal IHSS	1913	0	533,571	0	0	
	1913	1,749,670	1,935,388	1,994,069	2,023,661	00110 00111
IRAP Assistance	1914	7,033	4,159	10,000	10,000	
Title IV - A Payments	1916	4,581,244	3,019,227	3,404,278	3,404,278	
Title IV - E Payments	1917	5,144,940	4,129,179	3,650,000	3,650,000	
Misc. Welfare Programs-Fed	1919	454,505	310,763	250,000	250,000	
Other Federal Health Programs	1922	504,548	426,065	892,244	892,244	00108
Federal Aid - Roads & Bridges	1931	400,668	1,134,461	1,960,000	2,960,000	
	1931	0	1,126,778	1,150,000	1,150,000	
Federal Aid - Other Transportation	1932	148,000	118,511	0	0	
Federal Aid - Water Resource Grant	1933	0	30,850	0	0	
Federal Aid - Aviation Project	1934	55,394	0	0	0	00108
Federal Aid - Disaster Relief	1941	122,612	26,293	131,500	131,500	
Federal Aid - Anti Terrorism	1942	1,020,692	2,458,885	1,532,586	2,843,442	
Federal UASI Grant	1943	0	465,079	1,800,000	2,202,200	
OCJP Grant - Federal	1951	581,277	786,275	374,230	374,230	
Federal Aid - Aging	1952	2,433,002	2,521,347	2,464,405	2,464,405	00108
Fed JTPA Program	1953	4,926,042	5,210,286	5,172,557	5,172,557	
Fed Com Dev HUD Grant	1954	6,036,830	5,298,872	6,618,012	6,618,012	
Fed - Cateorical Programs	1955	3,686,527	2,981,387	2,962,542	2,962,542	
All Other Federal Aid	1956	9,898,114	10,454,015	9,495,328	9,495,328	
	1956	2,462,270	1,819,610	1,720,050	1,720,050	00108
All Other Federal Grants	1957	249,606	0	0	0	
Total Federal Aids		102,629,731	98,740,892	93,091,817	96,088,967	
Other In-Lieu Taxes						
	1971	27,654	27,741	0	0	00108
	1971	5,430	6,077	0	0	
County Housing Auth Payments	1972	712,972	847,155	626,455	626,455	
Aid From Cities	1981	160,801	154,684	243,034	243,034	
Aid - Other Local Agencies	1983	4,403,480	5,064,590	5,071,137	5,071,137	
	1983	63,648	106,658	0	0	00110 00404
	1983	0	1,121,997	0	0	
Loan Repayments - Non-County	1985	0	14,772,270	0	0	
	1985	41,152	0	110,000	110,000	
	1985	2,325,989	2,082,673	2,259,314	2,259,314	
HOPWA Grant (CSF)	1989	1,041,289	739,999	679,000	679,000	00115 00115 00404
Misc Local Agency Grants	1991	404,462	237,435	128,923	129,923	
All Other Local Govt Revenue	1992	112,161	331,886	268,110	415,560	
	1992	189,576	53,522	1,000	1,000	
Realignment Subsidy - VLF	1994	354,876	328,853	335,312	335,312	
Capital Grants & Contributions	1997	1,285,000	0	0	0	
Total Local Gov. Agencies		11,128,490	25,875,540	9,722,285	9,870,735	
TOTAL INTERGOVERNMENTAL REVENUES		370,634,192	390,577,183	417,448,828	425,834,582	

\* General Unless Otherwise Indicated

County of San Mateo  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR THE FISCAL YEAR 2006-2007

COUNTY BUDGET FORM  
SCHEDULE 5  
Page 5

SOURCE CLASSIFICATION	Revenue Number	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved/Adopted by the Board of Supervisors 2006-2007	Fund *
<b>CHARGES FOR SERVICES</b>						
<b>Assessment &amp; Tax Collection Fees</b>						
Property Tax Admin Fee	2021	2,937,951	2,782,370	2,770,000	2,770,000	
Tax/Assessment And Tax Fees	2022	679,490	691,845	735,000	735,000	
Redemption Fee - County Share	2025	95,882	89,794	96,000	96,000	
Supplemental Tax Admin Fee (5%)	2026	2,893,961	3,131,103	2,520,440	2,520,440	
Tax/Assessment Document Fee	2027	748,966	747,016	775,639	775,639	
Other Administrative Assessment	2028	211,730	195,896	180,000	180,000	
Special Tax Collector Fees	2029	294,770	299,885	303,014	303,014	
Special Assessments	2031	1,657,423	0	0	0	
Accounting Serv. - Other Agencies	2061	59,920	63,463	76,563	76,563	
Audit Fees	2062	18,100	0	40,410	40,410	
Returned Check Charges	2063	65,941	76,662	47,360	47,360	
Management Svcs - Other Agencies	2064	52,500	52,500	52,500	52,500	
	2064	618,872	525,419	512,000	512,000	00111
Proc Fee - Installment Account	2065	2,891	1,980	0	0	
<b>Communication Services</b>						
Telephone Services	2071	82,894	87,386	105,600	105,600	
Public Safety Comm Services	2072	3,444,674	3,799,647	4,062,036	4,110,060	
	2072	0	108	0	0	00401
Network & Information Services	2073	484,997	544,761	634,881	634,881	
Radio Services	2074	1,252,731	314,505	410,941	410,941	
<b>Election Services</b>						
Candidate Filing Fee	2081	0	32,026	20,000	20,000	
Election Services-Other Agencies	2082	2,063,711	1,758,806	1,220,487	1,220,487	
<b>Legal Services</b>						
Public Admin legal Fees	2091	160,621	91,394	115,000	115,000	
Public Guardian Legal Fees	2092	872,766	1,202,079	1,144,331	1,144,331	
Legal Services - Other Agencies	2093	3,019,885	2,762,974	2,587,720	2,587,720	
Misc Legal Recoveries	2094	45,316	10,872	10,000	10,000	
Private Defender Fees	2095	496,841	600,228	375,000	375,000	
Human Resources Svcs - Various	2101	24,279	(1,726)	13,500	13,500	
<b>Planning &amp; Engineering Services</b>						
Plan Report/Review Fee	2111	2,539	1,658	0	0	
Plan Research Fee	2112	13,327	8,687	11,626	11,626	
Ordinance/General Plan Fee	2113	0	15,549	0	0	
Geotechnical Fee	2114	5,716	3,782	5,000	5,000	
Plan/Inspection Fee	2115	51,290	47,022	46,333	46,333	
Other Planning Service Fees	2116	38,889	46,076	40,000	40,000	
Engineering Services	2117	548,008	463,242	432,987	432,987	
Misc. Engineering Services Fees	2118	101,982	109,365	109,448	109,448	
Sale of Plans & Specs	2122	0	100	0	0	
	2122	15,970	17,829	17,756	17,756	00110
	2122	767	515	0	0	00410
Environmental Impact Report Fees	2123	93,765	110,604	94,000	94,000	
	2123	0	1,812	0	0	00108
Plan Checking Fees	2124	1,690,449	1,380,165	1,392,862	1,392,862	
	2124	145,974	123,202	145,000	145,000	00108
Agricultural Inspection Fees	2131	159,168	149,170	171,200	171,200	
<b>Civil Process Service</b>						
Process Service Fees/Mileage	2142	148,494	167,784	150,000	150,000	
<b>Court Fees</b>						
Clerk & Superior Court Fees	2151	270,934	0	0	0	
Restitution Fee - 10%	2152	96,817	155,719	115,000	115,000	
	2152	224	0	0	0	00402
Municipal Court Fees	2153	1,389,635	1,345,765	1,367,817	1,367,817	
	2153	1,433,229	1,310,733	1,200,000	1,200,000	00401
	2153	1,435,491	1,309,732	1,200,000	1,200,000	00402
Diversion Admin Fee \$50/\$100	2154	41,485	51,538	40,400	40,400	
	2154	0	39	0	0	00401

\* General Unless Otherwise Indicated



County of San Mateo  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR THE FISCAL YEAR 2006-2007

COUNTY BUDGET FORM  
SCHEDULE 5  
Page 6

SOURCE CLASSIFICATION	Revenue Number	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved/Adopted by the Board of Supervisors 2006-2007	Fund *
Misc Court Fees	2155	1,051	123,498	0	0	00402
	2155	0	9	0	0	
Financial Responsibility Fee	2156	9,462	7,823	9,500	9,500	00402
Night Traffic Court Fees	2158	52,388	44,425	43,598	43,598	
Other Court Fees & Costs	2159	5,681	4,050	0	0	00401
Family Court Fees	2161	(100)	0	0	0	
Reimbursement for Court Trials	2163	64	0	0	0	00401
	2163	64	0	0	0	00402
Estate Fees						
Public Admin for Estate Fees	2171	190,881	122,067	120,000	120,000	00402
Public Guardian Estate Fees	2173	958,623	1,133,515	1,938,886	1,938,886	
Other Estate Fees	2174	98,723	51,253	0	0	00402
Warehouse Service Fees	2175	38,076	95,864	53,448	53,448	
Humane Services						
Humane Services Fees	2181	323,682	307,805	300,387	300,387	00402
Misc Animal Services	2182	15,849	15,285	17,350	17,350	
Law Enforcement Services						
Misc. Law Enforcement Fees	2191	32,264	242,441	60,000	60,000	00402
Impound Admin Fee	2192	10,400	10,781	10,500	10,500	
Jail Booking Fees	2193	1,581,829	841,188	740,000	740,000	00402
Eichler Contract Patrol Svcs	2194	396,524	412,346	430,437	430,437	
Woodside Contract Patrol Svcs	2195	588,098	567,411	876,585	876,585	00402
Portola Contract Patrol Svcs	2196	449,843	448,657	535,289	535,289	
Other Agency Patrol Services	2197	910,254	763,590	763,412	763,412	00402
Work Program Processing Fees	2198	226,526	262,470	250,000	250,000	
Transportation of Prisoners	2199	52,939	74,256	45,000	45,000	00402
Traffic Patrol Fees - Woodside	2201	15,840	13,999	0	0	
Work Furlough Maint Fee	2202	651,620	667,678	685,000	685,000	00402
Fingerprinting Fees	2203	111,948	102,165	102,500	102,500	
Crime Lab Services	2204	118,555	140,919	100,000	100,000	00402
DUI Response Fee	2205	130,658	246,513	331,000	331,000	
Crime Investigation Services	2206	812,243	833,409	950,000	950,000	00402
Transportation Security Services	2207	1,200,388	1,703,247	1,811,720	1,811,720	
CSA & Policing Services	2208	0	75,000	198,500	198,500	00402
Document Recording Fees	2211	3,381,959	3,142,450	3,099,184	3,099,184	
Micrographic Conversion	2212	2,251,656	2,288,619	2,306,148	2,586,148	00402
Automation Trust Acct Fee	2213	14,000	14,500	15,000	31,367	
Vital Stats Document Fee	2214	231,914	255,826	235,000	235,000	00402
Road & Street Services						
Road Maintenance - Other Agencies	2221	5,353	0	0	0	00110
	2221	5,259	4,515	3,610	3,610	
Reimb - Public Works Services	2222	2,895	20,595	48,580	48,580	00110
	2222	2,118	2,088	3,432	3,432	
Health Fees						
Medical Report Fees	2231	1,441	1,282	429	429	00402
Misc. Health Fees	2232	36	0	0	0	
Vaccination Fees	2233	0	224	0	0	00402
Other Health Fees	2237	42,585	46,814	42,000	42,000	
Laboratory Services	2238	12,139	10,984	150,000	150,000	00402
CHDP Fees	2239	2,813	18,372	30,000	30,000	
Other Health & Welfare Services						
Mental Health Service Fees	2241	41,475	56,711	50,249	50,249	00402
Residency Fees	2242	480,459	384,285	277,219	277,219	
CCS Client Fees	2251	7,582	5,066	16,500	16,500	00402
Vector Control Services	2261	456,896	456,896	456,897	456,897	
PH Solid Waste Services	2262	370,511	370,511	370,511	370,511	00402
Public Pool Inspection Fee	2263	290,008	307,728	302,946	302,946	
Hotel/Motel Inspection Fee	2264	580,614	598,834	587,327	587,327	00402
Cross - Connection Fee	2265	223,786	263,829	222,202	222,202	
Hazardous Waste Inspection Fee	2267	1,390,102	1,535,841	1,532,904	1,532,904	00402
Household Hazardous Waste	2268	951,610	951,610	951,610	951,610	
Food Handling Fees	2269	2,103,733	2,385,685	2,189,531	2,189,531	00402
Filing Fees - Real Prop Alt	2271	20,927	20,092	20,000	20,000	

\* General Unless Otherwise Indicated

County of San Mateo  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR THE FISCAL YEAR 2006-2007

COUNTY BUDGET FORM  
SCHEDULE 5  
Page 7

SOURCE CLASSIFICATION	Revenue Number	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved/Adopted by the Board of Supervisors 2006-2007	Fund *
Adoption & Educational Fees						
Adoption Fees	2281	500	0	0	0	
Educational Fees	2282	99,007	80,407	160,000	160,000	
Parks & Recreation Fees						
Marina Berth Rentals	2311	60	0	0	0	
Camping Permits	2312	192,736	191,879	206,000	206,000	
Horse Camp Permits	2313	25,185	24,887	25,750	25,750	
Reservation Fees	2314	315,770	341,434	326,163	326,163	
Park Concession Fees	2315	525	450	2,500	2,500	
Misc Park Sales	2316	191	510	150	150	
Park Entry Fees	2317	527,549	549,484	663,991	663,991	
Annual Pass Sales	2318	18,960	21,391	16,000	16,000	
Rifle Range Fees	2319	67,387	76,343	64,850	64,850	
Other Parks & Recreation Fees	2321	48,921	34,619	26,212	26,212	
	2321	0	25	0	0	00404
Other Charges for Services						
Reimbursement for Burials	2331	7,373	7,039	6,000	6,000	
Body Removal & Storage	2332	138,490	149,785	147,500	147,500	
Other Coroner's Fees	2333	15,033	13,293	13,000	13,000	
Medi-Cal HPSM	2371	186,522	204,151	295,389	295,389	
Medi-Cal FFP	2372	22,012,482	20,418,896	24,946,520	24,946,520	
Medi-Cal State	2373	851,364	1,024,430	1,193,128	1,193,128	
Medicare	2374	243,261	1,450,000	683,585	683,585	
Third Party Reimbursements	2375	205,163	380,000	295,503	295,503	
Patient Fees	2376	0	400,000	470,235	470,235	
SSI/SSP Collections	2377	641,344	508,660	532,869	532,869	
Other Reimbursements	2378	2,411,315	2,701,939	3,186,250	3,186,250	
Medi-Cal FQHC	2379	600,579	418,285	389,939	389,939	
Institutional Care	2381	752,359	481,994	805,554	805,554	
Care of Inmates	2383	224,172	299,700	115,000	115,000	
Care of Court Wards	2384	7,493	13,111	8,500	8,500	
Other Institutional Care	2391	6,539	32,364	0	0	
Annexation Charges	2421	26,749	4,620	20,000	20,000	
Commissions	2423	2,792,805	2,761,711	2,049,123	2,049,123	
Connection Charges	2424	3,162	1,045	0	0	
Mitigation Fees	2426	734,669	649,574	600,000	600,000	00114
Refuse Disposal Charges	2428	36,363	58,936	75,000	75,000	00115
Sewer Service Charges	2431	100	0	0	0	
Special Charges Bonds	2432	23,723	20,628	20,383	20,383	00110
Subrogation Recoveries	2435	0	789	0	0	
Surcharges & Penalties	2436	0	0	3,272,390	3,443,979	00410
Water Service Charge	2438	8,118	8,700	11,495	11,495	
Other Special Charges	2439	12,800	4,000	4,000	4,000	00110
Other Sales	2441	0	1,463	0	0	
Misc Services to Cities	2451	229,471	451,211	369,846	479,906	
Other Charges for Services	2452	547,345	779,960	523,308	523,308	
	2452	67,376	100,751	88,000	88,000	00111
VRS Workcenter Charges	2453	836,330	966,774	1,360,725	1,360,725	
TOTAL CHARGES FOR SERVICES		86,746,803	84,771,344	91,607,100	92,233,140	
MISCELLANEOUS REVENUES						
Reimbursement - Basic Needs Loan	2622	1,606,187	1,657,509	2,000,000	2,000,000	
Other Client Reimbursements	2623	288,666	177,483	462,000	462,000	
Sale of Literature	2631	1,539	1,505	8,300	8,300	
Sale of Surplus & Salvage	2632	24,048	20,206	21,000	21,000	
	2632	20,089	0	0	0	00108
	2632	66,892	6,867	0	0	00110
Sale of Property & Materials	2633	1,630	803	750	750	
	2633	17,612	16,708	25,000	25,000	00115
Sale of Data/Microfiche	2634	61,555	60,116	56,000	56,000	
Photocopy Sales	2635	18,861	11,247	15,000	15,000	

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County of San Mateo  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR THE FISCAL YEAR 2006-2007

COUNTY BUDGET FORM  
SCHEDULE 5  
Page 8

SOURCE CLASSIFICATION	Revenue Number	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved/Adopted by the Board of Supervisors 2006-2007	Fund *
Food Sales - Other	2637	820,964	884,803	871,554	871,554	
Cash Overages	2641	26,776	28,211	0	0	
Bad Debt Recoveries	2643	181,806	148,062	159,389	159,389	
Comp Insurance Refunds	2644	493,389	653,276	367,614	367,614	
	2644	71,183	61,359	58,000	58,000	00110
SDI Payments	2645	905,377	1,137,720	246,236	246,236	
	2645	10,558	24,411	0	0	00110
Gifts & Donations	2646	55,422	64,443	36,491	36,491	
	2646	144,735	237,357	1,720,324	1,720,324	00404
Miscellaneous Reimbursements	2647	2,263,877	9,536,401	1,766,994	1,766,994	
	2647	48,353	46,235	43,683	43,683	00108
	2647	11,550	267,195	0	0	00110
	2647	993	0	0	0	00115
	2647	141,431	41,499	0	0	00404
	2647	429	0	0	0	00410
Insurance Recoveries & Refunds	2648	25,698	42,145	3,266	3,266	
	2648	10,856	0	0	0	00110
	2648	40,942	62,185	0	0	00410
Equipment Cost Reimbursement	2651	171,708	125,628	115,000	115,000	
Project Cost Reimb - Labor	2652	2,465,128	4,284,976	2,749,398	2,902,362	
	2652	1,140,611	987,012	80,000	80,000	00110
	2652	0	1,600	0	0	00111
	2652	81,364	(81,364)	0	0	00301
Witness & Jury Fees	2653	6,161	3,281	100	100	
	2653	82	150	0	0	00110
Other Foundation Grants	2655	5,340,412	4,668,717	5,121,465	5,121,465	
Non-Government Program Funds	2656	0	0	50,000	50,000	
PG & E Rebates	2657	0	121	0	0	00110
	2657	0	(200,633)	0	0	00410
All Other Miscellaneous Revenues	2658	4,602,591	4,858,524	4,158,479	4,158,479	
	2658	369,020	459,518	334,807	334,807	00102
	2658	2,037	3,179	0	0	00105
	2658	48,849	18,539	3,000	3,000	00108
	2658	335	21,260	0	0	00110
	2658	136	2,429	0	0	00115
	2658	1,950	0	0	0	00404
	2658	0	0	3,345,835	3,344,567	00410
Rebates & Refunds	2659	130,407	19,863	0	0	
	2659	75	1,588	0	0	00110
	2659	54	12	0	0	00115
	2659	7	0	0	0	00404
	2659	0	200,633	107,587	99,367	00410
Tobacco Settlement	2661	7,108,696	6,659,677	7,331,397	7,720,095	
<b>TOTAL MISCELLANEOUS REVENUES</b>		<b>28,831,039</b>	<b>37,222,453</b>	<b>31,258,669</b>	<b>31,790,843</b>	
<b>OTHER FINANCING SOURCES</b>						
IFR - General Fund	2521	594,249	626,527	8,000	8,000	
	2521	4,487,523	4,487,523	4,487,523	4,487,523	00105
	2521	363,462	505,866	60,000	60,000	00110
IFTR - Parks Fund	2522	45,996	19,636	0	55,630	
	2522	0	11,441	0	0	00110
IFTR - CJTCF	2524	375,726	386,996	386,996	386,996	
IFTR - Road Fund	2528	3,229,628	2,685,149	188,259	188,259	
	2528	0	(2,889)	0	0	00110
IFTR - Half Cent Fund	2529	224,781	217,890	120,000	120,000	
	2529	17,867	6,084	0	0	00110
IFTR - Fish and Game Fund	2531	0	0	6,000	6,000	
IFTR - Off-Road Fund	2532	18,442	60,007	58,350	58,350	
IFTR - Coyote Pt. Marina Fund	2533	79,957	62,179	159,039	159,039	

\* General Unless Otherwise Indicated



County of San Mateo  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR THE FISCAL YEAR 2006-2007

COUNTY BUDGET FORM  
SCHEDULE 5  
Page 9

SOURCE CLASSIFICATION	Revenue Number	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved/Adopted by the Board of Supervisors 2006-2007	Fund *
IFTR - Road Improvement Fd	2534	2,211	84,130	0	0	
	2534	895	326	0	0	00110
IFTR - Airports Fund	2535	239,669	294,305	156,720	156,720	
	2535	11,214	17,084	0	0	00110
IFTR - Solid Waste Fund	2536	2,460,083	3,053,811	3,234,294	3,234,294	
	2536	112,892	103,708	70,000	70,000	00110
IFTR - Fire Protection	2537	6,377,804	5,210,321	6,437,037	5,832,603	
IFTR - Library Fund	2538	545,637	485,296	452,962	452,962	
	2538	24,127	24,319	0	0	00110
IFTR - SMCGH	2539	17,580,473	19,325,920	21,849,404	22,198,148	
IFTR - CSRC	2541	67,213	435,438	409,615	409,615	
IFTR - Special District Fund	2542	1,613,246	1,557,784	1,147,743	1,067,023	
	2542	104,025	153,968	46,000	46,000	00110
	2542	19,762	10,297	0	0	00115
Other Interfund Transfers	2545	14,516,361	15,325,230	21,015,397	21,470,232	
	2545	0	132,045	0	0	00105
	2545	0	286,140	736,279	736,279	00108
	2545	241,118	274,785	446,100	446,100	00110
	2545	0	62,185	0	0	00404
Loan Repayments - Other Funds	2547	0	0	0	4,000,000	
IFTR - Trial Court Funding - Municipal	2548	6,247,981	6,327,807	8,089,449	8,089,449	
IFTR - Trial Court Fund - Superior	2549	335,676	448,046	325,000	325,000	
Total Interfund Revenues		59,938,018	62,679,356	69,890,167	74,064,222	
SALE OF FIXED ASSETS	2721	2,897	1,467	0	0	
OPERATING TRANSFERS IN	2731	428,089	504,451	500,118	500,118	
	2731	14	0	0	0	00110
	2731	21,958,476	15,876,710	21,226,791	21,226,791	00301
	2731	6,449,514	6,215,062	16,110,157	14,904,366	00410
Total Operating Transfers In		28,838,990	22,597,691	37,837,066	36,631,275	
GRAND TOTAL REVENUE		879,718,981	944,654,549	959,583,291	972,168,053	

County of San Mateo  
STATE OF CALIFORNIA  
ANALYSIS OF CURRENT PROPERTY TAXES AND ASSESSED VALUATION

**COUNTY BUDGET FORM  
SCHEDULE 6**

FOR FISCAL YEAR 2006-2007

COUNTY FUNDS (1)	CURRENT SECURED PROPERTY TAXES				CURRENT UNSECURED PROPERTY TAXES			
	Apportionment from Countywide Tax Rate (2)	Rate (3)	Voter Approved Debt. Amount (4)	Total Secured (5)	Apportionment from Countywide Tax Rate (6)	Rate (7)	Voter Approved Debt. Amount (8)	Total Unsecured (9)
00001 GENERAL FUND	147,756,829			147,756,829	8,533,127			8,533,127
00108 COUNTY FIRE PROTECTION	4,170,348			4,170,348	243,529			243,529
<b>TOTAL</b>	<b>151,927,177</b>			<b>151,927,177</b>	<b>8,776,656</b>			<b>8,776,656</b>

COUNTYWIDE TAX BASE					
(10)	SECURED ROLL			Unsecured Roll (14)	Total Secured and Unsecured (15)
	Locally Assessed (11)	State Assessed (12)	Total Secured (13)		
LAND	53,074,252,932	49,805,276	53,124,058,208	342,374,900	53,466,433,108
IMPROVEMENTS	62,963,544,178	3,321,307	62,966,865,485	3,483,191,115	66,450,056,600
PERSONAL PROPERTY	1,343,758,728	1,834,349	1,345,593,077	4,554,406,094	5,899,999,171
Total Assessed Valuation	117,381,555,838	54,960,932	117,436,516,770	8,379,972,109	125,816,488,879
LESS EXEMPTIONS					
Homeowners	934,623,597	0	934,623,597	1,224,842	935,848,439
Other	2,257,916,848	0	2,257,916,848	759,018,884	3,016,935,732
Total Assessed Valuation	114,189,015,393	54,960,932	114,243,976,325	7,619,728,383	121,863,704,708
LESS ALLOWANCES FOR:					
Delin(11) 2.00% (12) 0% (13) 0% (14) 0%	2,287,205,978	0	2,287,205,978	167,850,841	2,455,056,819
Identify: Redevelopment Agencies		86,946,093	86,946,093	11,047,567	97,993,660
(Adjusted Valuation for Estimated Tax Revenue Comp.)	111,901,809,415	(31,985,161)	111,869,824,254	7,608,680,816	119,478,505,070

**COUNTY BUDGET FORM  
SCHEDULE 7**

**County of San Mateo  
STATE OF CALIFORNIA  
SUMMARY OF COUNTY FINANCING REQUIREMENTS BY FUNCTION & FUND  
FOR FISCAL YEAR 2006-2007**

DESCRIPTION (1)	Actual 2004-2005 (2)	Actual 2005-2006 (3)	Recommended 2006-2007 (4)	Approved/ Adopted by the Board of Supervisors 2006-2007 (5)
<b>SUMMARIZATION BY FUNCTION:</b>				
General	97,545,497	95,136,807	153,995,841	167,622,371
Public Protection	258,711,011	271,488,192	318,450,181	315,504,089
Public Ways & Facilities	20,687,758	20,785,281	24,194,065	26,404,038
Health & Sanitation	231,468,676	235,016,440	287,526,259	298,273,442
Public Assistance	166,163,755	177,479,945	212,356,369	213,304,093
Education	117,544	141,063	145,100	0
Recreation	6,692,512	7,408,393	8,149,770	8,228,655
Debt Service	20,850,612	21,073,809	45,546,419	41,621,181
Other Financing Uses	12,104,768	52,872,202	215,556,112	228,872,653
Total Specific Financing Uses	814,342,133	881,402,132	1,265,920,116	1,299,830,522
Appropriation for Contingencies	0	0	28,633,170	28,633,170
Subtotal	814,342,133	881,402,132	1,294,553,286	1,328,463,692
Provision for Reserves & Designations	0	0	0	0
<b>TOTAL FINANCING REQUIREMENTS</b>	<b>814,342,133</b>	<b>881,402,132</b>	<b>1,294,553,286</b>	<b>1,328,463,692</b>
<b>SUMMARIZATION BY FUND</b>				
00001 GENERAL FUND	736,242,014	803,962,552	1,144,944,081	1,177,492,303
00102 EMERGENCY MEDICAL SERVICES FUND	1,149,584	1,469,180	2,781,583	3,055,749
00105 IHSS PUBLIC AUTHORITY FUND	10,325,510	10,128,505	15,402,718	15,556,782
00106 FISH AND GAME PROPAGATION FUND	6,203	10,398	78,189	86,809
00107 OFF-HIGHWAY VEHICLE LICENSE FEES	21,469	66,649	246,193	249,248
00108 STRUCTURAL FIRE PROTECTION FUND	6,477,744	5,178,673	6,404,556	5,800,122
00110 ROAD FUND	16,804,820	16,732,099	16,573,112	18,843,586
00111 HALF-CENT TRANSPORTATION FUND	2,858,233	3,065,654	3,534,760	3,263,712
00114 ROAD IMPROVEMENTS FUND	1,024,705	987,528	4,086,193	4,296,740
00115 SOLID WASTE FUND	6,803,684	8,062,868	15,002,377	14,501,776
00301 DEBT SERVICE FUND	20,850,612	21,073,809	45,546,419	41,621,181
00400 ACCUMULATED CAPITAL OUTLAY	0	2,660	1,718	5,406
00401 CRIMINAL JUSTICE TEMP CONST FUND	1,554,507	1,946,194	2,518,150	2,655,363
00402 COURTHOUSE TEMP CONSTRUCTION FUN	1,728,296	1,176,700	3,754,957	4,384,962
00404 PARK ACQUISITION & DEV FUND	2,369,565	1,842,037	6,584,230	8,877,493
00410 CAPITAL PROJECTS FUND	6,125,188	5,696,624	26,704,050	27,772,461
<b>TOTAL FINANCING REQUIREMENTS</b>	<b>814,342,133</b>	<b>881,402,132</b>	<b>1,294,163,286</b>	<b>1,328,463,692</b>

**County of San Mateo  
STATE OF CALIFORNIA  
SUMMARY OF COUNTY FINANCING REQUIREMENTS BY FUNCTION & FUND  
FOR FISCAL YEAR 2006-2007**

DESCRIPTION (1)	Actual 2004-2005 (2)	Actual 2005-2006 (3)	Recommended 2006-2007 (4)	Approved/ Adopted by the Board of Supervisors 2006-2007 (5)
Total Specific Financing Uses (Brought forward from Schedule 8A)	814,342,133	881,402,132	1,265,920,116	1,299,830,522
<b>APPROPRIATION FOR CONTINGENCIES:</b>				
00001 GENERAL FUND	0	0	28,243,170	28,243,170
00115 SOLID WASTE	0	0	0	390,000
Subtotal - Total Estimated Financing Uses	814,342,133	881,402,132	1,294,163,286	1,328,463,692
<b>PROVISION FOR RESERVES &amp; DESIGNATIONS</b>				
00102 EMERGENCY MEDICAL SERVICES	0	0	0	0
00105 IHSS PUBLIC AUTHORITY	0	0	0	0
00106 FISH & GAME	0	0	0	0
00107 OFF-HIGHWAY LICENSE FEES	0	0	0	0
00108 STRUCTURAL FIRE PROTECTION	0	0	0	0
00111 HALF-CENT TRANSPORTATION FUND	0	0	0	0
00114 ROADWAY IMPROVEMENT	0	0	0	0
00115 SOLID WASTE FUND	0	0	0	0
00301 DEBT SERVICE	0	0	0	0
00401 CRIMINAL JUSTICE CONSTRUCTION	0	0	0	0
00402 COURTHOUSE CONSTRUCTION	0	0	0	0
00404 PARKS ACQ-DEV	0	0	0	0
<b>TOTAL FINANCING REQUIREMENTS</b>	<b>814,342,133</b>	<b>881,402,132</b>	<b>1,294,163,286</b>	<b>1,328,463,692</b>

County of San Mateo  
STATE OF CALIFORNIA

COUNTY BUDGET FORM  
SCHEDULE 8A  
Page 1

SCHEDULE OF COUNTY SPECIFIC FINANCING USES BY BUDGET UNIT BY FUNCTION AND ACTIVITY  
FOR FISCAL YEAR 2006-2007

BUDGET UNITS (Grouped by Function and Activity) (1)	Actual 2004-2005 (2)	Actual 2005-2006 (3)	Recommended 2006-2007 (4)	Approved/ Adopted By the Board of Supervisors 2006-2007 (5)
<b>GENERAL</b>				
Legislation & Administration				
Board of Supervisors/Assessment Appeals	1,945,860	1,953,642	2,838,309	2,856,790
County Manager	11,926,013	12,463,405	15,862,873	8,208,287
Public Safety Communication	0	0	0	8,244,429
Office of Economic Development	2,914,067	2,317,780	3,163,331	3,163,331
Finance				
Controller	6,152,112	5,459,492	6,601,843	6,601,843
Tax Collector/Treasurer	5,013,303	5,464,823	7,716,462	8,459,980
Assessor-Co Clerk-Recorder	19,078,299	20,074,206	24,090,286	28,811,666
Counsel				
County Counsel	4,858,738	5,303,887	6,425,236	6,534,865
Personnel				
Employee and Public Services	6,613,198	6,807,791	8,657,980	8,507,360
Other General				
Information Systems	10,315,199	6,948,385	21,405,599	25,435,992
Public Works	16,951,152	17,679,179	17,670,817	17,102,144
Accumulated Capital Outlay 00400	0	2,660	1,718	5,406
Criminal Justice Facility 00401	1,554,507	1,946,194	2,518,150	2,655,363
Courthouse Temporary Construction 00402	1,728,296	1,176,700	3,754,957	4,384,962
Parks Acquisition & Development 00404	2,369,565	1,842,037	6,584,230	8,877,493
Capital Projects 00410	6,125,190	5,696,624	26,704,050	27,772,461
<b>TOTAL GENERAL</b>	<b>97,545,497</b>	<b>95,136,807</b>	<b>153,995,841</b>	<b>167,622,371</b>

County of San Mateo  
STATE OF CALIFORNIA

COUNTY BUDGET FORM  
SCHEDULE 8A  
Page 2

SCHEDULE OF COUNTY SPECIFIC FINANCING USES BY BUDGET UNIT BY FUNCTION AND ACTIVITY  
FOR FISCAL YEAR 2006-2007

BUDGET UNITS (Grouped by Function and Activity) (1)	Actual 2004-2005 (2)	Actual 2005-2006 (3)	Recommended 2006-2007 (4)	Approved/ Adopted By the Board of Supervisors 2006-2007 (5)
<b>PUBLIC PROTECTION</b>				
Judicial				
County Support of the Court	22,253,474	21,066,814	21,244,733	21,244,733
District Attorney	18,044,879	18,304,607	23,647,835	23,210,434
Child Support Services	11,151,907	11,063,991	11,580,006	11,502,004
Grand Jury	431,356	583,413	547,968	547,968
Private Defender	12,257,336	12,992,777	14,525,742	14,525,742
Detention & Corrections				
Sheriff	108,402,146	114,964,409	127,855,647	132,184,301
Message Switch	426,946	537,630	1,081,720	1,112,469
Probation	51,732,995	54,898,215	65,887,631	64,513,299
Fire Protection				
State Fire Contract	4,942,818	6,582,932	6,404,556	6,304,275
County Fire Protection-Structural 00108	6,477,743	5,178,673	6,404,556	5,800,122
Protective Inspection				
Agricultural Commission	2,891,677	3,231,266	3,345,968	3,399,729
Other Protection				
Coroner & Public Administrator	2,341,949	2,474,751	2,737,257	2,733,201
Planning	5,640,020	6,466,412	12,740,200	13,286,830
Fish & Game Propagation 00106	6,203	10,398	78,189	86,809
Animal Control Services	4,289,251	4,586,561	4,766,459	0
Local Agency Formation Commission	222,330	87,292	175,583	186,397
Solid Waste 00115	6,803,684	8,062,868	15,002,377	14,501,776
Environmental Management	394,297	395,183	423,754	364,000
<b>TOTAL PUBLIC PROTECTION</b>	<b>258,711,011</b>	<b>271,488,192</b>	<b>318,450,181</b>	<b>315,504,089</b>
<b>PUBLIC WAYS &amp; FACILITIES</b>				
Public Ways				
Public Ways 00110	16,804,820	16,732,099	16,573,112	18,843,586
SMC Half-cent Transportation 00111	2,858,233	3,065,654	3,534,760	3,263,712
SM Co-wide Road Improvements 00114	1,024,705	987,528	4,086,193	4,296,740
<b>TOTAL PUBLIC WAYS &amp; FACILITIES</b>	<b>20,687,758</b>	<b>20,785,281</b>	<b>24,194,065</b>	<b>26,404,038</b>

County of San Mateo  
STATE OF CALIFORNIA

COUNTY BUDGET FORM  
SCHEDULE 8A  
Page 3

SCHEDULE OF COUNTY SPECIFIC FINANCING USES BY BUDGET UNIT BY FUNCTION AND ACTIVITY  
FOR FISCAL YEAR 2006-2007

BUDGET UNITS (Grouped by Function and Activity) (1)	Actual 2004-2005 (2)	Actual 2005-2006 (3)	Recommended 2006-2007 (4)	Approved/ Adopted By the Board of Supervisors 2006-2007 (5)
<b>HEALTH &amp; SANITATION</b>				
Health				
Business Administration-Health	6,002,878	5,301,475	7,072,776	13,158,115
Public Health Service	34,553,227	35,022,430	41,601,598	42,706,113
Health Family Plan Promotion	0	1,468,553	1,559,147	2,168,373
Environmental Health	10,004,098	10,156,725	12,776,218	14,006,147
Mental Health Service	79,192,763	82,434,068	102,553,650	102,766,581
Aging and Adult Services	15,960,928	16,861,953	19,782,284	20,282,284
Correctional Health	5,632,741	5,455,745	6,775,450	7,090,463
Emergency Medical Services 00102	1,149,584	1,469,180	2,781,583	3,055,749
Food Services	721,665	665,471	883,686	883,686
IHSS Public Authority	4,487,523	4,487,523	4,487,523	4,487,523
IHSS Public Authority 00105	10,325,510	10,128,505	15,402,718	15,556,782
Hospital Care				
Contribution to Medical Center	62,713,302	60,296,415	70,286,367	70,286,367
Emergency Medical Services	724,457	1,268,397	1,563,259	1,825,259
<b>TOTAL HEALTH &amp; SANITATION</b>	<b>231,468,676</b>	<b>235,016,440</b>	<b>287,526,259</b>	<b>298,273,442</b>
<b>PUBLIC ASSISTANCE</b>				
Administration				
Social Services	156,395,831	167,057,542	199,972,788	200,383,140
Other Assistance				
Department of Housing	9,767,924	10,422,403	12,383,581	12,920,953
<b>TOTAL PUBLIC ASSISTANCE</b>	<b>166,163,755</b>	<b>177,479,945</b>	<b>212,356,369</b>	<b>213,304,093</b>

**County of San Mateo**  
**STATE OF CALIFORNIA**

**SCHEDULE OF COUNTY SPECIFIC FINANCING USES BY BUDGET UNIT BY FUNCTION AND ACTIVITY**  
**FOR FISCAL YEAR 2006-2007**

BUDGET UNITS (Grouped by Function and Activity) (1)	Actual 2004-2005 (2)	Actual 2005-2006 (3)	Recommended 2006-2007 (4)	Approved/ Adopted By the Board of Supervisors 2006-2007 (5)
<b>EDUCATION</b>				
Cooperative Education				
Cooperative Extension Services	117,544	141,063	145,100	0
<b>TOTAL EDUCATION</b>	117,544	141,063	145,100	0
<b>RECREATION</b>				
Recreation Facilities				
Parks & Recreation	6,671,043	7,341,744	7,903,577	7,979,406
Off-Highway License Fees 00107	21,469	66,649	246,193	249,249
<b>TOTAL RECREATION</b>	6,692,512	7,408,393	8,149,770	8,228,655
<b>OTHER FINANCING USES</b>				
Debt Service Fund 00301	20,850,612	21,073,809	45,546,419	41,621,181
Non-Departmental	12,104,768	52,872,202	215,556,112	228,872,653
<b>TOTAL OTHER FINANCING USES</b>	32,955,380	73,946,011	261,102,531	270,493,834
<b>TOTAL SPECIFIC EXPENDITURE REQUIREMENTS</b>	814,342,133	881,402,132	1,265,920,116	1,299,830,522



**COUNTY BUDGET FORM**

**County of San Mateo  
STATE OF CALIFORNIA  
OPERATION OF INTERNAL SERVICE FUND  
OPERATIONAL STATEMENT FOR THE FISCAL YEAR 2006-2007**

**SCHEDULE 10**  
Fund Title Fleet Maintenance Fund  
Service Act. Fleet Maintenance

OPERATING DETAIL	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
(1)	(2)	(3)	(4)	(5)
<u>STATEMENT OF CHANGES</u> <u>IN FINANCIAL POSITION:</u>				
<b>SOURCES OF WORKING CAPITAL:</b>				
Net Income (Loss)	560,490	154,797	0	0
Depreciation Expense	1,658,327	1,572,036	0	0
Equity Transfer In	0	0	0	0
Decrease in Working Capital	0	0	11,999,168	12,203,833
 <b>TOTAL SOURCES OF WORKING CAPITAL</b>	 2,218,817	 1,726,833	 11,999,168	 12,203,833
 <b>USES OF WORKING CAPITAL:</b>				
Equipment Replacement	1,256,323	2,045,332	0	0
Additional & Excess Replacement	0	0	0	0
Cost Over Depreciation	0	0	0	0
Increase in Working Capital	962,494	(318,499)	11,999,168	12,203,833
 <b>TOTAL USES OF WORKING CAPITAL</b>	 2,218,817	 1,726,833	 11,999,168	 12,203,833

**COUNTY BUDGET FORM**

**County of San Mateo  
STATE OF CALIFORNIA  
OPERATION OF INTERNAL SERVICE FUND  
OPERATIONAL STATEMENT FOR THE FISCAL YEAR 2006-2007**

**SCHEDULE 10**  
Fund Title Tower Road Const Fund  
Service Act. Maint., Repair & Renovation

OPERATING DETAIL  (1)	Actual 2004-2005  (2)	Actual 2005-2006  (3)	Recommended 2006-2007  (4)	Approved 2006-2007  (5)
<u>STATEMENT OF CHANGES</u> <u>IN FINANCIAL POSITION:</u>				
<b>SOURCES OF WORKING CAPITAL:</b>				
Net Income (Loss)	218,204	10,131	0	0
Depreciation Expense	0	1,052	0	0
Equity Transfer In	0	0	0	0
Decrease in Working Capital	0	0	4,487,455	4,868,859
 <b>TOTAL SOURCES OF WORKING CAPITAL</b>	 218,204	 11,183	 4,487,455	 4,868,859
 <b>USES OF WORKING CAPITAL:</b>				
Equipment Replacement	0	10,825	0	0
Additional & Excess Replacement	0	0	0	0
Cost Over Depreciation	0	0	0	0
Increase in Working Capital	218,204	358	4,487,455	4,868,859
 <b>TOTAL USES OF WORKING CAPITAL</b>	 218,204	 11,183	 4,487,455	 4,868,859

**COUNTY BUDGET FORM**

**SCHEDULE 11**

Fund Title Coyote Pt Marina  
Service Act. Recreation

**County of San Mateo  
STATE OF CALIFORNIA  
OPERATION OF ENTERPRISE FUND  
OPERATIONAL STATEMENT FOR THE FISCAL YEAR 2006-2007**

OPERATING DETAIL	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
(1)	(2)	(3)	(4)	(5)
<u>OPERATING INCOME:</u>				
Use of Money and Property	53,822	69,518	47,500	47,500
Charges for Services	1,075,429	1,163,302	1,130,317	1,130,317
Miscellaneous Revenue	490	466	1,200	1,200
<b>TOTAL OPERATING INCOME</b>	<b>1,129,741</b>	<b>1,233,286</b>	<b>1,179,017</b>	<b>1,179,017</b>
<u>OPERATING EXPENSES:</u>				
Salaries and Benefits	441,978	519,734	533,277	533,277
Services and Supplies	172,795	226,765	247,195	247,195
Intrafund Transfers	110,127	137,604	146,723	146,723
Other Charges	496,097	485,807	226,687	226,687
<b>TOTAL OPERATING EXPENSES</b>	<b>1,220,997</b>	<b>1,369,910</b>	<b>1,153,882</b>	<b>1,153,882</b>
<b>NET OPERATING INCOME(LOSS)</b>	<b>(91,256)</b>	<b>(136,624)</b>	<b>25,135</b>	<b>25,135</b>
<u>NON OPERATING INCOME(EXPENSES):</u>				
Intergovernmental Revenues	0	0	0	0
Other Financing Sources	9	0	0	0
Non-General Fund Reserves	0	0	(291,712)	(291,712)
Other Financing Uses	0	0	(995,000)	(995,000)
Contingencies	0	0	1,261,577	1,261,577
<b>TOTAL NON-OPERATING REVENUE (EXPENSE)</b>	<b>9</b>	<b>0</b>	<b>(25,135)</b>	<b>(25,135)</b>
<b>NET INCOME(LOSS)</b>	<b>(91,247)</b>	<b>(136,624)</b>	<b>0</b>	<b>0</b>
Fixed Assets	27,185	59,023	0	0

OPERATING DETAIL	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
(1)	(2)	(3)	(4)	(5)

Fund Balance	1,339,076	1,217,823	1,261,577	1,261,577
Net Income(Loss) + Fixed Assets	(118,432)	(195,647)	-	-
<b>Non County Reserve - Net County Cost</b>	<b>1,220,644</b>	<b>1,022,176</b>	<b>1,261,577</b>	<b>1,261,577</b>

Page 2

Fund Title  
Service Act.

Coyote Pt Marina  
Recreation

**COUNTY BUDGET FORM**

**SCHEDULE 11**

**County of San Mateo  
STATE OF CALIFORNIA**

**OPERATION OF ENTERPRISE FUND**

**OPERATIONAL STATEMENT FOR THE FISCAL YEAR 2005-2006**

Fund Title Airports Fund  
Service Act. Airport

OPERATING DETAIL	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
(1)	(2)	(3)	(4)	(5)
<u>OPERATING INCOME:</u>				
Use of Money and Property	1,863,876	1,895,534	1,921,500	1,921,500
Licenses, Permits and Property	15,500	15,500	0	0
Charges for Services	29,590	45,778	40,700	40,700
Intrafund Transfer	25,345	38,408	0	0
Miscellaneous Revenue	37,677	37,754	24,800	0
<b>TOTAL OPERATING INCOME</b>	<b>1,971,988</b>	<b>2,032,974</b>	<b>1,987,000</b>	<b>1,962,200</b>
<u>OPERATING EXPENSES:</u>				
Salaries and Benefits	652,661	681,712	805,178	805,178
Services and Supplies	435,040	500,422	663,466	663,466
Other Charges	581,964	601,220	382,909	382,909
<b>TOTAL OPERATING EXPENSES</b>	<b>1,669,665</b>	<b>1,783,354</b>	<b>1,851,553</b>	<b>1,851,553</b>
<b>NET OPERATING INCOME(LOSS)</b>	<b>302,323</b>	<b>249,620</b>	<b>135,447</b>	<b>110,647</b>
<u>NON OPERATING INCOME(EXPENSES):</u>				
Intergovernmental Revenues	1,064,444	294,436	4,322,010	4,322,010
Other Financing Sources				24,800
Non-General Fund Reserves			(2,151,369)	(2,151,369)
Contingencies	0	0	2,166,696	2,166,696
<b>TOTAL NON-OPERATING REVENUE (EXPENSE)</b>	<b>1,064,444</b>	<b>294,436</b>	<b>4,337,337</b>	<b>4,362,137</b>
<b>NET INCOME(LOSS)</b>	<b>1,366,767</b>	<b>544,056</b>	<b>4,472,784</b>	<b>4,472,784</b>
Fixed Assets	1,200,286	818,522	4,472,784	4,472,784

OPERATING DETAIL	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
(1)	(2)	(3)	(4)	(5)

Fund Balance	2,018,090	2,441,162	2,166,696	2,166,696
Net Income(Loss) + Fixed Assets	166,481	(274,466)	-	-
<b>Non-General Reserve- Net County Cost</b>	<b>2,184,571</b>	<b>2,166,696</b>	<b>2,166,696</b>	<b>2,166,696</b>

Page 2

Fund Title  
Service Act.

Airports Fund  
Airport

**COUNTY BUDGET FORM**

**County of San Mateo  
STATE OF CALIFORNIA  
OPERATION OF ENTERPRISE FUND  
OPERATIONAL STATEMENT FOR THE FISCAL YEAR 2005-2006**

**SCHEDULE 11**  
Fund Title SMC General Hospital  
Service Act. Health & Sanitation  
Hospital Care

OPERATING DETAIL	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
(1)	(2)	(3)	(4)	(5)
<u>OPERATING INCOME:</u>				
Use of Money and Property	3,458	2,636	5,000	5,000
Taxes	261	984	37,657	37,657
Charges for Services	99,590,679	95,311,383	129,434,271	129,434,271
Interfund Revenue	1,835,943	7,445,499	17,993,923	17,993,923
Miscellaneous Revenue	2,989,244	3,527,020	5,307,585	5,307,585
<b>TOTAL OPERATING INCOME</b>	<b>104,419,585</b>	<b>106,287,522</b>	<b>152,778,436</b>	<b>152,778,436</b>
<u>OPERATING EXPENSES:</u>				
Salaries and Benefits	103,894,550	112,119,182	128,080,449	128,080,449
Services and Supplies	52,377,176	54,578,287	51,883,857	51,883,857
Other Charges	20,758,469	20,751,263	27,163,755	27,163,755
<b>TOTAL OPERATING EXPENSES</b>	<b>177,030,195</b>	<b>187,448,732</b>	<b>207,128,061</b>	<b>207,128,061</b>
<b>NET OPERATING INCOME(LOSS)</b>	<b>(72,610,610)</b>	<b>(81,161,210)</b>	<b>(54,349,625)</b>	<b>(54,349,625)</b>
<u>NON OPERATING INCOME(EXPENSES):</u>				
Intergovernmental Revenues	35,978,839	51,607,362	16,558,050	16,558,050
Other Financing Sources	48,011,462	40,012,515	54,047,737	54,047,737
Non-General Fund Reserves				
Other Financing Uses	(10,589,412)	(10,458,689)	(10,000,162)	(10,000,162)
Contingencies	0	0	0	0
<b>TOTAL NON-OPERATING REVENUE (EXPENSE)</b>	<b>73,400,889</b>	<b>81,161,188</b>	<b>60,605,625</b>	<b>60,605,625</b>
<b>NET INCOME(LOSS)</b>	<b>790,279</b>	<b>(22)</b>	<b>6,256,000</b>	<b>6,256,000</b>
Fixed Assets	793,811	(22)	6,256,000	6,256,000

OPERATING DETAIL	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
(1)	(2)	(3)	(4)	(5)

Fund Balance	3,532	-	-	-
Net Income(Loss) + Fixed Assets	(3,532)	-	-	-
<b>Net County Cost</b>	-	-	-	-

Page 2

Fund Title  
Service Act.

SMC General Hospital  
Health & Sanitation



County of San Mateo  
STATE OF CALIFORNIA  
SUMMARY OF SPECIAL DISTRICT BUDGETS

FOR FISCAL YEAR 2006-2007

DISTRICT AND FUND  (1)	AVAILABLE FINANCING				FINANCING REQUIREMENTS		
	Fund Balance Unreserved/ Undesignated  June 30, 2006 (2)	Cancellation of Prior Year Reserves/ Designations (3)	Estimation Additional Financing Sources (4)	Total Available Financing (5)	Estimated Financing Uses (6)	Provisions for Reserves and/or Designations (new or incr.) (7)	Total Financing Requirements (8)
<u>COUNTY SERVICE AREA</u>							
00131 County Service Area #1	844,343	0	1,969,627	2,813,970	1,993,253	820,717	2,813,970
00132 County Service Area #6	578,505	0	52,042	630,547	47,590	582,957	630,547
00133 County Service Area #7	174,545	0	44,500	219,045	88,817	130,228	219,045
00134 County Service Area #8	2,700,848	0	1,614,113	4,314,961	1,630,127	2,684,834	4,314,961
00135 County Service Area #11	129,864	0	43,000	172,864	74,465	98,399	172,864
<u>SEWER &amp; SANITATION</u>							
00151 Burlingame Hills Sewer	233,892	0	304,360	538,252	374,000	164,252	538,252
00152 Emerald Lake Heights Sewer	1,032,039	0	639,951	1,671,990	697,600	974,390	1,671,990
00153 Fair Oaks Sewer	2,552,498	0	3,086,053	5,638,551	4,620,300	1,018,251	5,638,551
00154 Harbor Industrial Sewer	673,420	0	82,194	755,614	104,063	651,551	755,614
00155 Kensington Square Sewer	147,888	0	34,820	182,708	37,531	145,177	182,708
00156 Oak Knoll Sewer	128,697	0	50,470	179,167	70,309	108,858	179,167
00157 Crystal Springs Sanitation	145,055	0	917,582	1,062,637	990,900	71,737	1,062,637
00158 Devonshire County Sanitation	328,442	0	135,917	464,359	161,250	303,109	464,359
00159 Scenic Heights County Sanitation	30,866	0	21,422	52,288	28,780	23,508	52,288
<u>DRAINAGE DISTRICTS</u>							
00176 Baywood Park Drainage	1,046	0	0	1,046	492	554	1,046
00177 Campo-Bello University Park Drainage	39,864	0	2,705	42,569	17,255	25,314	42,569
00178 East Palo Alto Drainage	30,319	0	35,065	65,384	25,147	40,237	65,384
00179 Enchanted Hills Drainage	2,950	0	1,242	4,192	2,137	2,055	4,192
00180 Harbor Industrial Drainage	31,991	0	848	32,839	10,696	22,143	32,839
00181 Highland Drainage	21,136	0	818	21,954	5,828	16,126	21,954
00182 Palo Alto Gardens Drainage	15	0	0	15	12	3	15
00183 Sequoia Drainage	38,994	0	2,263	41,257	14,764	26,493	41,257
00184 University Heights Area Drainage	153,384	0	12,555	165,939	30,000	133,939	163,939
<u>FLOOD CONTROL ZONES</u>							
00201 Colma Creek Flood Control Zone	6,190,870	0	1,891,678	8,082,548	2,818,389	5,264,159	8,082,548
00202 Colma Creek Fld. Control Sub-Zone #1	71,625	0	84,497	156,122	90,000	66,122	156,122
00203 Colma Creek Fld. Control Sub-Zone #2	223,781	0	368,728	592,509	385,000	207,509	592,509
00204 Colma Creek Fld. Control Sub-Zone #3	436,348	0	942,153	1,378,501	935,000	443,501	1,378,501
00205 Ravenswood Slough Fld Control Zone #1	243,703	0	9,850	253,553	32,390	221,163	253,553
00206 San Bruno Creek Flood Control Zone #1	511,495	0	208,000	719,495	372,100	347,395	719,495
00207 San Bruno Creek Flood Control Zone #2	320,550	0	168,701	489,251	212,100	277,151	489,251
00209 San Francisquito Creek Fld. Control #2	1,962,172	0	188,858	2,151,030	1,110,750	1,040,280	2,151,030
00210 San Mateo Co Flood Control Zone 1	21,552	0	620	22,172	3,000	19,172	22,172
<u>LIGHTING DISTRICTS</u>							
00226 Bel Aire Lighting	389,983	0	40,430	430,413	35,500	394,913	430,413
00227 Belmont Lighting	130,301	0	7,155	137,456	7,150	130,306	137,456
00228 Colma Lighting	771,031	0	91,678	862,709	70,000	792,709	862,709
00229 Granada Lighting	515,491	0	52,850	568,341	79,000	489,341	568,341
00230 Emerald Lake Lighting	1,605,282	0	167,278	1,772,560	55,500	1,717,060	1,772,560
00231 Enchanted Hills Lighting	91,206	0	8,151	99,357	5,910	93,447	99,357
00232 La Honda Lighting	135,029	0	11,318	146,347	5,000	141,347	146,347
00233 Menlo Park Lighting	1,007,055	0	166,651	1,173,706	102,500	1,071,206	1,173,706
00234 Montara Lighting	862,288	0	79,508	941,796	33,500	908,296	941,796
00235 Pescadero Lighting	114,049	0	9,942	123,991	4,800	119,191	123,991
00236 Ravenswood Lighting	1,164,611	0	152,545	1,317,156	111,000	1,206,156	1,317,156
<u>LANDSCAPE DISTRICTS</u>							
00266 Highlands Landscape Maintenance	33,573	0	5,780	39,353	4,700	34,653	39,353
<b>TOTAL</b>	<b>26,822,596</b>	<b>0</b>	<b>13,707,918</b>	<b>40,530,514</b>	<b>17,498,605</b>	<b>23,029,909</b>	<b>40,528,514</b>

**COUNTY BUDGET FORM  
SCHEDULE 14**

**County of San Mateo  
STATE OF CALIFORNIA  
ANALYSIS OF FUND BALANCE UNRESERVED/UNDESIGNATED  
AS OF JUNE 30, 2006**

COUNTY FUNDS (1)	Fund Balance (per auditor) as of June 30, 2006 Actual (2)	LESS: FUND BALANCE-RESERVED/DESIGNATED			Fund Balance Unreserved/ Undesignated June 30, 2006 Actual (6)
		Encumbrances (3)	General & Other Reserves (4)	Designations (5)	
<b><u>COUNTY SERVICE AREA</u></b>					0
00131 County Service Area #1	844,343	0	0	0	844,343
00132 County Service Area #6	578,505	0	0	0	578,505
00133 County Service Area #7	174,545	0	0	0	174,545
00134 County Service Area #8	2,700,848	0	0	0	2,700,848
00135 County Service Area #11	129,864	0	0	0	129,864
<b><u>SEWER &amp; SANITATION</u></b>					
00151 Burlingame Hills Sewer	233,892	0	0	0	233,892
00152 Emerald Lake Heights Sewer	1,032,039	0	0	0	1,032,039
00153 Fair Oaks Sewer	2,552,498	0	0	0	2,552,498
00154 Harbor Industrial Sewer	673,420	0	0	0	673,420
00155 Kensington Square Sewer	147,888	0	0	0	147,888
00156 Oak Knoll Sewer	128,697	0	0	0	128,697
00157 Crystal Springs Sanitation	145,055	0	0	0	145,055
00158 Devonshire County Sanitation	328,442	0	0	0	328,442
00159 Scenic Heights County Sanitation	30,866	0	0	0	30,866
<b><u>DRAINAGE DISTRICTS</u></b>					
00176 Baywood Park Drainage	1,046	0	0	0	1,046
00177 Campo-Bello University Park Drainage	39,864	0	0	0	39,864
00178 East Palo Alto Drainage	30,319	0	0	0	30,319
00179 Enchanted Hills Drainage	2,950	0	0	0	2,950
00180 Harbor Industrial Drainage	31,991	0	0	0	31,991
00181 Highland Drainage	21,136	0	0	0	21,136
00182 Palo Alto Gardens Drainage	15	0	0	0	15
00183 Sequoia Drainage	38,994	0	0	0	38,994
00184 University Heights Area Drainage	153,384	0	0	0	153,384
<b><u>FLOOD CONTROL ZONES</u></b>					
00201 Colma Creek Flood Control Zone	6,190,870	0	0	0	6,190,870
00202 Colma Creek Fld. Control Sub-Zone #1	71,625	0	0	0	71,625
00203 Colma Creek Fld. Control Sub-Zone #2	223,781	0	0	0	223,781
00204 Colma Creek Fld. Control Sub-Zone #3	436,348	0	0	0	436,348
00205 Ravenswood Slough Fld Control Zone #1	243,703	0	0	0	243,703
00206 San Bruno Creek Flood Control Zone #1	511,495	0	0	0	511,495
00207 San Bruno Creek Flood Control Zone #2	320,550	0	0	0	320,550
00209 San Francisquito Creek Fld. Control #2	1,962,172	0	0	0	1,962,172
00210 San Mateo Co Flood Control Zone 1	21,552	0	0	0	21,552
<b><u>LIGHTING DISTRICTS</u></b>					
00226 Bel Aire Lighting	389,983	0	0	0	389,983
00227 Belmont Lighting	130,301	0	0	0	130,301
00228 Colma Lighting	771,031	0	0	0	771,031
00229 Granada Lighting	515,491	0	0	0	515,491
00230 Emerald Lake Lighting	1,605,282	0	0	0	1,605,282
00231 Enchanted Hills Lighting	91,206	0	0	0	91,206
00232 La Honda Lighting	135,029	0	0	0	135,029
00233 Menlo Park Lighting	1,007,055	0	0	0	1,007,055
00234 Montara Lighting	862,288	0	0	0	862,288
00235 Pescadero Lighting	114,049	0	0	0	114,049
00236 Ravenswood Lighting	1,164,611	0	0	0	1,164,611
<b><u>LANDSCAPE DISTRICTS</u></b>					
00266 Highlands Landscape Maintenance	33,573	0	0	0	33,573
<b>TOTAL</b>	26,822,596	0	0	0	26,822,596

**County of San Mateo**

STATE OF CALIFORNIA

SPECIAL DISTRICTS

COUNTY SERVICE AREA NO. 1 DISTRICT BUDGET DETAIL-00131

DISTRICT BUDGET FORM

SCHEDULE 16

GOVERNING BOARD:

FOR FISCAL YEAR 2006-2007

Board of Supervisors .. ☒Other Appointed ..... ☐Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
615,395,889	65,936	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	1,005,082	1,295,481	844,343	844,343
CANCELLATION OF PRIOR YEAR RESERVE	29,246	0	0	0
Property Taxes - Current Secured	1,407,658	1,502,495	1,657,343	1,657,343
Property Taxes - Current Unsecured	120,117	111,875	123,284	123,284
Taxes - Special Augmentation Fund	0	0	0	0
Property Taxes - Prior	(713)	2,922	1,000	1,000
Interest Earned	42,118	35,827	35,000	35,000
Homeowner Property tax Relief	13,965	14,380	14,000	14,000
Special Tax	92,182	92,183	93,000	93,000
Property Taxes - Supplemental SB 813	70,894	75,162	46,000	46,000
Other Interfund Revenue	0	0	0	0
Miscellaneous Revenue	20,455	0	0	0
ERAF Rebate	32	0	0	0
<b>TOTAL</b>	<b>2,801,036</b>	<b>3,130,324</b>	<b>2,813,970</b>	<b>2,813,970</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repairs and Maintenance	1,448,085	2,537,407	1,993,253	1,993,253
GENERAL RESERVES	0	0	799,643	820,717
<b>TOTAL</b>	<b>1,448,085</b>	<b>2,537,407</b>	<b>2,792,896</b>	<b>2,813,970</b>

County of San Mateo  
 STATE OF CALIFORNIA  
 SPECIAL DISTRICTS  
 COUNTY SERVICE AREA NO. 6 DISTRICT BUDGET DETAIL-00132

DISTRICT BUDGET FORM  
 SCHEDULE 16

GOVERNING BOARD:

FOR FISCAL YEAR 2006-2007

Board of Supervisors .. ☒ X  
 Other Appointed ..... ☐  
 Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
97,888,740	1,629,249	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
 (ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	483,807	525,757	578,505	578,505
CANCELLATION OF PRIOR YEAR RESERVE	0	0	0	0
Property Taxes - Current Secured	34,606	36,651	33,408	33,408
Property Taxes - Current Unsecured	2,930	2,707	2,797	2,797
Property Taxes - Prior	(17)	(2)	0	0
Interest Earned	14,415	19,305	15,500	15,500
Homeowner Property tax Relief	341	348	337	337
Property Taxes - Supplemental SB 813	1,750	1,904	0	0
ERAF Rebate	2,928	4,757	0	0
ERAF III Shift	3,991	(3,991)	0	0
<b>TOTAL</b>	<b>544,751</b>	<b>587,436</b>	<b>630,547</b>	<b>630,547</b>

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SERVICE &amp; SUPPLIES</b>				
Repairs and Maintenance	11,641	8,931	47,590	47,590
APPROPRIATION FOR CONTINGENCIES	0	0	582,957	582,957
<b>TOTAL</b>	<b>11,641</b>	<b>8,931</b>	<b>630,547</b>	<b>630,547</b>

**County of San Mateo**

STATE OF CALIFORNIA

SPECIAL DISTRICTS

COUNTY SERVICE AREA NO. 7 DISTRICT BUDGET DETAIL-00133

**DISTRICT BUDGET FORM****SCHEDULE 16**

GOVERNING BOARD:

FOR FISCAL YEAR 2006-2007

Board of Supervisors ☒Other Appointed ..... ☐Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
16,763,921	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**

(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	116,367	162,277	174,545	174,545
CANCELLATION OF PRIOR YEAR RESERVE	0	0	0	0
Interest Earned	4,107	5,939	4,500	4,500
Water Sales	44,493	44,894	40,000	40,000
Water Service Charges	200	150	0	0
Other Revenue	450	150	0	0
Miscellaneous Revenue	75	25	0	0
Interfund Revenue	0		0	0
Surcharges and Penalties	453	346	0	0
<b>TOTAL</b>	<b>166,145</b>	<b>213,781</b>	<b>219,045</b>	<b>219,045</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SERVICE &amp; SUPPLIES</b>				
Repair and Manintenance	29,043	39,235	88,817	88,817
<b>APPROPRIATION FOR CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>130,228</b>	<b>130,228</b>
<b>TOTAL</b>	<b>29,043</b>	<b>39,235</b>	<b>219,045</b>	<b>219,045</b>

# County of San Mateo

STATE OF CALIFORNIA

SPECIAL DISTRICTS

COUNTY SERVICE AREA NO. 8 DISTRICT BUDGET DETAIL-00134

DISTRICT BUDGET FOI

SCHEDULE 16

GOVERNING BOARD

FOR FISCAL YEAR 2006-2007

Board of Supervisors .

☒

Other Appointed .....

☐

Other Elected .....

☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,180,828,449	36,308,374	

## SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES (ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	1,693,250	2,321,752	2,700,848	2,700,848
Property Taxes - Current Secured	554,991	585,924	484,373	484,373
Property Taxes - Current Unsecured	46,853	43,109	44,545	44,545
Taxes - Special District Augmentation Fund	0	0	0	0
Property Taxes - Prior	(277)	(32)	296	296
Interest Earned	59,125	82,644	53,160	53,160
Homeowner Property Tax Relief	5,447	5,544	5,362	5,362
Refuse Disposal	828,076	828,940	840,000	840,000
Property Taxes - Supplemental SB 813	27,696	30,256	17,346	17,346
Franchise Fees	51,999	46,021	62,904	62,904
Rebates and Refunds	0	106,127	106,127	106,127
ERAF III Shift	(135,386)	(135,386)	0	0
ERAF Rebate	16,746	49,836	0	0
TOTAL	3,148,520	3,964,735	4,314,961	4,314,961

## SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICES & SUPPLIES				
Repairs and Maintenance	1,235,228	1,263,886	1,630,127	1,630,127
APPROPRIATION FOR CONTINGENCIES	0	0	2,684,834	2,684,834
	1,235,228	1,263,886	4,314,961	4,314,961

**County of San Mateo**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**COUNTY SERVICE AREA NO. 11 DISTRICT BUDGET DETAIL-00135**

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**  
**GOVERNING BOARD**

**FOR FISCAL YEAR 2006-2007**

Board of Supervisors . ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
21,946,078	310,662	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	124,236	139,981	129,864	129,864
Interest Earned	4,365	4,894	3,000	3,000
Water Sales	41,627	41,622	40,000	40,000
Water Service Charges	0	50	0	0
Misc Revenue	180	0	0	0
Surcharges & Penalties	1,140	1,400	0	0
<b>TOTAL</b>	<b>171,548</b>	<b>187,947</b>	<b>172,864</b>	<b>172,864</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICES & SUPPLIES/DEBT SERVICE				
Repairs and Maintenance	81,607	79,616	74,465	74,465
APPROPRIATION FOR CONTINGENCIES	0	0	98,399	98,399
<b>TOTAL</b>	<b>81,607</b>	<b>79,616</b>	<b>172,864</b>	<b>172,864</b>



**County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS**

**BURLINGAME HILLS SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00151**

**DISTRICT BUDGET FORM**

**SCHEDULE 16**

**GOVERNING BOARD:**

**FOR FISCAL YEAR 2005-2006**

Board of Supervisors ..... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
332,770,230	276,804	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	209,624	47,132	233,892	233,892
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	35,758	39,040	14,550	14,550
Property Taxes - Current Unsecured	3,047	2,854	2,945	2,945
Property Taxes - Prior	(18)	(2)	0	0
Interest Earned	3,282	3,754	3,000	3,000
Homeowner Property tax Relief	354	370	355	355
Annexation Charges	0	800	0	0
Connection Charges	3,192	3,254	0	0
Sewer Service Charges	259,382	279,706	282,510	282,510
Other Special Charges	200	1,000	1,000	1,000
Property Taxes - Supplemental SB 813	1,787	2,003	0	0
ERAF Rebate	16,701	28,428	0	0
ERAF III Shift	(24,858)	(24,858)	0	0
<b>TOTAL</b>	<b>508,451</b>	<b>383,481</b>	<b>538,252</b>	<b>538,252</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SERVICE &amp; SUPPLIES</b>				
Repairs & Maintenance	462,969	151,241	374,000	374,000
<b>APPROPRIATION FOR CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>164,252</b>	<b>164,252</b>
<b>RESERVES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>462,969</b>	<b>151,241</b>	<b>538,252</b>	<b>538,252</b>



County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
EMERALD LAKE HEIGHTS SEWER DISTRICT BUDGET DETAIL-00152

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

FOR FISCAL YEAR 2006-2007

Board of Supervisors ..... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,141,462,312	395,331	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	1,250,950	1,250,950	1,032,039	1,032,039
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	8,949	9,950	1,530	1,530
Property Taxes - Current Unsecured	759	703	725	725
Property Taxes - Prior	(4)	0	0	0
Interest Earned	30,832	40,277	35,852	35,852
Homeowner Property Tax Relief	88	93	87	87
Annexation Charges	1,600	0	0	0
Sewer Service Charges	574,976	602,092	601,757	601,757
Other Special Charges	4,237	1,000	0	0
Connection Charges	94,172	23,559	0	0
Property Taxes - Supplemental SB 813	447	506	0	0
ERAF Rebate	4,534	8,138	0	0
ERAF III Shift	(8,150)	(8,150)	0	0
Rebates and Refunds	0	282	0	0
<b>TOTAL</b>	<b>1,963,390</b>	<b>1,929,400</b>	<b>1,671,990</b>	<b>1,671,990</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SERVICE &amp; SUPPLIES</b>				
Repairs & Maintenance	645,886	255,540	697,600	697,600
<b>APPROPRIATION FOR CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>974,390</b>	<b>974,390</b>
<b>TOTAL</b>	<b>645,886</b>	<b>255,540</b>	<b>1,671,990</b>	<b>1,671,990</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
FAIR OAKS MAINTENANCE DISTRICT BUDGET DETAIL-00153

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
4,616,744,053	123,283,871	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	5,253,647	4,763,422	2,552,498	2,552,498
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	249,308	270,724	14,270	14,270
Property Taxes - Current Unsecured	18,811	17,337	18,795	18,795
Property Taxes - Prior	(126)	316	0	0
Interest Earned	137,855	125,429	100,000	100,000
Homeowner Property Tax Relief	2,488	2,581	2,440	2,440
Connection Charges	18,855	18,131	0	0
Sewer Service Charges	2,692,113	2,925,548	2,935,548	2,935,548
Plan Checking Fees	0	150	0	0
Other Special Charges	4,650	7,900	0	0
Annexation Charges	800	1,600	0	0
Property Taxes - Supplemental SB 813	12,621	14,014	0	0
Other Administrative Assessment	15,953	20,852	15,000	15,000
Project Cost Reimbursement	2,579	67,163	0	0
Special District Augment Fund	0	175	0	0
ERAF Rebate	129,019	237,633	0	0
ERAF III Shift	(232,120)	(251,434)	0	0
<b>TOTAL</b>	<b>8,306,453</b>	<b>8,221,541</b>	<b>5,638,551</b>	<b>5,638,551</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SERVICE &amp; SUPPLIES</b>				
Repair & Maintenance	3,668,805	5,842,980	4,620,300	4,620,300
<b>CONTINGENCIES</b>	<b>0.00</b>	<b>0.00</b>	<b>1,018,251</b>	<b>1,018,251</b>
<b>TOTAL</b>	<b>3,668,805</b>	<b>5,842,980</b>	<b>5,638,551</b>	<b>5,638,551</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
HARBOR INDUSTRIAL SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00154

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
81,633,056	9,890,255	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	646,829	616,680	673,420	673,420
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	5,794	5,984	0	0
Property Taxes - Current Unsecured	402	362	419	419
Property Taxes - Prior	(3)	0	0	0
Interest Earned	17,450	22,592	19,852	19,852
Sewer Service Charges	51,806	62,595	61,876	61,876
Property Taxes - Supplemental SB 813	278	293	0	0
Homeowner Property Tax Relief	52	53	47	47
Other Special Charges	0	400	0	0
ERAF Rebate	3,152	6,170	0	0
ERAF III Shift	(4,671)	(7,598)	0	0
<b>TOTAL</b>	<b>721,089</b>	<b>707,531</b>	<b>755,614</b>	<b>755,614</b>

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SERVICE &amp; SUPPLIES</b>				
Repair & Maintenance	105,813	35,514	104,063	104,063
<b>APPROPRIATION FOR CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>651,551</b>	<b>651,551</b>
<b>TOTAL</b>	<b>105,813</b>	<b>35,514</b>	<b>755,614</b>	<b>755,614</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
KENSINGTON SQUARE SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00155

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

FOR FISCAL YEAR 2006-2007

Board of Supervisors ..... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
24,795,206	33,586	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	135,778	146,818	147,888	147,888
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	6,836	7,371	4,550	4,550
Property Taxes - Current Unsecured	582	551	570	570
Property Taxes - Prior	(2)	0	0	0
Interest Earned	3,879	5,165	3,584	3,584
Homeowner Property Tax Relief	68	70	68	68
Sewer Service Charges	24,502	25,956	26,048	26,048
Property Taxes - Supplemental SB 813	339	380	0	0
ERAF Rebate	2,862	4,522	0	0
ERAF III Shift	(3,067)	(3,067)	0	0
<b>TOTAL</b>	<b>171,777</b>	<b>187,766</b>	<b>182,708</b>	<b>182,708</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SERVICE &amp; SUPPLIES</b>				
Repair & Maintenance	25,235	40,155	37,531	37,531
APPROPRIATION FOR CONTINGENCIES	0	0	145,177	145,177
<b>TOTAL</b>	<b>25,235</b>	<b>40,155</b>	<b>182,708</b>	<b>182,708</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
OAK KNOLL SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00156

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

FOR FISCAL YEAR 2006-2007

Board of Supervisors ..... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
64,191,144	9,676	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	100,326	109,507	128,697	128,697
Property Taxes - Current Secured	2,258	2,274	350	350
Property Taxes - Current Unsecured	193	171	177	177
Property Taxes - Prior	(1)	0	0	0
Interest Earned	2,790	4,232	3,000	3,000
Homeowner Property Tax Relief	22	22	22	22
Sewer Service Charges	43,586	47,894	46,921	46,921
Property Taxes - Supplemental SB 813	114	120	0	0
Annexation Charges	800	800	0	0
Connection Charges	0	27,954	0	0
Other Special Charges	0	300	0	0
ERAF Rebate	1,156	2,003	0	0
ERAF III Shift	(2,019)	(2,019)	0	0
<b>TOTAL</b>	<b>149,225</b>	<b>193,258</b>	<b>179,167</b>	<b>179,167</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	40,119	64,961	70,309	70,309
APPROPRIATION FOR CONTINGENCIES	0	0	108,858	108,858
<b>TOTAL</b>	<b>40,119</b>	<b>64,961</b>	<b>179,167</b>	<b>179,167</b>

County of San Mateo  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**CRYSTAL SPRINGS SANITATION DISTRICT BUDGET DETAIL-00157**

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**  
**GOVERNING BOARD:**

**FOR FISCAL YEAR 2006-2007**

Board of Supervisors ..... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
612,447,891	65,936	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	396,600	299,378	145,055	145,055
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	33,061	35,485	3,895	3,895
Property Taxes - Current Unsecured	2,813	2,582	2,665	2,665
Property Taxes - Prior	(17)	(2)	0	0
Interest Earned	11,803	12,821	8,000	8,000
Homeowner Property Tax Relief	327	335	320	320
Sewer Service Charges	696,048	735,642	902,002	902,002
Property Taxes - Supplemental SB 813	1,662	1,827	0	0
Interfund Revenue - Loan Proceeds	0	1,000,000	0	0
Other Special Charges	700	1,600	700	700
Project Cost Reimbursement	0	227,658	0	0
ERAF Rebate	17,083	30,806	0	0
ERAF III Shift	(31,105)	(31,748)	0	0
<b>TOTAL</b>	<b>1,128,975</b>	<b>2,316,384</b>	<b>1,062,637</b>	<b>1,062,637</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SERVICE &amp; SUPPLIES</b>				
Repairs & Maintenance	845,264	2,186,998	990,900	990,900
<b>APPROPRIATION FOR CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>71,737</b>	<b>71,737</b>
<b>TOTAL</b>	<b>845,264</b>	<b>2,186,998</b>	<b>1,062,637</b>	<b>1,062,637</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
DEVONSHIRE COUNTY SANITATION DISTRICT BUDGET DETAIL-00158

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
151,521,408	10,890	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	432,798	331,220	328,442	328,442
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	16,241	17,756	6,655	6,655
Property Taxes - Current Unsecured	1,369	1,309	1,350	1,350
Property Taxes - Prior	(8)	(1)	0	0
Interest Earned	9,386	12,193	11,412	11,412
Homeowner Property Tax Relief	159	167	160	160
Sewer Service Charges	108,013	115,658	116,340	116,340
Property Taxes - Supplemental SB 813	798	902	0	0
Other Special Charges	100	300	0	0
Connection Chargeds	0	6,516	0	0
ERAF Rebate	7,460	12,933	0	0
ERAF III Shift	(11,446)	(11,446)	0	0
<b>TOTAL</b>	<b>564,870</b>	<b>487,507</b>	<b>464,359</b>	<b>464,359</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	236,939	162,352	161,250	161,250
APPROPRIATION FOR CONTINGENCIES	0	0	303,109	303,109
<b>TOTAL</b>	<b>236,939</b>	<b>162,352</b>	<b>464,359</b>	<b>464,359</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
SCENIC HEIGHTS COUNTY SANITATION DISTRICT BUDGET DETAIL-00159

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
21,509,135	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	51,725	35,389	30,866	30,866
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	827	862	45	45
Property Taxes - Current Unsecured	70	63	65	65
Interest Earned	948	1,321	1,000	1,000
Homeowner Property Tax Relief	8	8	8	8
Sewer Service Charges	18,780	20,238	20,304	20,304
Property Taxes - Supplemental SB 813	42	44	0	0
Connection Charges	0	3,124	0	
ERAF Rebate	433	779	0	0
ERAF III Shift	(822)	(822)	0	0
Other Charges for Services	0	1,200	0	
Other Special Charges	1,839	200	0	0
<b>TOTAL</b>	<b>73,850</b>	<b>62,406</b>	<b>52,288</b>	<b>52,288</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SERVICE &amp; SUPPLIES</b>				
Maintenance & Repair	4,363	31,540	28,780	28,780
APPROPRIATION FOR CONTINGENCIES	0	0	23,508	23,508
<b>TOTAL</b>	<b>4,363</b>	<b>31,540</b>	<b>52,288</b>	<b>52,288</b>



County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
BAYWOOD PARK DRAINAGE DISTRICT BUDGET DETAIL-00176

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
19,959,821	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	985	1,013	1,046	1,046
Interest Earned	29	36	0	0
TOTAL	1,014	1,049	1,046	1,046

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	492	4	492	492
APPROPRIATION FOR CONTINGENCIES	0	0	554	554
TOTAL	492	4	1,046	1,046

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
CAMPO-BELLO UNIVERSITY PARK DRAINAGE DISTRICT BUDGET DETAIL-00177

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
216,076,257	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	33,165	36,277	39,864	39,864
Property Taxes - Current Secured	1,735	1,873	1,650	1,650
Property Taxes - Current Unsecured	137	131	135	135
Property Taxes - Prior	(1)	0	0	0
Interest Earned	989	1,332	904	904
Property Taxes - Supplemental SB 813	80	92	0	0
Homeowner Property Tax Relief	16	17	16	16
ERAF Rebate	323	455	0	0
ERAF III Shift	(167)	(167)	0	0
<b>TOTAL</b>	<b>36,277</b>	<b>40,010</b>	<b>42,569</b>	<b>42,569</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	0	145	17,255	17,255
APPROPRIATION FOR CONTINGENCIES	0	0	25,314	25,314
<b>TOTAL</b>	<b>0</b>	<b>145</b>	<b>42,569</b>	<b>42,569</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
EAST PALO ALTO DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00178

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,072,522,878	35,988,798	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	5,598	7,526	30,319	30,319
Property Taxes - Current Secured	23,200	33,217	32,235	32,235
Property Taxes - Current Unsecured	1,816	2,288	2,395	2,395
Property Taxes - Prior	(9)	81	0	0
Interest Earned	148	594	100	100
Property Taxes - Supplemental SB 813	1,265	1,786	0	0
Homeowner Property Tax Relief	267	354	335	335
ERAF Rebate	1,674	2,938	0	0
ERAF III Shift	(1,428)	(1,428)	0	0
<b>TOTAL</b>	<b>32,531</b>	<b>47,356</b>	<b>65,384</b>	<b>65,384</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	25,006	17,036	25,147	25,147
APPROPRIATION FOR CONTINGENCIES	0	0	40,237	40,237
<b>TOTAL</b>	<b>25,006</b>	<b>17,036</b>	<b>65,384</b>	<b>65,384</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS

ENCHANTED HILLS DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00179

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
97,230,792	29,826	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	2,078	3,413	2,950	2,950
Property Taxes - Current Secured	1,076	1,169	1,085	1,085
Property Taxes - Current Unsecured	92	86	90	90
Property Taxes - Prior	0	0	0	0
Interest Earned	75	142	56	56
Property Taxes - Supplemental SB 813	54	60	0	0
Homeowner Property Tax Relief	11	11	11	11
ERAF Rebate	132	191	0	0
ERAF III Shift	(104)	(104)	0	0
TOTAL	3,414	4,968	4,192	4,192

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repairs & Maintenance	0	18	2,137	2,137
APPROPRIATION FOR CONTINGENCIES	0	0	2,055	2,055
TOTAL	0	18	4,192	4,192

**County of San Mateo**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**HARBOR INDUSTRIAL DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00180**  
**FOR FISCAL YEAR 2006-2007**

**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 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	31,086	31,991	31,991	31,991
Interest Earned	875	905	848	848
<b>TOTAL</b>	<b>31,961</b>	<b>32,896</b>	<b>32,839</b>	<b>32,839</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	143	0	10,696	10,696
APPROPRIATION FOR CONTINGENCIES	0	0	22,143	22,143
<b>TOTAL</b>	<b>143</b>	<b>0</b>	<b>32,839</b>	<b>32,839</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
HIGHLANDS DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00181

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
45,662,426	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	19,055	20,020	21,136	21,136
Property Taxes - Current Secured	285	293	275	275
Property Taxes - Current Unsecured	24	22	20	20
Interest Earned	560	723	520	520
Homeowner Property tax Relief	3	3	3	3
Property Taxes - Supplemental SB 813	14	14	0	0
ERAF Rebate	106	135	0	0
ERAF III Shift	(26)	(26)	0	0
<b>TOTAL</b>	<b>20,021</b>	<b>21,184</b>	<b>21,954</b>	<b>21,954</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	0	49	5,828	5,828
APPROPRIATION FOR CONTINGENCIES	0	0	16,126	16,126
<b>TOTAL</b>	<b>0</b>	<b>49</b>	<b>21,954</b>	<b>21,954</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
PALO ALTO GARDENS DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00182

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,072,522,878	35,988,798	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recomended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	0	15	15	15
SB 813 Redemption	2	0	0	0
Interest Earned	0	1	0	0
TOTAL	2	16	15	15

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recomended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
5428 Misc Repair & Maintenance	0	0	12	12
APPROPRIATION FOR CONTINGENCIES	0	0	3	3
TOTAL	0	0	15	15

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
SEQUOIA DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00183

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
29,290,118	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	32,533	35,492	38,994	38,994
Property Taxes - Current Secured	1,208	1,304	1,260	1,260
Property Taxes - Current Unsecured	103	100	103	103
Property Taxes - Prior	0	0	0	0
Interest Earned	970	1,304	888	888
Homeowner Property Tax Relief	12	13	12	12
Property Taxes - Supplemental SB 813	59	67	0	0
ERAF Rebate	728	959	0	0
ERAF III Shift	(121)	(121)	0	0
<b>TOTAL</b>	<b>35,492</b>	<b>39,118</b>	<b>41,257</b>	<b>41,257</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
Services and Supplies				
Repair & Maintenance	0	124	14,764	14,764
APPROPRIATION FOR CONTINGENCIES	0	0	26,493	26,493
<b>TOTAL</b>	<b>0</b>	<b>124</b>	<b>41,257</b>	<b>41,257</b>



County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
UNIVERSITY HEIGHTS AREA DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00184

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

FOR FISCAL YEAR 2006-2007

Board of Supervisors ..... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
761,396,304	1,614,492	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	124,169	135,566	153,384	153,384
Property Taxes - Current Secured	8,207	8,991	8,450	8,450
Property Taxes - Current Unsecured	698	667	690	690
Property Taxes - Prior	(4)	0	0	0
Interest Earned	3,670	5,012	3,332	3,332
Homeowner Property Tax Relief	81	86	83	83
Property Taxes - Supplemental SB 813	408	461	0	0
ERAF Rebate	1,114	1,630	0	0
ERAF III Shift	(776)	(776)	0	0
<b>TOTAL</b>	<b>137,567</b>	<b>151,637</b>	<b>165,939</b>	<b>165,939</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	0	252	30,000	30,000
APPROPRIATION FOR CONTINGENCIES	0	0	133,939	133,939
<b>TOTAL</b>	<b>0</b>	<b>252</b>	<b>163,939</b>	<b>163,939</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COLMA CREEK CONTROL ZONE DISTRICT BUDGET DETAIL-00201

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

FOR FISCAL YEAR 2006-2007

Board of Supervisors ... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
11,509,768,739	619,412,577	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	7,681,807	6,619,560	6,190,870	6,190,870
Property Taxes - Current Secured	352,689	373,506	347,138	347,138
Property Taxes - Current Unsecured	25,626	14,467	21,189	21,189
Property Taxes - Prior	246	7,233	0	0
Interest Earned	69,783	188,605	100,000	100,000
Homeowner Property Tax Relief	3,896	3,974	3,771	3,771
Charges for Services	0	0	0	0
Other Taxes	875	1,076	0	0
Land & Building Rentals	9,960	9,130	9,580	9,580
Property Taxes - Supplemental SB 813	19,758	21,649	0	0
Project Cost Reimbursement	4,590,604	181,335	0	0
Operating Transfer in	1,362,696	1,410,000	1,410,000	1,410,000
Interfund Revenue	20,685	0	0	0
Federal Aid - Roads and Bridges	810,000	0	0	0
Sale of Fixed Assets	0	44,520	0	0
ERAF Rebate	42,425	61,653	0	0
ERAF III Shift	(33,361)	(33,361)	0	0
<b>TOTAL</b>	<b>14,957,689</b>	<b>8,903,347</b>	<b>8,082,548</b>	<b>8,082,548</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SERVICE &amp; SUPPLIES</b>				
Repairs & Maintenance	8,552,369	2,878,981	2,818,389	2,818,389
<b>APPROPRIATION FOR CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>5,264,159</b>	<b>5,264,159</b>
<b>TOTAL</b>	<b>8,552,369</b>	<b>2,878,981</b>	<b>8,082,548</b>	<b>8,082,548</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COLMA CREEK CONTROL SUBZONE #1 DISTRICT BUDGET DETAIL-00202

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16

GOVERNING BOARD:

Board of Supervisors .... ☒

Other Appointed ..... ☐

Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
263,860,878	29,200,405	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	51,940	47,533	71,625	71,625
Property Taxes - Current Secured	94,339	94,381	77,512	77,512
Property Taxes - Current Unsecured	5,383	4,575	5,053	5,053
Property Taxes - Prior	(29)	(6)	0	0
Interest Earned	1,335	2,821	1,000	1,000
Homeowner Property Tax Relief	1,024	997	932	932
Property Taxes - Supplemental SB 813	5,217	5,511	0	0
ERAF Rebate	9,531	13,679	0	0
ERAF III Shift	(7,866)	(7,866)	0	0
<b>TOTAL</b>	<b>160,874</b>	<b>161,625</b>	<b>156,122</b>	<b>156,122</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SERVICE &amp; SUPPLIES</b>				
Repair & Maintenance	113,341	90,000	90,000	90,000
<b>APPROPRIATION FOR CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>66,122</b>	<b>66,122</b>
<b>TOTAL</b>	<b>113,341</b>	<b>90,000</b>	<b>156,122</b>	<b>156,122</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COLMA CREEK CONTROL SUBZONE #2 DISTRICT BUDGET DETAIL-00203

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
2,270,637,442	419,003,525	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	57,295	138,268	223,781	223,781
Property Taxes - Current Secured	392,198	419,534	353,853	353,853
Property Taxes - Current Unsecured	4,916	(50,709)	7,906	7,906
Property Taxes - Prior	2,327	41,461	0	0
Interest Earned	3,040	10,931	1,600	1,600
Homeowner Property Tax Relief	5,692	5,804	5,369	5,369
Property Taxes - Supplemental SB 813	29,637	31,765	0	0
Other In-Lieu Taxes	570	294	0	0
ERAF Rebate	31,738	47,596	0	0
ERAF III Shift	(36,162)	(36,162)	0	0
<b>TOTAL</b>	<b>491,251</b>	<b>608,782</b>	<b>592,509</b>	<b>592,509</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Other Financing Uses				
Operating Transfer Out	352,981	385,000	385,000	385,000
APPROPRIATION FOR CONTINGENCIES	0	0	207,509	207,509
<b>TOTAL</b>	<b>352,981</b>	<b>385,000</b>	<b>592,509</b>	<b>592,509</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COLMA CREEK CONTROL SUBZONE #3 DISTRICT BUDGET DETAIL-00204

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

FOR FISCAL YEAR 2006-2007

Board of Supervisors .. ☒   
Other Appointed ..... ☐   
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
8,975,270,419	171,208,647	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 20056-2007
FUND BALANCE AVAILABLE	209,490	288,646	436,348	436,348
Property Taxes - Current Secured	859,124	909,302	853,777	853,777
Property Taxes - Current Unsecured	75,111	69,534	71,715	71,715
Property Taxes - Prior	(431)	1,332	0	0
Interest Earned	8,050	25,570	8,000	8,000
Homeowner Property Tax Relief	8,769	8,957	8,661	8,661
Property Taxes - Supplemental SB 813	44,078	48,713	0	0
ERAF Rebate	63,043	101,508	0	0
ERAF III Shift	(82,213)	(82,213)	0	0
<b>TOTAL</b>	<b>1,185,021</b>	<b>1,371,349</b>	<b>1,378,501</b>	<b>1,378,501</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 20056-2007
SERVICE & SUPPLIES				
Repair & Maintenance	896,374	935,000	935,000	935,000
APPROPRIATION FOR CONTINGENCIES	0	0	443,501	443,501
<b>TOTAL</b>	<b>896,374</b>	<b>935,000</b>	<b>1,378,501</b>	<b>1,378,501</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
RAVENSWOOD SLOUGH FLOOD CONTROL ZONE DISTRICT BUDGET DETAIL-00205

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
2,737,208,344	112,313,404	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	248,348	255,774	243,703	243,703
Property Taxes - Current Secured	3,084	3,344	3,095	3,095
Property Taxes - Current Unsecured	272	166	208	208
Property Taxes - Prior	6	309	0	0
Interest Earned	7,275	8,890	6,500	6,500
Homeowner Property Tax Relief	61	61	47	47
Property Taxes - Supplemental SB 813	310	334	0	0
ERAF Rebate	1,042	1,345	0	0
ERAF III Shift	(295)	(295)	0	0
<b>TOTAL</b>	<b>260,103</b>	<b>269,928</b>	<b>253,553</b>	<b>253,553</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	4,328	26,225	32,390	32,390
APPROPRIATION FOR CONTINGENCIES	0	0	221,163	221,163
<b>TOTAL</b>	<b>4,328</b>	<b>26,225</b>	<b>253,553</b>	<b>253,553</b>

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 2006-2007

Board of Supervisors ☒   
Other Appointed ..... ☐   
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
8,950,925	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	10,159	187,264	511,495	511,495
Interest Earned	(493)	5,988	8,000	8,000
Project Cost Reimbursement	0	311,569	0	0
Operating Transfer In	70,000	300,000	200,000	200,000
Rebates and Refunds	10,274	0	0	0
<b>TOTAL</b>	<b>89,940</b>	<b>804,821</b>	<b>719,495</b>	<b>719,495</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SERVICE &amp; SUPPLIES</b>				
Repair & Maintenance	50,924	145,078	372,100	372,100
Other Intrafund Transfers				
<b>APPROPRIATION FOR CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>347,395</b>	<b>347,395</b>
<b>TOTAL</b>	<b>50,924</b>	<b>145,078</b>	<b>719,495</b>	<b>719,495</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
SAN BRUNO FLOOD CONTROL ZONE #2 DISTRICT BUDGET DETAIL-00207

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
3,354,378,119	67,884,699	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	518,487	422,390	320,550	320,550
Property Taxes - Current Secured	134,340	143,026	132,108	132,108
Property Taxes - Current Unsecured	12,274	11,406	21,188	21,188
Property Taxes - Prior	32	321	0	0
Interest Earned	16,891	22,843	14,000	14,000
Homeowner Property Tax Relief	1,427	1,479	1,405	1,405
Property Taxes - Supplemental SB 813	7,391	8,061	0	0
ERAF Rebate	11,631	17,277	0	0
ERAF III Shift	(12,828)	(12,828)	0	0
Other Taxes	1,799	2,429	0	0
<b>TOTAL</b>	<b>691,444</b>	<b>616,404</b>	<b>489,251</b>	<b>489,251</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	120,805	444,103	12,100	12,100
Operating Transfer Out	0	0	200,000	200,000
APPROPRIATION FOR CONTINGENCIES	0	0	277,151	277,151
<b>TOTAL</b>	<b>120,805</b>	<b>444,103</b>	<b>489,251</b>	<b>489,251</b>



County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
SAN FRANCISQUITO CREEK FLOOD CONTROL ZONE #2 DISTRICT BUDGET DETAIL-00209  
FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
8,956,053,533	172,957,840	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	1,835,250	1,948,167	1,962,172	1,962,172
Property Taxes - Current Secured	133,660	146,088	136,360	136,360
Property Taxes - Current Unsecured	10,822	10,800	11,155	11,155
Property Taxes - Prior	(67)	(139)	0	0
Interest Earned	53,416	68,375	40,000	40,000
Homeowner Property tax Relief	1,326	1,395	1,343	1,343
Property Taxes - Supplemental SB 813	6,711	7,536	0	0
All Other Local Government Revenue	0		0	0
ERAF Rebate	16,033	23,514	0	0
ERAF III Shift	(12,820)	(12,820)	0	0
<b>TOTAL</b>	<b>2,044,331</b>	<b>2,192,916</b>	<b>2,151,030</b>	<b>2,151,030</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SERVICE &amp; SUPPLIES</b>				
Repair & Maintenance	96,165	230,745	1,110,750	1,110,750
<b>APPROPRIATION FOR CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>1,040,280</b>	<b>1,040,280</b>
<b>TOTAL</b>	<b>96,165</b>	<b>230,745</b>	<b>2,151,030</b>	<b>2,151,030</b>

**County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
SAN MATEO CO FLOOD CONTROL ZONE 1 - 00210**

**FOR FISCAL YEAR 2006-2007**

**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 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	20,218	20,807	21,552	21,552
Interest Earned	589	745	620	620
TOTAL	20,807	21,552	22,172	22,172

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICES & SUPPLIES				
Repair & Maintenance	0	0	3,000	3,000
APPROPRIATION FOR CONTINGENCIES	0	0	19,172	19,172
TOTAL	0	0	22,172	22,172

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
BEL AIRE LIGHTING DISTRICT BUDGET DETAIL-00226

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

FOR FISCAL YEAR 2006-2007

Board of Supervisors ..... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
407,500,588	41,922	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	340,746	373,018	389,983	389,983
Property Taxes - Current Secured	27,615	29,337	26,950	26,950
Property Taxes - Current Unsecured	2,350	2,143	2,210	2,210
Property Taxes - Prior	(14)	(2)	0	0
Interest Earned	10,191	13,705	11,000	11,000
Homeowner Property tax Relief	273	279	270	270
Property Taxes - Supplemental SB 813	1,388	1,523	0	0
ERAF Rebate	14,324	18,203	0	0
ERAF III Shift	(2,624)	(2,624)	0	0
<b>TOTAL</b>	<b>394,249</b>	<b>435,582</b>	<b>430,413</b>	<b>430,413</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENT	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	22,696	45,599	35,500	35,500
APPROPRIATION FOR CONTINGENCIES	0	0	394,913	394,913
<b>TOTAL</b>	<b>22,696</b>	<b>45,599</b>	<b>430,413</b>	<b>430,413</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
BELMONT LIGHTING DISTRICT BUDGET DETAIL-00227

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
75,624,960	6,829,352	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	117,006	123,019	130,301	130,301
Property Taxes - Current Secured	3,447	3,601	2,919	2,919
Property Taxes - Current Unsecured	273	246	250	250
Property Taxes - Prior	(2)	0	0	0
Interest Earned	3,437	4,445	3,956	3,956
Homeowner Property Tax Relief	33	33	30	30
Property Taxes - Supplemental SB 813	176	183	0	0
ERAF Rebate	1,596	2,014	0	0
ERAF III Shift	(460)	(460)	0	0
TOTAL	125,506	133,081	137,456	137,456

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	2,846	2,781	7,150	7,150
APPROPRIATION FOR CONTINGENCIES	0	0	130,306	130,306
TOTAL	2,846	2,781	137,456	137,456

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COLMA LIGHTING DISTRICT BUDGET DETAIL-00228

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
901,718,781	46,125,709	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	635,931	688,136	771,031	771,031
Property Taxes - Current Secured	60,673	67,707	63,775	63,775
Property Taxes - Current Unsecured	5,124	5,018	5,190	5,190
Property Taxes - Prior	(28)	(3)	0	0
Interest Earned	18,891	25,429	22,088	22,088
Homeowner Property Tax Relief	596	642	625	625
Property Taxes - Supplemental SB 813	2,975	3,437	0	0
ERAF Rebate	24,253	33,077	0	0
ERAF III Shift	(5,604)	(5,604)	0	0
<b>TOTAL</b>	<b>742,811</b>	<b>817,839</b>	<b>862,709</b>	<b>862,709</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	57,619	46,808	70,000	70,000
APPROPRIATION FOR CONTINGENCIES	0	0	792,709	792,709
<b>TOTAL</b>	<b>57,619</b>	<b>46,808</b>	<b>862,709</b>	<b>862,709</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
GRANADA LIGHTING DISTRICT BUDGET DETAIL-00229

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
464,736,597	796,883	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	425,429	467,898	515,491	515,491
Property Taxes - Current Secured	34,488	36,861	34,640	34,640
Property Taxes - Current Unsecured	2,942	2,738	2,830	2,830
Property Taxes - Prior	(17)	(2)	0	0
Interest Earned	12,730	17,173	15,040	15,040
Homeowner Property Tax Relief	342	352	340	340
Property Taxes - Supplemental SB 813	1,729	1,913	0	0
ERAF Rebate	3,852	5,641	0	0
ERAF IIIShift	(3,193)	(3,193)	0	0
<b>TOTAL</b>	<b>478,302</b>	<b>529,381</b>	<b>568,341</b>	<b>568,341</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	11,090	13,891	79,000	79,000
APPROPRIATION FOR CONTINGENCIES	0	0	489,341	489,341
<b>TOTAL</b>	<b>11,090</b>	<b>13,891</b>	<b>568,341</b>	<b>568,341</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
EMERALD LAKE LIGHTING DISTRICT BUDGET DETAIL-00230

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ...  
Other Appointed .....  
Other Elected .....

X

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
1,635,771,925	4,219,108	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	1,219,225	1,394,579	1,605,282	1,605,282
Property Taxes - Current Secured	112,117	120,925	112,150	112,150
Property Taxes - Current Unsecured	9,556	8,886	9,175	9,175
Property Taxes - Prior	(56)	438	0	0
Interest Earned	37,112	52,202	44,848	44,848
Homeowner Property Tax Relief	1,111	1,153	1,105	1,105
Property Taxes - Supplemental SB 813	5,613	6,254	0	0
ERAF Rebate	48,615	63,053	0	0
ERAF III Shift	(10,535)	(10,535)	0	0
<b>TOTAL</b>	<b>1,422,758</b>	<b>1,636,955</b>	<b>1,772,560</b>	<b>1,772,560</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	30,424	31,672	55,500	55,500
APPROPRIATION FOR CONTINGENCIES	0	0	1,717,060	1,717,060
<b>TOTAL</b>	<b>30,424</b>	<b>31,672</b>	<b>1,772,560</b>	<b>1,772,560</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
ENCHANTED HILLS LIGHTING DISTRICT BUDGET DETAIL-00231

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

FOR FISCAL YEAR 2006-2007

Board of Supervisors ..... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
71,921,008	17,969	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	74,710	82,542	91,206	91,206
Property Taxes - Current Secured	5,056	5,478	5,035	5,035
Property Taxes - Current Unsecured	430	399	411	411
Property Taxes - Prior	(2)	0	0	0
Interest Earned	2,243	3,034	2,656	2,656
Homeowner Property Tax Relief	50	52	49	49
Property Taxes - Supplemental SB 813	253	284	0	0
ERAF Rebate	2,158	2,796	0	0
ERAF III Shift	(465)	(465)	0	0
<b>TOTAL</b>	<b>84,433</b>	<b>94,120</b>	<b>99,357</b>	<b>99,357</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Contingencies	2,099	2,911	5,910	5,910
APPROPRIATION FOR CONTINGENCIES	0	0	93,447	93,447
<b>TOTAL</b>	<b>2,099</b>	<b>2,911</b>	<b>99,357</b>	<b>99,357</b>



County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
LA HONDA LIGHTING DISTRICT BUDGET DETAIL-00232

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

FOR FISCAL YEAR 2006-2007

Board of Supervisors ....  
Other Appointed .....  
Other Elected .....

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
20,775,907	311,442	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	108,393	120,582	135,029	135,029
Property Taxes - Current Secured	7,510	7,831	6,805	6,805
Property Taxes - Current Unsecured	598	548	565	565
Property Taxes - Prior	(3)	100	0	0
Interest Earned	3,263	4,464	3,880	3,880
Homeowner Property Tax Relief	69	70	68	68
Property Taxes - Supplemental SB 813	352	384	0	0
ERAF Rebate	3,535	4,538	0	0
ERAF III Shift	(763)	(763)	0	0
<b>TOTAL</b>	<b>122,954</b>	<b>137,754</b>	<b>146,347</b>	<b>146,347</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	2,544	2,725	5,000	5,000
APPROPRIATION FOR CONTINGENCIES	0	0	141,347	141,347
<b>TOTAL</b>	<b>2,544</b>	<b>2,725</b>	<b>146,347</b>	<b>146,347</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
MENLO PARK LIGHTING DISTRICT BUDGET DETAIL-00233

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,836,251,444	41,418,531	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	641,144	804,649	1,007,055	1,007,055
Property Taxes - Current Secured	128,872	140,084	128,990	128,990
Property Taxes - Current Unsecured	10,907	10,223	10,555	10,555
Property Taxes - Prior	(63)	(185)	0	0
Interest Earned	20,439	31,375	25,836	25,836
Homeowner Property Tax Relief	1,268	1,327	1,270	1,270
Property Taxes - Supplemental SB 813	6,391	7,181	0	0
ERAF Rebate	64,424	83,856	0	0
ERAF III Shift	(12,166)	(12,166)	0	0
<b>TOTAL</b>	<b>861,216</b>	<b>1,066,344</b>	<b>1,173,706</b>	<b>1,173,706</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SERVICE &amp; SUPPLIES</b>				
Repair & Maintenance	76,731	75,631	102,500	102,500
<b>APPROPRIATION FOR CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>1,071,206</b>	<b>1,071,206</b>
<b>TOTAL</b>	<b>76,731</b>	<b>75,631</b>	<b>1,173,706</b>	<b>1,173,706</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
MONTARA LIGHTING DISTRICT BUDGET DETAIL-00234

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ... ☒ X  
Other Appointed .....  
Other Elected .....

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
831,645,167	5,112,730	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	670,427	757,139	862,288	862,288
Property Taxes - Current Secured	51,598	55,373	50,520	50,520
Property Taxes - Current Unsecured	4,376	4,013	4,140	4,140
Property Taxes - Prior	(26)	(3)	0	0
Interest Earned	20,308	28,244	24,348	24,348
Homeowner Property Tax Relief	509	525	500	500
Property Taxes - Supplemental SB 813	2,578	2,857	0	0
Highway Property Tax Rental	418	264	0	0
ERAF Rebate	28,318	36,079	0	0
ERAF III Shift	(4,830)	(4,830)	0	0
<b>TOTAL</b>	<b>773,676</b>	<b>879,661</b>	<b>941,796</b>	<b>941,796</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	24,513	24,140	33,500	33,500
APPROPRIATION FOR CONTINGENCIES	0	0	908,296	908,296
<b>TOTAL</b>	<b>24,513</b>	<b>24,140</b>	<b>941,796</b>	<b>941,796</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
PESCADERO LIGHTING DISTRICT BUDGET DETAIL-00235

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
18,979,576	480,048	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	93,431	101,728	114,049	114,049
Property Taxes - Current Secured	6,125	6,587	6,110	6,110
Property Taxes - Current Unsecured	477	481	500	500
Property Taxes - Prior	0	0	0	0
Interest Earned	2,778	3,773	3,272	3,272
Homeowner Property Tax Relief	55	59	60	60
Property Taxes - Supplemental SB 813	277	314	0	0
ERAF Rebate	3,040	4,101	0	0
ERAF III Shift	(578)	(578)	0	0
<b>TOTAL</b>	<b>105,605</b>	<b>116,465</b>	<b>123,991</b>	<b>123,991</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	4,040	2,417	4,800	4,800
APPROPRIATION FOR CONTINGENCIES	0	0	119,191	119,191
<b>TOTAL</b>	<b>4,040</b>	<b>2,417</b>	<b>123,991</b>	<b>123,991</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
RAVENSWOOD LIGHTING DISTRICT BUDGET DETAIL-00236  
  
FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,830,897,972	38,997,375	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	868,434	1,006,168	1,164,611	1,164,611
Property Taxes - Current Secured	114,288	121,126	115,200	115,200
Property Taxes - Current Unsecured	10,151	9,449	9,745	9,745
Property Taxes - Prior	(39)	1,291	0	0
Interest Earned	24,066	35,746	26,000	26,000
Homeowner Property Tax Relief	2,076	2,117	1,600	1,600
Property Taxes - Supplemental SB 813	10,263	11,459	0	0
Project Cost Reimbursement	342	0	0	0
ERAF Rebate	57,919	74,909	0	0
ERAF III Shift	(10,898)	(10,898)	0	0
<b>TOTAL</b>	<b>1,076,602</b>	<b>1,251,367</b>	<b>1,317,156</b>	<b>1,317,156</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	75,091	86,756	111,000	111,000
APPROPRIATION FOR CONTINGENCIES	0	0	1,206,156	1,206,156
<b>TOTAL</b>	<b>75,091</b>	<b>86,756</b>	<b>1,317,156</b>	<b>1,317,156</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
HIGHLANDS LANDSCAPE MAINTENANCE DISTRICT BUDGET DETAIL-00266

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ..... ☒ X  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
35,062,293	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	21,437	27,067	33,573	33,573
Property Taxes - Current Secured	4,987	5,167	4,655	4,655
Property Taxes - Current Unsecured	406	369	380	380
Property Taxes - Prior	(2)	0	0	0
Interest Earned	652	1,104	700	700
Homeowner Property Tax Relief	47	47	45	45
Property Taxes - Supplemental SB 813	239	259	0	0
ERAF Rebate	349	552	0	0
ERAF III Shift	(439)	(439)	0	0
<b>TOTAL</b>	<b>27,676</b>	<b>34,126</b>	<b>39,353</b>	<b>39,353</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Actual 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICE & SUPPLIES				
Repair & Maintenance	610	610	4,700	4,700
RESERVES	0	0	34,653	34,653
<b>TOTAL</b>	<b>610</b>	<b>610</b>	<b>39,353</b>	<b>39,353</b>

## SCHEDULE 13

County of San Mateo  
STATE OF CALIFORNIA  
SUMMARY OF SPECIAL DISTRICT BUDGETS

FOR FISCAL YEAR 2006-2007

DISTRICT AND FUND  (1)	AVAILABLE FINANCING				FINANCING REQUIREMENTS		
	Fund Balance Unreserved/ Undesignated  June 30, 2006 (2)	Cancellation of Prior Year Reserves/ Designations (3)	Estimated Additional Financing Sources (4)	Total Available Financing (5)	Estimated Financing Uses (6)	Provisions for Reserves and/or Designations (new or incr.) (7)	Total Financing Requirements (8)
<u>POLICE DISTRICT</u>							
02500 Broadmoor Police	293,645	721,398	1,008,544	2,023,587	2,023,587		2,023,587
<u>FIRE DISTRICTS</u>							
02512 Colma Fire	541,016	426,072	853,900	1,820,988	1,820,988		1,820,988
02513 Menlo Park Fire-US & R Cooperative	126	0	469,594	469,720	469,720		469,720
02514 Menlo Park Fire - Capital Improvement	2,953,351	958,554	1,147,095	5,059,000	5,059,000		5,059,000
02515 Menlo Park Fire	5,059,371	9,084,820	22,307,622	36,451,813	36,451,813		36,451,813
02517 Menlo Park Fire - FEMA -Coop	900,186	0		900,186	937,186		937,186
02518 Menlo Park Fire - Public Safety	0	0	0	0	0		0
02519 Menlo Park - US & A	0	0	617,797	617,797	617,797		617,797
02693 Menlo Park - Public Safety	5,253	0	18,747	24,000	24,000		24,000
02520 Half Moon Bay Fire	887,616	2,012,394	7,253,507	10,153,517	10,153,517		10,153,517
02526 Point Montara Fire	215,046	999,532	1,627,072	2,841,650	2,841,650		2,841,650
02530 Woodside Fire	0	4,198,821	9,835,460	14,034,281	14,034,281		14,034,281
<u>HEALTH AND SANITATION</u>							
02541 EPA Sanitary District - Sewer Connection	234,868	1,811,596	394,353	2,440,817	2,440,817		2,440,817
02542 EPA Sanitary District - Sewer - Rebate	0	26	1	27	27		27
02544 EPA Sanitary District - Payroll Taxes	0	55	2	57	57		57
02545 EPA Sanitary District - General Fund	724,331	1,144,676	3,087,812	4,956,819	4,956,819		4,956,819
02546 EPA Sanitary District - Construction	0	251,948	713,944	965,892	965,892		965,892
02547 EPA Sanitary District - Lateral Replacement	0	440	25,011	25,451	25,451		25,451
02548 EPA Sanitary District - Treatment Plant	0	571,892	15,064	586,956	586,956		586,956
02549 EPA Sanitary - Rate Stabilization Fund	0	18	25,000	25,018	25,018		25,018
<u>RECREATION DISTRICTS</u>							
02625 Highland Recreation	405,343	562,801	1,406,600	2,374,744	2,374,744		2,374,744
02635 Ladera Recreation	302,752	81,295	656,292	1,040,339	1,040,339		1,040,339
<u>MISCELLANEOUS DISTRICTS</u>							
02705 San Mateo County Mosquito Abatement	351,298	2,186,222	30,000	2,567,520	2,567,520		2,567,520
02706 San Mateo County Mosquito Abatement	1,155,599	770,448	3,406,085	5,332,132	5,332,132		5,332,132
TOTAL	14,029,801	25,783,008	54,899,502	94,712,311	94,749,311	0	94,749,311

**COUNTY BUDGET FORM  
SCHEDULE 14**

**County of San Mateo  
STATE OF CALIFORNIA  
ANALYSIS OF FUND BALANCE UNRESERVED/UNDESIGNATED  
AS OF JUNE 30, 2006**

COUNTY FUNDS  (1)	Fund Balance (per auditor) as of June 30, 2006 Actual (2)	LESS: FUND BALANCE-RESERVED/DESIGNATED			Fund Balance Unreserved/ Undesignated June 30, 2006 Actual (6)
		Encumbrances (3)	General & Other Reserves (4)	Designations (5)	
<u>POLICE DISTRICT</u>					
02500 Broadmoor Police	1,015,043				1,015,043
<u>FIRE DISTRICTS</u>					
02512 Colma Fire	967,088				967,088
02513 Menlo Park Fire-US & R. Cooperative	126				126
02514 Menlo Park Fire - Capital Improvement	3,911,905				3,911,905
02515 Menlo Park Fire	14,144,191				14,144,191
02517 Menlo Park Fire - FEMA -Coop	900,186				900,186
02518 Menlo Park Fire - Public Safety	0				0
02519 Menlo Park - US & A	0				0
02693 Menlo Park - Public Safety	5,253				5,253
02520 Half Moon Bay Fire	2,900,010				2,900,010
02526 Point Montara Fire	1,214,578				1,214,578
02530 Woodside Fire	4,198,821				4,198,821
<u>HEALTH AND SANITATION</u>					
02541 EPA Sanitary District - Sewer Connection	2,046,464				2,046,464
02542 EPA Sanitary District - Sewer - Rebate	26				26
02544 EPA Sanitary District - Payroll Taxes	55				55
02545 EPA Sanitary District - General Fund	1,869,007				1,869,007
02546 EPA Sanitary District - Construction	251,948				251,948
02547 EPA Sanitary District - Lateral Replacement	440				440
02548 EPA Sanitary District - Treatment Plant	571,892				571,892
02549 EPA Sanitary - Rate Stabilization Fund	18				18
<u>RECREATION DISTRICTS</u>					
02625 Highland Recreation	968,144				968,144
02635 Ladera Recreation	384,047				384,047
<u>MISCELLANEOUS DISTRICTS</u>					
02705 San Mateo County Mosquito Abatement	2,537,520				2,537,520
02706 San Mateo County Mosquito Abatement	1,926,047				1,926,047
<b>TOTAL</b>	<b>39,812,809</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39,812,809</b>



County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
BROADMOOR POLICE DISTRICT BUDGET DETAIL-02500

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

FOR FISCAL YEAR 2006-2007

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	907,732	340,939		293,645
CANCELLATION OF PRIOR YR RESERVES	0	582,477		721,398
Property Taxes - Current Secured	657,303	739,617		754,409
Property Taxes - Current Unsecured	55,702	53,628		54,701
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	910	(38)		0
Interest Earned	19,797	26,794		36,264
Homeowner Property tax Relief	6,476	7,009		7,585
Property Taxes - Supplemental SB 813	31,526	37,647		0
Court Fines	50,667	49,581		0
Miscellaneous Revenue	115,219	68,422		0
Miscellaneous Reimbursement	3,686	0		0
ERAF Rebate	124,717	155,585		155,585
Charges for Services	670,852	748,456		0
<b>TOTAL AVAILABLE FOR FINANCING</b>	<b>2,644,587</b>	<b>2,810,115</b>		<b>2,023,587</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007

**County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
BROADMOOR POLICE DISTRICT BUDGET DETAIL-02500**

**DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:**

**FOR FISCAL YEAR 2006-2007**

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2004-2005	Approved 2006-2007	Recommended 2006-2007	Approved 2006-2007
<b>SALARIES &amp; EMPLOYEE BENEFITS</b>				
4111 Regular Hour - Perm Position	792,772	757,790		923,326
4151 Terminal Vacation Pay	0	1,479		0
4161 Extra Help Hours - Reg Pay	25,200	85,228		0
4171 OT-Straight Pay	14,042	26,412		0
4172 Overtime- 1 1/2 Time Pay	0	0		0
4174 Overtime- Special Duty Pay	0	528		0
4311 Fed Ins Contract (FICA)	0	3,009		0
4312 Medicare Contribution	9,307	10,384		9,983
4321 Retirement Contribution	288,916	317,825		341,994
4413 Employee Health Plan	114,673	124,307		133,096
4451 Unemployment Insurance	3,208	7,610		1,000
4511 Worker's Compensation Insurance	121,010	88,163		63,332
<b>Total</b>	<b>1,369,128</b>	<b>1,422,734</b>		<b>1,472,731</b>
<b>SERVICES &amp; SUPPLIES</b>				
5121 Clothing & Uniforms	22,601	14,172		14,000
5156 Other Household Expenses	0	437		500
5199 Other Office Expense	4,746	4,727		2,800
5331 Memberships	7,404	1,530		4,500
5341 Legal Notices	0	0		500
5416 Fuel & Lubrication	23,593	28,509		32,800
5424 Computer/Electronics Equipt Maint	547	1,352		3,000
5454 Food Service Equipment Maintenance	4,812	461		0
5455 Other General Maintenance	26,755	26,264		45,000
5478 Contract Maintenance Expense	0	6,614		6,335
5611 Blanket Insurance Premium	0	2,250		0
5638 Other Utility Expense	19,432	33,565		17,100
5722 Misc Employee Exp Reimbursement	497	3,213		2,500
5838 Contract Administrative Services	0	238		0
5858 Other Professional Contract Svcs	71,068	53,235		94,041
5876 Other Professional Services	25,454	23,622		25,200
5966 District Operating Expense	6,900	7,200		8,400
6731 All Other Insurance	102,253	119,624		136,210
6814 Misc Other Charges	195	0		0
<b>Total</b>	<b>316,257</b>	<b>327,013</b>		<b>392,886</b>
<b>FIXED ASSETS</b>				
7311 Fixed Assets Equipment	32,265	25,979		28,000
<b>CONTINGENCIES</b>				
8611 Appropriation for Contingencies	3,521	19,346		25,000
<b>RESERVES</b>				
8821 General Reserve (Non-Gen Fund)	0	0		104,970
<b>Total</b>	<b>1,721,171</b>	<b>1,795,072</b>		<b>2,023,587</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COLMA FIRE DISTRICT BUDGET DETAIL-02512

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	656,807	455,876		541,016
CANCELLATION OF PRIOR YR RESERVES	475,940	549,247		426,072
Property Taxes - Current Secured	421,525	471,308		450,000
Property Taxes - Current Unsecured	35,794	34,907		30,000
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	576	(24)		0
Interest Earned	28,838	31,578		20,000
Homeowner Property tax Relief	4,161	4,490		3,000
Property Taxes - Supplemental SB 813	19,994	24,040		20,900
Miscellaneous Revenue (EMS)	16,102	11,678		10,000
Other Special Charges (Public Safety Tax)	313,649	315,379		310,000
All Other Miscellaneous Revenue(Fire Prevention)	18,035	12,013		10,000
ERAF Rebate	1,068	0		0
<b>TOTAL</b>	<b>1,992,489</b>	<b>1,910,490</b>		<b>1,820,988</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>TOTAL</b>				

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COLMA FIRE DISTRICT BUDGET DETAIL-02512

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SALARIES &amp; EMPLOYEE BENEFITS</b>				
4111 Regular Hour - Perm Position	475,740	538,500		600,000
4412 Kaiser Health Plan	64,838	80,439		100,000
4511 Worker's Comp Ins Contrib	57,491	48,962		60,000
Total	598,069	667,901		760,000
<b>SERVICES &amp; SUPPLIES</b>				
5121 Clothing & Uniforms	2,232	1,802		4,000
5132 Direct Communications Expense	25,930	21,565		35,000
5147 Miscellaneous GroceriesFood	693	124		1,500
5156 Other Household Expenses	1,902	3,913		5,000
5165 Other Clinical Exp-Medical Supplies	5,963	3,715		5,000
5199 Other Office Expense	4,072	5,917		6,000
5212 Computer Equipment	4,602	1,708		3,000
5231 Maintenance of Small Tools	4,972	20,744		10,000
5332 Professional Group & Assoc.	5,329	5,749		6,000
5415 Vehicle Repairs & Towing	28,398	23,123		30,000
5416 Fuel & Lubrication	11,686	13,494		15,000
5417 Tires, Tuves and Recapping	38	0		0
5426 Maintenance of Office Equipment	184	0		1,000
5428 Misc. Repairs & Maintenance	6,679	11,754		10,000
5517 Rents and Leases	3,366	5,530		6,000
5615 Other Misc Insurance Exp	0	26,513		30,000
5638 Other Utility Expense	9,572	10,066		12,000
5641 Telephone Expenses	12,249	10,906		15,000
5731 Employee Training Expense	5,084	4,391		8,000
5733 Training & Edu/Sup -Fire Prevention	11,294	5,356		10,000
5876 Other Professional Services	28,483	28,440		30,000
5955 Registration & Filing Fees	0	533		0
5966 District Operating Expense	26,024	22,649		30,000
Total	198,752	227,991		272,500
<b>FIXED ASSETS</b>				
7211 Fixed Assests-Structure/Improvements	44,027	40,614		100,000
7311 Fixed Assets - Equipment	96,517	32,640		120,000
Total	140,544	73,254		220,000
<b>CONTINGENCIES</b>				
8611 Appropriation for Contingencies	0	(25,744)		40,000
<b>RESERVES</b>				
8811 Capital Outlay Reserve	0	0		100,000
8821 General Reserve	0	0		428,488
Total	0	0		528,488
<b>Total</b>	<b>937,365</b>	<b>943,402</b>		<b>1,820,988</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02513  
US & R COOPERATIVE AGREEMENT  
FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE		0	0	126
CANCELLATION OF PRIOR YEAR RESERVES		0	0	0
Interest Earned		126		0
Federal Categorical Programs		427,337		469,594
TOTAL				469,720

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SALARIES &amp; EMPLOYEE BENEFITS</b>				
4111 Regular Hour-Perm Positions		230,576		62,637
4172 Overtime		0		9,700
Total		230,576		72,337
<b>SERVICES &amp; SUPPLIES</b>				
5199 Office Supplies		5,360		8,640
5232 Professional Tools & Equipment		4,447		554
5416 Bulk Fuel		3,197		1,803
5428 Misc Repairs & Maint		68,160		56,840
5731 Employee and Training Expense		44,342		106,658
5858 Other Professional Contract Svc		43,956		190,131
5872 In-House Administration & Accounting		0		3,931
Total		169,462		368,557
<b>OTHER CHARGES</b>				
6731 Insurance		27,300		28,700
Total		27,300		28,700
8812 General Reserves		0		126
TOTAL		427,337		469,720



County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02515  
GENERAL FUND  
FOR FISCAL YEAR 2006-2007

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 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	4,468,569	1,881,013		5,059,371
CANCELLATION OF PRIOR YEAR RESERVES	5,178,683	10,609,231		9,084,820
Property Taxes - Current Secured	16,730,753	17,431,706		18,960,152
Property Taxes - Current Unsecured	1,385,135	1,327,133		1,241,117
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	24,161	53,323		0
Interest Earned	337,262	527,131		280,000
Homeowner Property Tax Relief	173,003	180,908		175,000
Property Taxes - Supplemental SB 813	855,438	991,440		688,353
Federal Grants	35,814	0		0
Rents and Concessions	35,754	54,846		40,000
Other Charges for Services	9,034	9,750		0
Miscellaneous Charges - Current Service	10	0		0
Gifts and Donations	1,664	50		0
Misc. Licenses & Permit	259,449	355,242		240,000
Management Services	189,677	276,458		273,000
All Other Local Govern Revenue	238,784	267,760		275,000
Miscellaneous Revenue	4,773	11,875		0
Fee for Service Reimbursements	373,598	255,376		135,000
ERAF Rebate	1,202,008	1,433,297		0
<b>TOTAL</b>	<b>31,503,569</b>	<b>35,666,538</b>		<b>36,451,813</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>TOTAL</b>				

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02515  
GENERAL FUND  
FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SALARIES &amp; EMPLOYEE BENEFITS</b>				
4111 Regular Hour - Perm Positions	9,649,793	10,007,713		10,838,092
4133 Annual Leave Vacation	475,354	475,638		407,614
4172 Overtime - 1 1/2 Time Pay	1,013,525	1,528,148		1,285,092
4321 Retirement Contribution	3,893,139	3,451,721		3,715,306
4411 Aetna Health Plan	1,046,053	1,098,070		1,203,576
4441 Life Insurance Plan	2,058	3,239		6,560
4443 State Disability Insurance	6,121	5,571		6,206
4511 Workers' Compensation Ins Contrib	421,553	299,147		443,000
Total	16,507,596	16,869,246		17,905,446
<b>SERVICES &amp; SUPPLIES</b>				
5121 Clothing & Uniform	61,606	55,141		56,583
5122 Stipend	16,575	17,400		18,000
5156 Other Household Expense	12,290	17,660		15,100
5171 Medical Supplies	393	3,719		26,970
5199 Other Office Expense	36,091	39,846		48,198
5232 Professional Tools & Equipmt.	62,772	38,147		104,520
5314 Other Election Expense	10,500	51,058		70,000
5331 Membership/Association Dues	19,095	16,205		28,045
5416 Fuel & Lubrication	77,984	80,740		79,200
5417 Tires, Tubes & Recapping	9,495	7,850		11,000
5424 Radio/Telecom Equipmt Maint.	6,235	3,409		12,000
5426 Other Gen Office Equipmt-Maint.	18,694	21,693		22,540
5428 Misc Repairs & Maint.	112,723	139,141		157,490
5459 Misc. Other Maintenance Exp.	19,006	25,850		20,000
5636 Haz/Bio Waste Disposal	1,153	0		0
5638 Other Utility Expense	66,073	72,995		84,000
5723 Board Expense	876	1,052		2,500
5731 Employee Training Expense	145,497	80,130		184,100
5732 Career Development	0	5,247		56,000
5733 Train & Educ Materials	27,856	20,631		27,200
5734 Educational Reimbursement	32,235	26,590		30,000
5858 Other Professional Contract Svc	476,861	477,283		620,810
5872 In-House Admin & Acctg Service	54,803	95,138		103,000
5966 District Special Expense	73,800	164,753		73,500
Total	1,342,613	1,461,677		1,850,756
<b>OTHER CHARGES</b>				
6712 Telephone Service Charges	72,414	73,682		96,000
6731 All Other Insurance	281,115	305,804		339,212
Total	353,529	379,487		435,212
<b>FIXED ASSETS</b>				
7211 Fixed Assets - Structure/Improv	10,617	12,062		12,000
7311 Fixed Assets - Equipment	223,076	257,965		279,875
Total	233,693	270,028		291,875
<b>CONTINGENCIES</b>				
8611 Appropriation for Contingencies	(29,855)			2,498,913
<b>RESERVES</b>				
8811 Capital Reserve	0	0		5,786,896
8811 Insurance Reserve	0	0		4,353,774
8821 General Reserve	0	0		2,500,000
Total	0	0		12,640,670
<b>OTHER FINANCING USES</b>				
7541 Operating Transfer Out	605,746	3,952,999		828,941
<b>GRAND TOTAL</b>	<b>19,013,322</b>	<b>22,933,437</b>		<b>36,451,813</b>



County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02517  
FEMA - COOP  
FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM

SCHEDULE 16

GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	131,407	164,122		900,186
CANCELLATION OF PRIOR YEAR RESERVES	0	0		0
Interest	6,816	22,542		15,000
Rents and Concessions	10,426	15,819		22,000
Other Federal Aid - Disaster Relief	90,813	801,612		0
All Other Federal Aid	105,408	0		0
All Other Federal Grants	144,246	0		0
All Other Miscellaneous Revenue	10,421	1,600		0
Loan Proceeds - Non-County	0	0		0
Management Svcs - Other Agency	7,152	0		0
Other Reimbursements	12,904	0		0
<b>TOTAL</b>	<b>519,593</b>	<b>1,005,696</b>		<b>937,186</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>TOTAL</b>				

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02517  
FEMA - COOP  
FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM

SCHEDULE 16

GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SALARIES &amp; EMPLOYEE BENEFITS</b>				
4111 Regular Hour - Perm Positions	93,720	0		55,000
4172 Overtime	6,884	0		10,000
Total	100,604	0		65,000
<b>SERVICES &amp; SUPPLIES</b>				
5121 Clothing				20,000
5199 Office Supplies	7,281	0		2,000
5232 Small Tools	8,003	0		14,000
5416 Bulk Fuel	1,449	0		0
5428 Misc Repairs & Maint.	38,379	33,519		24,000
5731 Employee Training Expense	49,529	508		8,500
5858 Contract Service	66,576	330		2,000
5872 In-House Administration & Accounting	11,034	14,974		10,000
Total	182,251	49,331		80,500
<b>OTHER CHARGES</b>				
6731 Insurance	21,920	838		4,136
Total	21,920	838		4,136
<b>FIXED ASSETS</b>				
7211 Fixed Assets - Structure/Improv	0	0		
7311 Fixed Assets - Equipment	50,695	55,340		47,587
Total	50,695	55,340		47,587
<b>CONTINGENCIES</b>				
8611 Appropriation for Contingencies	0	0		36,493
<b>RESERVES</b>				
8812 General Reserve	0	0		703,374
<b>OTHER FINANCING USES</b>				
7541 Transfer Out	0	0		891,299
<b>GRAND TOTAL</b>	<b>355,470</b>	<b>105,606</b>		<b>937,186</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02518  
PUBLIC SAFETY  
FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM

SCHEDULE 16

GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	45,468	44,072		
CANCELLATION OF PRIOR YEAR'S RESERVE	0	0		
Interest Earned	1,310	1,303		
TOTAL	46,778	45,375		

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICES & SUPPLIES				
5199 Office Supplies	0	0		
5428 Maint of Equipment	0	0		
5733 Public Education	0	0		
5858 Other Professional Contract Svc	2,706	45,192		
Total	2,706	45,192		
GENERAL RESERVES	0	0		
TOTAL	5,412	45,192		

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**  
**GOVERNING BOARD:**

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	0	0		0
CANCELLATION OF PRIOR YEAR'S RESERVE	0	0		0
Federal Categorical Programs	785,309	212,843		617,797
TOTAL		212,843		617,797

## SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS				
SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
TOTAL				

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02519  
US & A  
FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SALARIES &amp; EMPLOYEE BENEFITS</b>				
4111 Regular Hour-Perm Positions	211,444	8,184		125,328
4172 Overtime	38,541	10,957		0
Total	249,985	19,141		125,328
<b>SERVICES &amp; SUPPLIES</b>				
5199 Office Supplies	17,069	6,590		12,000
5232 Professional Tools & Equipment	2,676	1,999		0
5416 Bulk Fuel	4,575	2,158		8,000
5428 Misc Repairs & Maint.	93,018	54,069		140,000
5731 Employee and Training Expense	112,595	37,265		141,115
5858 Other Professional Contract Svc	60,404	62,600		114,087
5872 In-House Administration & Accounting	0	2,550		4,000
Total	290,337	167,231		419,202
<b>OTHER CHARGES</b>				
6731 Insurance	45,353	14,940		66,000
Total	45,353	14,940		66,000
<b>FIXED ASSETS</b>				
7211 Fixed Assets - Structure/Improv	0	0		0
7311 Fixed Assets - Equipment	199,635	11,532		7,267
Total	199,635	11,532		7,267
<b>CONTINGENCIES</b>				
8611 Appropriation for Contingencies	0	0		0
<b>RESERVES</b>				
0882 General Reserve	0	0		0
<b>GRAND TOTAL</b>		212,843		617,797



County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02693  
PUBLIC SAFETY  
FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SALARIES &amp; EMPLOYEE BENEFITS</b>				
4111 Regular Hour-Perm Positions		0		1,500
Total		0		1,500
<b>SERVICES &amp; SUPPLIES</b>				
5199 Other Office Expense		75		500
5858 Other Professional Contract Svc		18,998		21,000
5872 Legal		905		1,000
5966 District Special Expense		2,600		
Total		22,578		22,500
<b>OTHER CHARGES</b>				
6322 Retirement of Long Term Debt		0		0
<b>FIXED ASSETS</b>				
7211 Fixed Assets - Structure/Improv		0		0
7311 Fixed Assets - Equipment		0		0
Total		0		0
<b>CONTINGENCIES</b>				
8611 Appropriation for Contingencies		0		0
<b>RESERVES</b>				
0882 General Reserve		0		0
<b>GRAND TOTAL</b>		22,578		24,000

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
HALF MOON BAY FIRE DISTRICT BUDGET DETAIL-02520  
  
FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	1,897,081	1,322,844		887,616
CANCELLATION OF PRIOR YEAR RESER	0	1,144,000		2,012,394
Property Taxes - Current Secured	3,957,717	4,338,602		4,606,815
Property Taxes - Current Unsecured	336,587	320,382		350,000
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	5,345	(2,790)		0
Interest Earned	38,796	61,741		35,000
Homeowner Property tax Relief	39,169	41,381		35,000
Property Taxes - Supplemental SB 813	191,134	223,346		15,000
Plan Checking Fees	42,578	44,129		80,384
Special Charges - Fire Protection	1,422,654	1,456,222		1,470,500
Timber Tax Yield	19	38		0
Special Charges - Others	260,636	261,299		273,508
Reimbursement - Basic Needs Loan	237	0		0
Compensation Insurance Refunds	78,146	25,399		20,000
Miscellaneous Revenue	0	0		126,000
State Aid-Other	0	0		0
Weed Abatement	71,091	0		36,000
Miscellaneous Reimbursement	47,882	165,576		25,000
All Other Miscellaneous Revenue	1,095,104	1,026,928		0
Operating Transfer In	0	0		0
ERAF Rebate	309,322	371,445		0
Property Taxes - Supplemental SB 816	0	0		180,300
<b>TOTAL</b>	<b>9,793,498</b>	<b>10,800,542</b>		<b>10,153,517</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENT	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>TOTAL</b>				



**County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
HALF MOON BAY FIRE DISTRICT BUDGET DETAIL-02520**

**DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:**

**FOR FISCAL YEAR 2006-2007**

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SALARIES &amp; EMPLOYEE BENEFITS</b>				
4111 Salaries & Wages	4,628,968	4,949,181		4,144,581
4138 Other Paid Leave	16,341	0		0
4161 Xtra Hlp Hr-Reg	10,774	0		0
4312 Medicare Coverage	68,967	74,750		53,513
4321 Retirement & Social Security	735,812	712,557		921,879
4413 Health Plan	513,488	551,911		662,890
4422 Dental Plan	51,071	52,625		40,763
4441 Life Insurance	5,666	10,130		6,243
4511 Worker's Comp Insurance	413,597	539,472		593,419
Total	6,444,684	6,890,624		6,423,288
<b>SERVICES &amp; SUPPLIES</b>				
5111 Agricultural Expense	14,485	8,585		12,000
5121 Clothing & Uniforms	7,983	25,625		18,000
5132 Direct Communications Expense	29,406	28,633		30,250
5156 Other Household Expense	14,550	15,691		16,000
5164 Medical Tools & Instruments	1,326	386		2,000
5165 Medical/Dental Supplies	205	124		2,500
5193 General Office Supplies	16,408	17,995		20,240
5195 Subscriptions & Periodicals	503	1,075		1,200
5197 Postage/Mail Exp	5,070	6,211		4,500
5211 Computer Supplies	4,958	2,903		500
5212 Computer Eq <\$5000	3,007	3,206		0
5231 Maintenance Tools & Equipment	9,266	19,343		14,350
5331 Memberships	3,526	3,137		3,100
5341 Legal Notices	3,301	2,818		3,900
5351 Special District Expense	13,804	10,258		14,000
5413 Motor Vehicle Equipment Maint.	3,948	7,897		20,625
5416 Fuel & Lubrication	33,451	38,427		41,250
5417 Tires, Tubes & Recapping	21,983	30,035		26,000
5419 Lab & Medical Equipment Maint.	0	0		750
5424 Radio/Teletype Eq Maint	1,955	3,189		2,500
5426 Other Genl Office Equipmt Maint	359	0		0
5428 Misc Repair/Maint	4,074	704		7,500
5438 Plumb & Pipe Expense	0	208		500
5455 Othr Genl Maint	13,016	6,642		7,500
5459 SCBA Maintenance	1,379	2,070		5,400
5478 Other Contract Maint.	3,256	6,981		11,500
5483 Custodial Services	1,600	1,320		1,800
5521 Direct Facility Rental Expense	10,195	9,855		9,501
5611 Blanket Insurance Premium	58,109	35,789		85,625
5631 Electric & Gas Utilities	22,739	26,274		26,400
5731 Dept Employee Training	26,838	39,199		42,000
5732 Trainer & Workshop Expense	34,180	23,000		31,900
5733 Train/Ed Mtl/Sup	6,371	2,903		2,500
5734 Tuition Reimbursement Program	0	825		0
5737 Other Client Training Expense	2,140	2,507		5,000
5815 Contract Fire Protection	40,759	39,912		44,000
5834 Contract Legal Service	251,230	222,038		45,000
5839 Contract Human Resources	6,888	7,104		20,000
5842 Cont Audit Svcs	7,250	6,681		6,000
5856 Contract Special Program	0	0		0
5858 Other Professional Contract	0	0		0
5865 Employee Physical/Psych Svcs	6,294	15,192		20,000
5874 Interagency Agreements-County	460	15,442		500

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
HALF MOON BAY FIRE DISTRICT BUDGET DETAIL-02520

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

5876 Other Prof Svcs	47,791	193,514	96,410
5961 Other Planning Expense	1,850	0	0
5971 Motor Vehicle Expense	49,987	72,825	43,000
Total	785,900	956,525	745,701
LONG TERM DEBT			
6332 Interest on Long Term Debt	0	5,525	16,575
Total	0	5,525	16,575
FIXED ASSETS			
7211 Fixed Assets - Structure/Improvements	50,208	21,372	0
7311 Fixed Assets - Equipment	45,862	26,484	0
Total	96,070	47,856	0
CONTINGENCIES			
8611 Appropriation for Contingencies	0	0	75,000
RESERVES			
8821 General Reserves (Non Gen Fund)	0	0	2,892,953
Total	0	0	2,892,953
GRAND TOTAL	7,326,654	7,900,531	10,153,517

**County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
POINT MONTARA FIRE DISTRICT BUDGET DETAIL-02526**

**DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:**

**FOR FISCAL YEAR 2006-2007**

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	415,355	354,099		215,046
CANCELLATION OF PRIOR YR RESERVES	556,082	756,082		999,532
Property Taxes - Current Secured	934,777	1,002,463		1,056,690
Property Taxes - Current Unsecured	79,492	74,122		79,500
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	(471)	(3,372)		
Interest Earned	0	35,430		22,000
Homeowner Property Tax Relief	0	9,559		10,000
Property Taxes - Supplemental SB 813	46,820	51,883		48,150
Miscellaneous Revenue	0	62,627		5,000
Benefit Assessments	0	348,128		353,232
Highway Property Tax Rental	0	2,756		0
ALS Reimbursement	0	0		52,500
ERAF Rebate (1046)	83,332	99,277		0
<b>TOTAL</b>	<b>2,115,387</b>	<b>2,793,055</b>		<b>2,841,650</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>TOTAL</b>				

**County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
POINT MONTARA FIRE DISTRICT BUDGET DETAIL-02526**

**DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:**

**FOR FISCAL YEAR 2006-2007**

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SALARIES &amp; EMPLOYEE BENEFITS</b>				
4116 On Call Perm Position	2,068	1,619		2,400
4192 Commissioners' Pay	6,205	7,215		7,500
4312 Medicare Contribution	775	825		950
4322 Annuity Contribution	280	0		0
4413 Health Plan	10,801	11,283		13,255
4441 Life Insurance Plan	3,788	3,871		4,000
4511 Workers Comp Insurance Contrib.	5,451	6,780		7,810
Total	29,368	31,593		35,915
<b>SERVICES &amp; SUPPLIES</b>				
5121 Clothing	0	4,693		0
5132 Communication/Telephone	1,267	1,200		1,760
5156 Other Household Expense	1,813	423		1,500
5164 Medical Supplies	0	0		1,000
5193 Genl Office Suply	365	449		550
5195 Subscriptions/Periodicals	25	0		100
5213 Computer Equipment	0	973		0
5231 Small Tools & Equipment	972	296		3,500
5331 Memberships	2,947	3,142		2,500
5341 Legal Notice	90	110		500
5351 Special District Expense	1,010	5,804		10,040
5413 Maintenance of Equipment	885	8,366		10,000
5416 Fuel Tax	3,289	4,143		6,125
5417 Maintenance & Equipment	3,311	5,116		3,000
5455 Maintenance of Facilities	180	851		2,500
5611 Insurance Premiums	11,814	12,006		15,400
5631 Electric & Gas Utilities	5,727	5,273		7,150
5731 Training & Educational Expense	871	2,743		2,500
5737 Public Education	0	0		500
5815 Dispatching	15,258	16,083		16,100
5834 Legal Fees	11,675	9,184		15,000
5872 In House Admin & Acctg Service	1,390,928	1,417,753		1,453,700
Total	1,452,427	1,498,607		1,553,425
<b>FIXED ASSETS</b>				
7211 Fixed Assests - Structure/Improve.	564	2,290		0
7311 Fixed Assets - Equipment	0	45,989		0
Total	564	48,278		0
<b>CONTINGENCIES</b>				
8611 Appropriation for Contingencies	0	0		100,000
<b>RESERVES</b>				
8811 Capital Reserve (non-Gen Fund)	0	0		549,532
8821 General Reserve (non-Gen Fund)	0	0		602,778
Total	0	0		1,152,310
<b>GRAND TOTAL</b>	<b>1,482,359</b>	<b>1,578,478</b>		<b>2,841,650</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
WOODSIDE FIRE DISTRICT BUDGET DETAIL-02530

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2005-2006	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	437,326	1,252,865		0
CANCELLATION OF PRIOR YR RESERVES	5,488,792	5,080,268		4,198,821
Property Taxes - Current Secured	7,615,276	8,408,457		8,228,844
Property Taxes - Current Unsecured	649,872	621,988		649,872
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	10,254	(345)		110,000
Interest Earned	160,756	173,598		75,000
Homeowner Property Tax Relief	75,555	80,357		346,248
Property Taxes - Supplemental SB 813	963,301	432,780		0
Miscellaneous Revenue	365,596	408,302		425,496
ERAF Rebate	0	718,726		0
<b>TOTAL</b>	<b>15,766,728</b>	<b>17,176,996</b>		<b>14,034,281</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2005-2006	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>TOTAL</b>				

**County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
WOODSIDE FIRE DISTRICT BUDGET DETAIL-02530**

**FOR FISCAL YEAR 2006-2007**

**DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:**

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2005-2006	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SALARIES &amp; EMPLOYEE BENEFITS</b>				
4111 Regular Hour - Perm Position	5,742,580	6,359,062		6,055,823
4321 Retirement Contribution	1,192,207	1,360,088		1,187,273
4413 Health Plan	709,424	802,887		861,321
4415 Medicare Health Insurance	65,297	78,933		62,922
4451 District Unemployment	0	0		4,032
4631 District Employee Benefits	18,321	17,328		16,878
<b>Total</b>	<b>7,727,829</b>	<b>8,618,297</b>		<b>8,188,249</b>
<b>SERVICES &amp; SUPPLIES</b>				
5121 Clothing & Uniforms	68,384	77,418		73,490
5156 Other Household Expense	19,618	22,555		20,775
5165 Medical/Dental Supplies	17,572	81,656		69,500
5166 X-Ray/Imaging Systems Expense	0	92		0
5199 Other Office Expense	14,847	19,606		15,600
5212 Comput Eq <\$3000	34,344	53,383		58,700
5231 Maintenance Tools & Equipment	10,074	7,171		6,500
5332 Professional Groups & Association	1,076	680		1,500
5341 Legal Notice	0	0		2,000
5415 Vehicle Repairs & Towing	116,489	56,185		62,000
5416 Fuel & Lubrication	36,504	47,269		41,475
5417 Tires, Tubes & Recapping	8,200	6,955		8,000
5424 Radio/Telecom Equip. Maint.	14,450	15,739		21,480
5426 Other General Office Maintenance	3,733	6,540		4,075
5428 Misc. Repairs & Maintenance	26,848	65,377		61,500
5611 General Liability Insurance	49,220	77,246		65,000
5612 Other Special Insurance Prem.	834,860	725,705		675,000
5638 Other Utility Expense	36,625	39,854		38,302
5639 Radio Service Charges	49,656	36,048		41,239
5641 Telephone Service Charges	51,737	53,810		54,988
5722 Misc Employee Training Exp.	226	2,731		1,500
5731 Dept Employee Training Exp	39,556	27,160		26,200
5733 Fire Prevention	36,235	42,754		44,250
5876 Other Professional Services	8,010	814		9,000
5927 Program Activities Expense	(3,617)	1,925		1,500
5966 District Operating Expenses	21,003	23,409		25,500
<b>Total</b>	<b>1,495,650</b>	<b>1,492,083</b>		<b>1,429,074</b>
<b>FIXED ASSETS</b>				
7111 Fixed Assets -Land	86,536	2,729,787		0
7211 Fixed Assests - Structure/Improve.	39,247	0		15,000
7311 Fixed Assets - Equipment	84,332	138,007		134,000
<b>Total</b>	<b>210,115</b>	<b>2,867,794</b>		<b>149,000</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
WOODSIDE FIRE DISTRICT BUDGET DETAIL-02530

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

CONTINGENCIES			
8611 Appropriation for Contingencies	0	0	800,000
RESERVES			
8810 Capital Reserve (non-Gen Fund)	0	0	851,254
8810 Equipment Reserve(non-Gen Fund)	0	0	44,577
8811 Capital Reserve (non-Gen Fund)	0	0	1,852,512
8821 General Reserve (non-Gen Fund)	0	0	469,615
8821 Retirement Reserve (non-Gen Fund)	0	0	250,000
Total	0	0	3,467,958
GRAND TOTAL	9,433,594	12,978,175	14,034,281





**DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:**

Board of Supervisors ... ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	0	0		0
CANCELLATIONS OF PRIOR YR RESERVES	25	25		26
Interest Earned	0	1		1
TOTAL	25	26		27

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICES & SUPPLIES				
8611 Appropriation for Contingencies	0	0		0
0882 General Reserves	0	0		27
TOTAL	0	0		27

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02544  
(PAYROLL TAXES WITHHOLDING FUND)  
FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16

GOVERNING BOARD:

Board of Supervisors ... ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	0	0		0
CANCELLATION OF PRIOR YEARS RESERVE	53	55		55
Interest Earned	2	2		2
TOTAL	55	57		57

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICES & SUPPLIES				
7541 Operating Transfer Out	0	0		0
0882 General Reserves	0	0		57
TOTAL	0	0		57

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02545  
FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	874,889	951,486		724,331
CANCELLATION OF PRIOR YR RESERVES	648,763	631,951		1,144,676
Property Taxes - Current Secured	202,308	221,818		150,000
Property Taxes - Current Unsecured	16,953	17,374		0
Property Taxes - Prior	(75)	663		0
Interest Earned	38,226	45,821		26,800
Homeowner Property Tax Relief	3,553	3,675		0
Property Taxes - Supplemental SB 813	17,557	21,199		0
Sewer Service Charges	2,450,544	2,755,114		2,911,012
Miscellaneous Revenue	127,954	63,013		0
Plan/Inspection Fee	2,765	1,200		0
Plan Checking Fees	11,137	0		0
ERAF Rebate	100,872	179,364		0
ERAF III Shift	(170,073)	(170,073)		0
<b>TOTAL</b>	<b>4,325,373</b>	<b>4,722,606</b>		<b>4,956,819</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>TOTAL</b>				

**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 2006-2007**

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SALARIES &amp; EMPLOYEE BENEFITS</b>				
4111 Regular Hours Perm Position	168,655	284,358		418,000
4123 Experience Pay	185	0		0
4131 Employee Sick Lev	6,720	2,749		0
4133 Vacation Pay	11,861	4,705		0
4134 Holiday Pay	8,341	18,519		0
4135 Comp Time Used	3,455	4,889		0
4172 O.T. - 1 1/2 Pay	4,436	10,057		0
4192 Director's Fees	36,248	46,556		44,500
4312 Medicare Contrib	2,953	4,725		0
4631 Distric Employee Benefits	88,267	141,770		140,000
Total	331,121	518,329		602,500
<b>SERVICES &amp; SUPPLIES</b>				
5188 Misc Other Expense	3,403	3,092		3,500
5193 General Office Expense	14,352	13,766		15,435
5314 Election Expense	0	10,994		0
5332 Professional Groups & Assoc	11,755	8,408		8,900
5341 Legal Notices	13,581	12,446		16,600
5416 Fuel & Lubrication	4,850	4,131		4,000
5459 Misc. Other Maintenance Expense	21,368	29,522		25,000
5521 Direct Facility Rental Expenses	0	0		551
5638 Other Utility Expense	15,565	23,334		21,000
5721 Meetings & Conference Expense	27,718	32,810		41,730
5731 Dept Employee Training Expense	4,403	4,360		11,025
5817 Contract Sewage Services	1,039,201	1,249,032		1,337,333
5858 Other Professional Contract Services	108,200	124,782		77,100
5861 Engineering Services	44,478	60,747		62,843
5872 In-House Admin & Acct Services	67,286	79,600		80,483
5876 Other Professional Services	89,717	40,480		46,308
5958 Research & Monitoring	0	0		1,101
5966 District Operating Expense	1,945	6,368		3,950
5969 Other Special Department Expense	312,809	14,118		25,000
Total	1,780,631	1,717,988		1,781,859
<b>OTHER CHARGES</b>				
6322 Retirement of Long Term Debt	78,592	93,001		78,600
6731 All Other Insurance	39,544	71,396		41,000
6732 Legal Services	44,408	43,032		60,000
6814 Miscellaneous Other charges	7,995	0		3,000
Total	170,539	207,429		182,600
<b>FIXED ASSETS</b>				
7211 Fixed Assets - Structures/Improvements	283,113	282,816		283,000
7311 Fixed Assets - Equipment	76,532	127,038		117,105
Total	359,645	409,853		400,105
<b>OTHER FINANCING USES</b>				
7541 Operating Transfer Out	100,000	0		50,000
<b>CONTINGENCIES</b>				
8611 Appropriation for Contingencies	0	0		0
<b>RESERVES</b>				
0882 General Reserves	0	0		1,939,755
<b>GRAND TOTAL</b>	<b>2,641,936</b>	<b>2,853,599</b>		<b>4,956,819</b>

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**  
**GOVERNING BOARD:**

Board of Supervisors ... ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	0	103,943		0
CANCELLATIONS OF PRIOR YR RESERVES	343,200	349,231		251,948
Interest Earned	9,974	13,079		16,944
Operating Transfer In	100,000	0		697,000
TOTAL	453,174	466,253		965,892

## SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
SERVICES & SUPPLIES				
5858 Other Professional Contract	0	37,013		60,000
7311 Fixed Assest - Equipment	0	177,292		0
0882 General Reserves	0	0		905,892
TOTAL	0	214,305		965,892

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02547  
(LATERAL REPLACEMENT FUND  
FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ... ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	0	0		0
CANCELLATION OF PRIOR YEAR RESERVE	413	425		440
Interest Earned	12	15		11
Operating Transfer In - General Fund	0	0		0
Operating Transfer In - Other	0	0		25,000
<b>TOTAL</b>	<b>425</b>	<b>440</b>		<b>25,451</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SERVICES &amp; SUPPLIES</b>				
7541 Operating Transfer Out	34,053	0		0
0882 General Reserves	0	0		25,451
<b>TOTAL</b>	<b>34,053</b>	<b>0</b>		<b>25,451</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02548  
(TREATMENT PLANT RESERVE FUND)  
FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors ... ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	0	11,563		0
CANCELLATION OF PRIOR YR RESERVES	536,509	540,570		571,892
Interest Earned	15,625	19,759		15,064
<b>TOTAL</b>	<b>552,134</b>	<b>571,892</b>		<b>586,956</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
0882 General Reserves	0	0		586,956
<b>TOTAL</b>	<b>0</b>	<b>0</b>		<b>586,956</b>





County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
HIGHLANDS RECREATION DISTRICT BUDGET DETAIL-02625

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	321,407	396,102		405,343
CANCELLATION OF PRIOR YEAR RESERVE	215,894	391,953		562,801
Property Taxes - Current Secured	207,353	218,552		269,000
Property Taxes - Current Unsecured	17,696	16,218		17,000
Property Taxes - Prior	(105)	(12)		0
Interest Earned	15,930	28,283		32,000
Homeowner Property Tax Relief	2,057	2,090		2,000
Property Taxes - Supplemental SB 813	10,451	11,408		12,000
Park & Recreation Fees	788,184	811,888		859,600
Miscellaneous Revenue	16,853	44,225		215,000
Operating Transfers In	0	0		0
ERAF Rebate	39,529	53,681		0
ERAF III Shift	(19,879)	(19,879)		0
<b>TOTAL</b>	<b>1,615,370</b>	<b>1,954,509</b>		<b>2,374,744</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>TOTAL</b>				

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
HIGHLANDS RECREATION DISTRICT BUDGET DETAIL-02625

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SALARIES &amp; EMPLOYEE BENEFITS</b>				
4111 Regular Hours - Perm Positions	183,012	193,537		204,650
4161 Extra Help Hours - Reg Pay	345,409	362,043		422,673
4311 FICA	30,625	32,373		37,000
4312 Medicare Contribution	7,162	7,571		8,600
4451 Unemployment Insurance	0	25		500
4631 District Employee Benefits	15,576	18,050		32,000
Total	581,784	613,598		705,423
<b>SERVICES &amp; SUPPLIES</b>				
5121 Clothing & Uniforms	2,250	3,218		4,500
5156 Other Household Expense	8,240	9,626		11,200
5193 General Office Supplies	34,186	40,909		57,350
5331 Memberships	3,876	3,999		6,800
5423 Computer/Electronics Equip Maint	3,536	4,729		5,000
5459 Misc Other Maintenance Expense	22,073	32,189		62,600
5638 Other Utility Expense	48,381	54,265		67,000
5722 Misc Employee Expense Reimb.	1,540	1,203		2,000
5856 Contract Special Program Svcs	5,540	5,446		12,750
5966 District Operating Expense	55,487	68,204		87,600
6712 Telephone Service Charges	4,500	5,061		6,200
6731 All Other Insurance	26,172	47,371		39,000
Total	215,781	276,220		362,000
<b>FIXED ASSETS</b>				
7211 Fixed Assests - Structures/Improvements	12,753	81,732		431,000
7311 Fixed Assets - Equipment	16,997	14,815		34,800
Total	29,750	96,546		465,800
<b>CONTINGENCIES</b>				
8611 Appropriation for Contingencies	0	0		200,000
<b>PROVISION FOR RESERVES</b>				
8811 Capital Reserve	0	0		491,521
8821 General Reserve	0	0		150,000
Total	0	0		641,521
<b>Grand Total</b>	<b>827,315</b>	<b>986,365</b>		<b>2,374,744</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
LADERA RECREATION DISTRICT BUDGET DETAIL-02635

FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	0	26,099	302,752	302,752
CANCELLATION OF PRIOR YR RESERVES	226,293	236,818	81,295	81,295
Property Taxes - Current Secured	73,086	80,866	84,960	84,960
Property Taxes - Current Unsecured	6,153	11,384	11,962	11,962
Property Taxes - Prior	(35)	0	0	0
Interest Earned	4,128	8,200	18,500	18,500
Homeowner Property Tax Relief	715	700	700	700
Miscellaneous Revenue	2,796	5,000	2,800	2,800
Property Taxes - Supplemental SB 813	3,598	0	0	0
Park and Recreation Fees	522,761	491,402	516,970	516,970
State Block Grant	0	50,088	20,000	20,000
Gift and Donations	0	403	400	400
Operating Transfer In	0	0	0	0
ERAF III Shift	(6,748)	0	0	0
ERAF Rebate	16,721	0	0	0
<b>TOTAL</b>	<b>849,468</b>	<b>910,960</b>	<b>1,040,339</b>	<b>1,040,339</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>TOTAL</b>				

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
LADERA RECREATION DISTRICT BUDGET DETAIL-02635

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

FOR FISCAL YEAR 2006-2007

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SALARIES &amp; EMPLOYEE BENEFITS</b>				
4111 Regular Hour - Perm Position	114,138	109,200	114,660	114,660
4161 Extra Help Hours Regular Pay	112,159	147,646	147,408	147,408
4311 FICA	14,030	15,925	16,208	16,208
4312 Medicare Contribution	3,281	3,724	3,791	3,791
4649 Other Benefits	0	0		
Total	243,608	276,495	282,067	282,067
<b>SERVICES &amp; SUPPLIES</b>				
5188 Miscellaneous Other Expenses	8,453	0	0	0
5191 Outside Printing & Copying	2,808	1,850	1,250	1,250
5193 General Office Supplies	2,952	6,231	7,228	7,228
5427 Other Contract Maintenance	975		0	0
5428 Misc Repair & Maintenance	16,788	24,696	31,741	31,741
5438 Plumbing and Piping Expense	(267)	0	0	0
5439 Paint, Solvent and Chemical	11,012	6,241	7,602	7,602
5457 Landscape Lawns	22,964	18,997	16,767	16,767
5478 Other Contract Maintenance	0	0	0	0
5483 Contract custodial Services	10,108	9,708	15,088	15,088
5631 Electric & Gas Utilities	15,815	20,738	20,066	20,066
5634 Scavenger & Recycling Service	26		0	0
5635 Water Service	5,111	5,772	5,009	5,009
5638 Other Utilities	4,076	4,131	4,033	4,033
5721 Meeting and Conferences	9,703	7,220	11,545	11,545
5858 Other Professional Contract Services	5,595	6,990	5,864	5,864
5872 In-House Admin & Acctg. Service	4,729	4,959	5,288	5,288
5916 California Childrens Services	4,376	5,407	10,885	10,885
5927 Program Activities Expense	17,249	19,085	22,249	22,249
5966 District Operating Expense	11,515	17,278	17,489	17,489
5995 Stores for Re-issue	3,962	3,457	4,137	4,137
5996 Sheriff purchase for Reissue	0	0	0	0
Total	157,950	162,760	186,241	186,241
<b>OTHER CHARGES</b>				
6332 Interest on Long Term Debt	26,700	26,700	26,700	26,700
6611 Taxes & Assessments	3,553	3,338	2,338	2,338
6712 Telephone Service Charges	2,781	4,710	3,193	3,193
6713 Automated Services	14	0	0	0
6731 All Other Insurance	20,255	16,762	21,266	21,266
Total	53,303	51,510	53,497	53,497
<b>FIXED ASSETS</b>				
7211 Fixed Assets - Structures/Improvements	11,237	31,850	20,000	20,000
7311 Fixed Assets - Equipment	10,454	8,000	10,388	10,388
Total	21,691	39,850	30,388	30,388
<b>OPERATING TRANSFERS</b>				
7541 Operating Transfers Out	110,000	0	100,000	100,000
<b>CONTINGENCIES</b>				
8611 Appropriation for Contingencies	0	0	0	0
Total	0	0	100,000	100,000
<b>RESERVES</b>				
0881 Capital Reserve	0	299,050	162,146	162,146
0882 General Reserve	0	81,295	226,000	226,000
Total	0	380,345	388,146	388,146
<b>GRAND TOTAL</b>	<b>476,552</b>	<b>910,960</b>	<b>1,040,339</b>	<b>1,040,339</b>

County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
SAN MATEO COUNTY MOSQUITO ABATEMENT DISTRICT BUDGET DETAIL-02705  
FOR FISCAL YEAR 2006-2007

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE				351,298
CANCELLATION OF PRIOR YR RESERVES				2,186,222
Interest Earned		33,246		30,000
Miscellaneous Revenue		195,629		0
TOTAL	0	228,874	0	2,567,520

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENT	2004-2005	2005-2006	2006-2007	2006-2007
<b>SERVICES &amp; SUPPLIES</b>				
5188 Other Misc Expenses		276,252		300,000
5428 Misc. Repairs & Maintenance		17,251		28,000
5834 Legal/Admin Fees		2,226		2,300
Total		295,729		330,300
<b>FIXED ASSETS</b>				
7211 Structures/Improvements		477,448		581,890
7311 Fixed Assets - Equipment		169,845		330,250
Total		647,293		912,140
<b>GENERAL RESERVES</b>		0		1,325,080
TOTAL		943,022		2,567,520

**County of San Mateo  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
SAN MATEO COUNTY MOSQUITO ABATEMENT DISTRICT BUDGET DETAIL-02706**

**FOR FISCAL YEAR 2006-2007**

**DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:**

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
FUND BALANCE AVAILABLE	190,588	0		1,155,599
CANCELLATION OF PRIOR YR RESERVE	946,863	1,826,180		770,448
Property Taxes - Current Secured	1,079,359	1,137,478		1,183,159
Property Taxes - Current Unsecured	89,447	81,763		86,812
Property Taxes - Prior	1,108	3,566		0
Taxes - Special District Augmentation Fund	0	0		0
Interest Earned	45,013	74,907		50,000
Homeowner Property Tax Relief	11,405	11,590		11,244
Special Tax	440,044	318,343		440,044
Benefit Assessments	1,254,916	1,286,889		1,335,826
Property Taxes - Supplemental SB 813	59,070	63,809		50,000
Charges for Services	267,370	440,552		0
Miscellaneous Reimbursements	25,617	26,670		0
Miscellaneous Revenue	0	2		20,000
All Other Miscellaneous Revenue	141,317	179,289		15,000
ERAF Rebate	119,938	140,940		14,000
Other In-Lieu Taxes	162	182		0
Inspection Services	0	0		200,000
<b>TOTAL</b>	<b>4,672,217</b>	<b>5,592,160</b>		<b>5,332,132</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENT	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>TOTAL</b>				

**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 2006-2007**

Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

EXPENDITURE CLASSIFICATION	Actual 2004-2005	Approved 2005-2006	Recommended 2006-2007	Approved 2006-2007
<b>SALARIES &amp; EMPLOYEE BENEFITS</b>				
4111 Regular Hour - Perm Position	978,921	1,140,021		1,266,000
4161 Extra Help Hours - Reg Pay	94,379	76,546		107,340
4311 FICA	5,851	4,746		6,700
4321 County Retirement Plan	130,204	136,784		212,800
4412 Health Insurance	122,451	145,355		167,000
4415 Medicare Health Insurance	14,361	16,356		19,000
4422 Dental Plan	17,174	21,598		26,200
4431 Vision Insurance Plan	2,224	2,860		3,150
4442 Long Term Disability Insurance	8,830	11,454		14,100
4451 Unemployment Insurance	5,764	8,678		15,000
Total	1,380,159	1,564,397		1,837,290
<b>SERVICES &amp; SUPPLIES</b>				
5111 Agricultural Expense	226,804	293,773		218,000
5121 Clothing & Uniforms	21,779	25,237		26,950
5156 Other Household Expense	1,452	1,935		2,300
5171 Other Clinical Expense	2,563	1,610		4,900
5199 Other Office Expense	16,190	18,239		29,695
5233 Inspection & Testing Equipment	13,789	18,600		20,300
5331 Memberships	12,883	14,353		14,535
5416 Fuel & Lubrication	34,697	46,375		56,500
5428 Misc. Repairs & Maintenance	45,037	46,219		61,200
5472 Contract Plumbing Services	6,529	4,316		9,950
5631 Electricity & Gas Utilities	16,227	16,526		20,000
5635 Water Service	3,118	3,244		5,000
5721 Meetings & Conference Expense	41,303	54,887		78,600
5856 Contract Special Contract Svcs	138,135	156,900		187,150
5966 District Operating Expenses	13,389	174,806		272,500
6712 Telephone Charges	15,555	14,686		17,500
6725 General Liability Insurance	5,664	5,798		57,000
6731 Workers Comp	0	0		54,108
Total	615,114	897,504		1,136,188
<b>FIXED ASSETS</b>				
7211 Structures/Improvements	0	0		0
7311 Fixed Assets - Equipment	766	4,212		2,350
Total	766	4,212		2,350
<b>OTHER FINANCING USES</b>				
Operating Transfer Out	850,000	0		1,200,000
Total	850,000	0		1,200,000
<b>CONTINGENCIES</b>				
8611 Appropriation for Contingencies	0	0		267,870
Total	0	0		267,870
<b>RESERVES</b>				
0882 General Reserves (Non-General Fund)	0	0		888,434
Total	0	0		888,434
<b>GRAND TOTAL</b>	<b>2,846,039</b>	<b>2,466,113</b>		<b>5,332,132</b>

**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 2006-2007**

(District, Fund, Issue, Etc.)  (1)	Actual Expenditures 2004-2005		Actual Expenditures 2005 -2006		Requirements for Budget Year 2006-2007			
	Interest	Principal	Interest	Principal	Interest	Principal	Provision for Reserves	Total
	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
<b>ELEMENTARY SCHOOL BONDS</b>								
BelmontRedwoodshores -FID.	0.00	0.00	0.00	0.00	0.00	0.00	1,201,413.00	1,201,413.00
Belmont 2005 Refund Ser.	0.00	0.00	488,938.00	280,000.00	479,563.00	345,000.00	617,194.00	1,441,757.00
Brisbane Ser 2004	168,626.00	0.00	505,179.00	120,000.00	167,426.00	0.00	272,426.00	439,852.00
Brisbane Ser . 2005	0.00	0.00	23,922.00	0.00	35,150.00	0.00	17,575.00	52,725.00
Burlingame (Series ) 1997	59,460.00	150,000.00	0.00	0.00	0.00	0.00	0.00	-
Burlingame Refund Ser. 2000	552,360.00	390,000.00	535,650.00	420,000.00	517,380.00	455,000.00	748,913.00	1,721,293.00
Burlingame Refund Ser 2004	127,450.00	0.00	253,750.00	115,000.00	251,100.00	140,000.00	289,900.00	681,000.00
Hillsborough Ser 2003 A	495,925.00	680,000.00	480,925.00	870,000.00	461,975.00	975,000.00	541,113.00	1,978,088.00
Hillsborough Ser 2003 B	0.00	0.00	0.00	0.00	289,493.00	0.00	519,240.00	808,733.00
Jefferson (Series A ) 2002	704,613.00	950,000.00	674,988.00	50,000.00	671,613.00	100,000.00	484,681.00	1,256,294.00
Jefferson Series 2004	837,067.00	0.00	876,000.00	0.00	868,500.00	500,000.00	480,500.00	1,849,000.00
Jefferson Series 2005	0.00	0.00	384,531.00	0.00	769,063.00	0.00	384,531.00	1,153,594.00
Pacifica (Series A ) 1997	729,620.00	140,000.00	722,961.00	175,000.00	699,885.00	890,000.00	1,575,264.00	3,165,149.00
Pacifica (Series A ) 2000	0.00	0.00	0.00	0.00	0.00	0.00	70,000.00	70,000.00
Las Lomitas (Series A ) 1999	249,825.00	180,000.00	126,150.00	180,000.00	4,163.00	185,000.00	0.00	189,163.00
Las Lomitas (Series B ) 1999	269,688.00	150,000.00	140,356.00	315,000.00	0.00	0.00	0.00	-
Las Lomitas ( Series 2002	560,613.00	290,000.00	484,342.00	600,000.00	0.00	0.00	0.00	-
Las Lomitas 2005 Refunding	0.00	0.00	443,725.00	335,000.00	435,350.00	0.00	1,305,350.00	1,740,700.00
Menlo Park (Series B) 1996	666,398.00	445,000.00						-
Menlo Park Refunding 2004	118,465.00	270,000.00	228,006.00	840,000.00	70,839.00	0.00	320,839.00	391,678.00
Menlo Park Refunding 2005	0.00	0.00	551,070.00	765,000.00	251,828.00	0.00	786,828.00	1,038,656.00
Menlo Park Ser 2006	0.00	0.00	0.00	0.00	0.00	0.00	1,806,663.00	1,806,663.00
Portola Valley (Series A) 1999	272,125.00	115,000.00	266,250.00	120,000.00	260,125.00	125,000.00	263,500.00	648,625.00
Portola Valley (Series B ) 1999	504,083.00	190,000.00	495,698.00	200,000.00	486,668.00	215,000.00	465,969.00	1,167,637.00
Portola Valley Series 2002	291,591.00	90,000.00	286,854.00	95,000.00	282,341.00	95,000.00	235,102.00	612,443.00
Ravenswood (Series A) 1996	133,233.00	85,000.00	128,095.00	90,000.00	123,370.00	95,000.00	160,616.00	378,986.00
Ravenswood (Series B ) 1996	131,520.00	85,000.00	126,495.00	90,000.00	121,270.00	100,000.00	164,260.00	385,530.00
Ravenswood (Series A ) 2000	120,310.00	80,000.00	117,430.00	80,000.00	114,293.00	85,000.00	141,318.00	340,611.00
Ravenswood (Series B) 2000	116,828.00	75,000.00	161,116.00	180,000.00	50,626.00	0.00	145,626.00	196,252.00
Ravenswood ( Series C) 2000	0.00	0.00	242,167.00	115,000.00	58,836.00	0.00	118,836.00	177,672.00
Ravenswood (Series D) 2000	0.00	0.00	148,683.00	25,000.00	56,929.00	0.00	116,929.00	173,858.00
Redwood City ( Series A) 1997	1,626,611.00	1,035,000.00	1,577,700.00	1,200,000.00	1,520,250.00	1,380,000.00	2,319,600.00	5,219,850.00
Redwood City ( Series A) 2002	955,000.00	45,000.00	955,000.00	95,000.00	955,000.00	150,000.00	687,500.00	1,792,500.00
San Bruno Refunding Ser. 1998	273,558.00	855,000.00	236,733.00	930,000.00	196,225.00	1,010,000.00	1,182,507.00	2,388,732.00
San Bruno (Series B ) 1998	161,333.00	30,000.00	159,991.00	35,000.00	158,425.00	40,000.00	128,793.00	327,218.00
San Bruno (Series C ) 1998	102,030.00	160,000.00	96,855.00	185,000.00	90,930.00	210,000.00	278,890.00	579,820.00
San Carlos 2005 Refunding Ser.	0.00	0.00	836,989.00	590,000.00	849,328.00	700,000.00	1,179,414.00	2,728,742.00
San Carlos Ser 2006	0.00	0.00	0.00	0.00	1,257,600.00	0.00	707,400.00	1,965,000.00
<b>ELEM.SCHOOL DIST. TOTAL</b>	<b>10,228,332.00</b>	<b>6,490,000.00</b>	<b>12,756,549.00</b>	<b>9,095,000.00</b>	<b>12,555,544.00</b>	<b>7,795,000.00</b>	<b>19,718,690.00</b>	<b>40,069,234.00</b>

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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 2006-2007**

Available Financing						Amount to be Raised by Current Property			Tax Rate on Secured Roll (19)
Fund Balance as of June 30,2006 (10)	Less: Reserved Amounts		Fund Balance Unreserved (13)	Estimated Additional Financing Sources (14)	Total Available Financing (15)	Tax Levy			
	Interest & Principal Due & Unpaid June 30,2006 (11)	Uncancelled General Reserve (12)				Total (16)	Unsecured (17)	Secured (18)	
0.00	0.00	0.00	0.00	0.00	0.00	1,201,413.00	0.00	1,201,413.00	0.0298
656,851.00	0.00	0.00	656,851.00	0.00	656,851.00	784,906.00	23,317.00	761,589.00	0.0093
26,444.00	0.00	0.00	26,444.00	0.00	26,444.00	413,408.00	47,567.00	365,841.00	0.0226
14,411.00	0.00	0.00	14,411.00	0.00	14,411.00	38,314.00	7,651.00	30,663.00	0.0028
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0000
934,699.00	0.00	0.00	934,699.00	0.00	934,699.00	786,594.00	47,346.00	739,248.00	0.0128
361,794.00	0.00	0.00	361,794.00	0.00	361,794.00	319,206.00	18,808.00	300,398.00	0.0055
1,323,924.00	0.00	0.00	1,323,924.00	0.00	1,323,924.00	654,164.00	1,283.00	652,881.00	0.0140
0.00			0.00		0.00	808,733.00	0.00	808,733.00	0.0160
594,551.00	0.00	0.00	594,551.00	0.00	594,551.00	661,743.00	20,804.00	640,939.00	0.0101
932,752.00	0.00	0.00	932,752.00		932,752.00	916,248.00	45,687.00	870,561.00	0.0136
465,980.00	0.00	0.00	465,980.00	0.00	465,980.00	687,614.00	28,554.00	659,060.00	0.0104
1,506,487.00	0.00	0.00	1,506,487.00	0.00	1,506,487.00	1,658,662.00	18,201.00	1,640,461.00	0.0435
0.00			0.00			70,000.00	0.00	70,000.00	0.0022
189,163.00	0.00	0.00	189,163.00	0.00	189,163.00	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	
131,989.00			131,989.00	0.00	131,989.00	1,608,711.00	0.00	1,608,711.00	0.0398
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
30,615.00	0.00	0.00	30,615.00	0.00	30,615.00	361,063.00	11,697.00	349,366.00	0.0048
14,800.00			14,800.00		14,800.00	1,023,856.00	0.00	1,023,856.00	0.0134
0.00			0.00			1,806,663.00	0.00	1,806,663.00	0.0234
412,931.00	0.00	0.00	412,931.00	0.00	412,931.00	235,694.00	1,648.00	234,046.00	0.0078
497,905.00	0.00	0.00	497,905.00	0.00	497,905.00	669,732.00	3,698.00	666,034.00	0.0212
261,106.00	0.00	0.00	261,106.00	0.00	261,106.00	351,337.00	1,985.00	349,352.00	0.0114
222,309.00	0.00	0.00	222,309.00	0.00	222,309.00	156,677.00	13,971.00	142,706.00	0.0050
196,553.00	0.00	0.00	196,553.00	0.00	196,553.00	188,977.00	15,392.00	173,585.00	0.0060
152,792.00	0.00	0.00	152,792.00	0.00	152,792.00	187,819.00	14,208.00	173,611.00	0.0060
9,907.00	0.00	0.00	9,907.00	0.00	9,907.00	186,345.00	15,155.00	171,190.00	0.0060
12,035.00	0.00	0.00	12,035.00	0.00	12,035.00	165,637.00	13,735.00	151,902.00	0.0055
18,299.00	0.00	0.00	18,299.00	0.00	18,299.00	155,559.00	16,103.00	139,456.00	0.0050
2,593,702.00	0.00	0.00	2,593,702.00	0.00	2,593,702.00	2,626,148.00	124,903.00	2,501,245.00	0.0185
668,379.00	0.00	0.00	668,379.00	0.00	668,379.00	1,124,121.00	51,989.00	1,072,132.00	0.0080
1,294,899.00	0.00	0.00	1,294,899.00	0.00	1,294,899.00	1,093,833.00	183,991.00	909,842.00	0.0217
130,304.00	0.00	0.00	130,304.00	0.00	130,304.00	196,914.00	35,478.00	161,436.00	0.0042
258,371.00	0.00	0.00	258,371.00	0.00	258,371.00	321,449.00	56,929.00	264,520.00	0.0065
1,327,701.00	0.00	0.00	1,327,701.00	0.00	1,327,701.00	1,401,041.00	110,534.00	1,290,507.00	0.0258
593,901.00			593,901.00		593,901.00	1,371,099.00	0.00	1,371,099.00	0.0274
15,835,554.00	0.00	0.00	15,835,554.00	0.00	15,835,554.00	24,233,680.00	930,634.00	23,303,046.00	

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**County of San Mateo**  
**STATE OF CALIFORNIA**  
**DEBT SERVICE REQUIREMENTS DETAIL**  
**FOR BOND ISSUES OF SPECIAL DISTRICTS**  
**FOR FISCAL YEAR 2006-2007**

(1)	Actual Expenditures 2004-2005		Actual Expenditures 2005 -2006		Requirements for Budget Year 2006-2007			
	Interest (2)	Principal (3)	Interest (4)	Principal (5)	Interest (6)	Principal (7)	Provision for Reserves (8)	Total (9)
<b><u>ELEMENTARY SCHOOL DIST.</u></b>								
San Mateo/Foster City Refund. Ser.2003	1,071,169.00	1,303,166.00	1,044,994.00	1,280,000.00	1,017,456.00	1,310,000.00	1,841,359.00	4,168,815.00
San Mateo/Foster City Refund. Ser.2005	-	0.00	-	-	4,757,601.00	2,416,684.00	3,381,961.00	10,556,246.00
Woodside Elem 2005 Refund. Ser.	-	-	202,396.00	150,000.00	204,963.00	190,000.00	306,056.00	701,019.00
Woodside Ser 2006	-	-	-	-	405,142.00	-	209,556.00	614,698.00
<b>TOTAL ELEM. SCHOOL BONDS</b>	<b>11,299,501.00</b>	<b>7,793,166.00</b>	<b>14,003,939.00</b>	<b>10,525,000.00</b>	<b>18,940,706.00</b>	<b>11,711,684.00</b>	<b>25,457,622.00</b>	<b>56,110,012.00</b>
<b><u>HIGH SCHOOL DIST. BONDS</u></b>								
Jefferson High Refunding Ser. A	1,279,814.00	390,000.00	1,256,838.00	405,000.00	1,232,943.00	425,000.00	649,503.00	2,307,446.00
Jefferson High Refunding 2005 Ser.	0.00	0.00	0.00	0.00	290,772.00	95,000.00	248,664.00	634,436.00
Sequoia High (Series A ) 2000	1,504,625.00	520,000.00	2,126,433.00	1,120,000.00	638,963.00	0.00	973,963.00	1,612,926.00
Sequoia High ( Series B ) 2000	2,716,630.00	0.00	3,997,270.00	1,500,000.00	1,279,465.00	0.00	2,074,466.00	3,353,931.00
Sequoia High (Refunding Ser 2003	735,365.00	380,000.00	1,017,965.00	420,000.00	343,133.00	0.00	943,133.00	1,286,266.00
Sequoia High Ser 2005	0.00	0.00	1,303,597.00	1,150,000.00	523,151.00	0.00	2,523,151.00	3,046,302.00
Sequoia High 2005 Rfnding Issue 1	0.00	0.00	907,716.00	290,000.00	517,656.00	0.00	517,656.00	1,035,312.00
Sequoia High 2005 Rfnding Issue 2	0.00	0.00	111,701.00	0.00	105,268.00	0.00	105,268.00	210,536.00
Sequoia 2005 Ser B		0.00	1,279,720.00	0.00	1,206,019.00	0.00	1,206,019.00	2,412,038.00
San Mateo High ( Ser. B ) 2000	234,750.00	150,000.00	213,188.00	1,605,000.00	167,688.00	1,850,000.00	2,191,125.00	4,208,813.00
San Mateo High ( Series C ) 2000	588,047.00	0.00	592,039.00	95,000.00	589,538.00	155,000.00	508,994.00	1,253,532.00
San Mateo High 2004 Refunding	0.00	0.00	1,214,397.00	0.00	2,414,494.00	1,430,000.00	2,670,097.00	6,514,591.00
<b>TOTAL HIGH SCHOOL BONDS</b>	<b>7,059,231.00</b>	<b>1,440,000.00</b>	<b>14,020,864.00</b>	<b>6,585,000.00</b>	<b>9,309,090.00</b>	<b>3,955,000.00</b>	<b>14,612,039.00</b>	<b>27,876,129.00</b>
<b><u>UNIFIED SCHOOL DIST. BONDS</u></b>								
Cabrillo Unified (Series A ) 1996	601,335.00	1,535,000.00	522,110.00	1,730,000.00	431,000.00	1,945,000.00	2,376,238.00	4,752,238.00
South San Francisco 2006 Refunding	0.00	0.00	0.00	0.00	2,303,108.00	0.00	1,439,517.00	3,742,625.00
<b>TOTAL UNIFIED SCHOOL BONDS</b>	<b>601,335.00</b>	<b>1,535,000.00</b>	<b>522,110.00</b>	<b>1,730,000.00</b>	<b>2,734,108.00</b>	<b>1,945,000.00</b>	<b>3,815,755.00</b>	<b>8,494,863.00</b>
<b><u>COMMUNITY COLL.DIST. BONDS</u></b>								
SM Jr. College Bond (Ser. A ) 2002	3,469,803.00	3,455,000.00	3,359,403.00	3,905,000.00	3,279,903.00	1,395,000.00	3,189,489.00	7,864,392.00
SM Jr. College Bond (Ser. B ) 2005	0.00	0.00	2,077,654.00	0.00	2,016,888.00	1,040,000.00	1,400,645.00	4,457,533.00
SM Jr. College Bond (Ser C) 2001	0.00	0.00	0.00	0.00	565,830.00	0.00	733,933.00	1,299,763.00
SM Jr. College Bond ( Ser A)2006	0.00	0.00	0.00	0.00	2,202,725.00	0.00	11,144,969.00	13,347,694.00
<b>TOTAL COLLEGE DIST. BONDS</b>	<b>3,469,803.00</b>	<b>3,455,000.00</b>	<b>5,437,057.00</b>	<b>3,905,000.00</b>	<b>8,065,346.00</b>	<b>2,435,000.00</b>	<b>16,469,036.00</b>	<b>26,969,382.00</b>
<b>GRAND TOTAL</b>	<b>22,429,870.00</b>	<b>14,223,166.00</b>	<b>33,983,970.00</b>	<b>22,745,000.00</b>	<b>39,049,250.00</b>	<b>20,046,684.00</b>	<b>60,354,452.00</b>	<b>119,450,386.00</b>

**County of San Mateo**  
**STATE OF CALIFORNIA**  
**DEBT SERVICE REQUIREMENTS DETAIL**  
**FOR BOND ISSUES OF SPECIAL DISTRICTS**  
**FOR FISCAL YEAR 2006-2007**

Available Financing						Amount to be Raised by Current Property			
Fund Balance as of June 30,2006 (10)	Less: Reserved Amounts		Fund Balance Unreserved Undesignated (13)	Estimated Additional Financing Sources (14)	Total Available Financing (15)	Tax Levy			
	Interest & Principal Due & Unpaid June 30,2006 (11)	Uncancelled General Reserve (12)				Total (16)	Unsecured (17)	Secured (18)	
1,897,392.00	0.00	0.00	1,897,392.00	0.00	1,897,392.00	2,271,423.00	119,909.00	2,151,514.00	0.0111
6,242,685.00			6,242,685.00		6,242,685.00	4,313,561.00	-	4,313,561.00	0.0221
334,010.00	0.00	0.00	334,010.00	0.00	334,010.00	367,009.00	1,694.00	365,315.00	0.0190
246,805.00			246,805.00		246,805.00	367,893.00	0.00	367,893.00	0.0191
24,556,446.00	0.00	0.00	24,556,446.00	0.00	24,556,446.00	31,553,566.00	1,052,237.00	30,501,329.00	
704,944.00	0.00	0.00	704,944.00	0.00	704,944.00	1,602,502.00	63,111.00	1,539,391.00	0.0123
0.00			0.00		0.00	634,436.00	0.00	634,436.00	0.0051
122,851.00	0.00	0.00	122,851.00	0.00	122,851.00	1,490,075.00	75,239.00	1,414,836.00	0.0031
106,940.00	0.00	0.00	106,940.00	0.00	106,940.00	3,246,991.00	128,250.00	3,118,741.00	0.0066
130,615.00			130,615.00	0.00	130,615.00	1,155,651.00	41,039.00	1,114,612.00	0.0024
99,893.00	0.00	0.00	99,893.00	0.00	99,893.00	2,946,409.00	82,080.00	2,864,329.00	0.0061
592,971.00			592,971.00	0.00	592,971.00	442,341.00	-	442,341.00	0.0010
8,696.00			8,696.00	0.00	8,696.00	201,840.00	-	201,840.00	0.0005
1,918,447.00			1,918,447.00	0.00	1,918,447.00	493,591.00	-	493,591.00	0.0011
2,227,275.00	0.00	0.00	2,227,275.00	0.00	2,227,275.00	1,981,538.00	206,321.00	1,775,217.00	0.0047
472,194.00	0.00	0.00	472,194.00	0.00	472,194.00	781,338.00	72,819.00	708,519.00	0.0019
2,645,138.00	0.00	0.00	2,645,138.00	0.00	2,645,138.00	3,869,453.00	424,779.00	3,444,674.00	0.0090
9,029,964.00	0.00	0.00	9,029,964.00	0.00	9,029,964.00	18,846,165.00	1,093,638.00	17,752,527.00	
2,610,878.00	0.00	0.00	2,610,878.00	0.00	2,610,878.00	2,141,360.00	33,095.00	2,108,265.00	0.0492
1,564,434.00			1,564,434.00		1,564,434.00	2,178,191.00	0.00	2,178,191.00	0.0195
4,175,312.00	0.00	0.00	4,175,312.00	0.00	4,175,312.00	4,319,551.00	33,095.00	4,286,456.00	
3,459,593.00	-	0.00	3,459,593.00	0.00	3,459,593.00	4,404,799.00	266,732.00	4,138,067.00	0.0037
2,233,063.00	0.00	0.00	2,233,063.00	0.00	2,233,063.00	2,224,470.00	228627.00	1,995,843.00	0.0018
	0.00		-	0.00	-	1,299,763.00	0.00	1,299,763.00	0.0012
	0.00		-	0.00	-	13,347,694.00	0.00	13,347,694.00	0.0117
5,692,656.00	0.00	0.00	5,692,656.00	0.00	5,692,656.00	21,276,726.00	495,359.00	20,781,367.00	
43,454,378.00	0.00	0.00	43,454,378.00	0.00	43,454,378.00	75,996,008.00	2,674,329.00	73,321,679.00	

## JUNE 30, 2006

-117-

## JUNE 30, 2006

## HIGH SCHOOLS

## San Mateo High Refunding

**JUNE 30, 2006**

## UNIFIED SCHOOLS

**SMC COMMUNITY COLL DIST.**

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# *Glossary of Budget Terms*



*Adopted Budget*  
*FY 2006-07*  
*FY 2007-08*





People	<p><b>Realize the potential of our diverse population.</b></p> <ol style="list-style-type: none"> <li>1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.</li> <li>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.</li> </ol> <p><b>Provide equal access to educational opportunity.</b></p> <ol style="list-style-type: none"> <li>3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.</li> <li>4. Residents have many educational and training opportunities beyond high school.</li> </ol> <p><b>Ensure basic health and safety for all.</b></p> <ol style="list-style-type: none"> <li>5. Residents have access to healthcare and preventive care.</li> <li>6. Children grow up healthy in safe and supportive homes and neighborhoods.</li> <li>7. Maintain and enhance the public safety of all residents and visitors.</li> <li>8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.</li> </ol>
Place	<p><b>Offer a full range of housing choices.</b></p> <ol style="list-style-type: none"> <li>9. Housing exists for people at all income levels and for all generations of families.</li> </ol> <p><b>Redesign our urban environment to increase vitality, expand variety and reduce congestion.</b></p> <ol style="list-style-type: none"> <li>10. Public transportation choices that are convenient, affordable, accessible and safe.</li> <li>11. New housing is clustered with jobs and commercial services along transportation corridors.</li> <li>12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.</li> </ol> <p><b>Preserve and provide people access for our natural environment.</b></p> <ol style="list-style-type: none"> <li>13. Fixing the boundary between open space and development protects the quality of the natural environment.</li> <li>14. Important natural resources are preserved and enhanced through environmental stewardship.</li> <li>15. Residents have nearby access to green space, such as parks and recreational opportunities.</li> </ol>
Prosperity	<p><b>Create opportunities for every household to participate in our prosperity.</b></p> <ol style="list-style-type: none"> <li>16. Residents hold the majority of jobs created in the county.</li> <li>17. All households experience real gains in income.</li> </ol> <p><b>Sow the seeds of our future prosperity.</b></p> <ol style="list-style-type: none"> <li>18. San Mateo County attracts and maintains leading-edge industries.</li> <li>19. The skill level of new workers rises with improved K-12 education and training options.</li> </ol>
Partnerships	<p><b>Responsive, effective and collaborative government.</b></p> <ol style="list-style-type: none"> <li>20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.</li> <li>21. County employees understand, support and integrate the County vision and goals into their delivery of services.</li> <li>22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.</li> </ol> <p><b>Leaders work together across boundaries to preserve and enhance our quality of life.</b></p> <ol style="list-style-type: none"> <li>23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.</li> <li>24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.</li> <li>25. Residents express their support for regional, collaborative approaches to issues.</li> </ol>

## 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<sup>th</sup> 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)
<b>TOTAL:</b>	<b>3.8</b>

**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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